Public Document Pack

Projects and Procurement Sub-Committee – Public Information (starred*) Reports

Date: **MONDAY, 15 JULY 2024**

Time: 1.45 pm

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

Members:

Deputy Randall Anderson (Chair)
Deputy Rehana Ameer (Deputy Chairman)
Mary Durcan
Alderman Timothy Hailes JP
Eamonn Mullally
Philip Woodhouse

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

7. ***ISSUE REPORT - SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION**

Report of the City Operations Director.

For Information
(Pages 141 - 172)

8. ***GW1/2: DAUNTSEY HOUSE, FREDERICK'S PLACE - PUBLIC REALM IMPROVEMENTS (S278)**

Report of the Executive Director, Environment.

For Information
(Pages 173 - 180)

9. ***GW2: CLIMATE ACTION STRATEGY (CAS) – CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS**

Report of the City Surveyor.

For Information
(Pages 181 - 198)

10. ***GW2: CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME – HEAT DECARBONISATION**

Report of the City Surveyor.

For Information
(Pages 199 - 230)

11. ***GW2: TEMPLE AVENUE IMPROVEMENTS (FLEET STREET AREA PROGRAMME)**

Report of the Executive Director, Environment.

For Information
(Pages 231 - 248)

12. ***GW3: 2 ALDERMANBURY SQUARE**

Report of the Executive Director, Environment.

For Information
(Pages 249 - 278)

13. ***GW3: MUSEUM OF LONDON S278**

Report of the Executive Director, Environment.

For Information
(Pages 279 - 296)

14. ***GW3/4: CREECHURCH LANE AREA IMPROVEMENTS (CITY CLUSTER PROGRAMME)**

Report of the Executive Director, Environment.

For Information
(Pages 297 - 334)

15. ***GW3/4: MILLENNIUM BRIDGE HOUSE AREA IMPROVEMENTS S278**

Report of the Executive Director, Environment.

For Information
(Pages 335 - 358)

16. ***GW4: CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 4 SUDS (SUSTAINABLE URBAN DRAINAGE) FOR CLIMATE RESILIENCE**

Report of the Executive Director, Environment.

For Information
(Pages 359 - 394)

17. ***GW6: CAR PARK & OTHER SIGNAGE PHASE 3**

Report of the Interim CEO, Barbican Centre.

For Information
(Pages 395 - 404)

18. ***GW6: 21 MOORFIELDS AND FORE STREET AVENUE S278 MOOR LANE ENVIRONMENTAL ENHANCEMENTS**

Report of the Executive Director, Environment.

For Information
(Pages 405 - 428)

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Committees:	**Dates:**
Streets and Walkways Committee *[for decision]* Projects and Procurement Sub *[for information]*	09 July 2024 15 July 2024
Subject: Smithfield Area Public Realm and Transportation **Unique Project Identifier:** PV Project ID: 11956	Complex **Issue Report (last report Gateway 3 Issue Report)**
Report of: City Operations Director **Report Author:** Clarisse Tavin	**For Decision**
PUBLIC	

1. Status update	**Project Description:** The project aims to provide a coordinated approach for the delivery of new public spaces and improved environment in the Smithfield area. This is to be delivered in line with the City Transport Strategy, the Climate Action Strategy, and the anticipated major increase in the number of visitors to the area following the opening of the new Museum of London (MoL) and future transformation of the Meat Market. **RAG Status:** Green (last report: green) **Risk Status:** Low (last report: low) **Total Estimated Cost of Project (excluding risk):** *£12m* **Change in Total Estimated Cost of Project (excluding risk):** N/A **Spend to Date:** £ 1,088,050 **Costed Risk Provision Utilised:** 0 **Funding Source:** OSPR **Slippage:** None

2. Requested decisions	**Next Gateway:** Gateway 4 - Detailed Options Appraisal (Complex) **Progress to date** • The Smithfield Area Public Realm and Transportation Project will deliver enhancements in the Smithfield area and is currently at RIBA Stage 3. The Stage 3.1 related to overarching strategies was completed, and engagement has continued. This includes a temporary play project for families developed with the MoL Team, to be delivered in the area for the London Festival of Architecture in Summer 2024. • The lighting element of the project was progressed to detailed design stage, to align with the phased opening of the General Market and Poultry Market as part of the Museum's opening timeline. • The MoL S278 project has also progressed since Gateway 1/2 was approved in January 2022, and the scope of work has been defined. The development of the Public Realm project and the S278 project will be coordinated to maximise the efficiency of each project. • Taking a programmatic approach with integrated project management of both the S278 project for the museum and the wider public realm projects is the best way forward. It is however necessary to report separately on these projects as the scope of the Public Realm project extends beyond the MoL boundary and beyond the lifecycle of the S278 project. • The next stage of work has been identified and is split between the S278 requirements for the MoL and the wider public realm project. The MoL S278 project is the subject of a separate report submitted to Streets and Walkways Sub Committee in July 2024, to align with this report. **1. Project Update** **Smithfield Area Public Realm and Transportation Project :** 1.1 The project is phased to align with key dependencies with the museum development and associated s278 improvements as follow (see Phasing Plan in Appendix 3): - **Stage 3.1**: Overarching strategies and approaches to develop elements of the Concept Design and to test feasibility – *complete.* - **Stage 3.2a**: Developed Designs for Area 1 - around the future Museum of London – General Market site

	- **Stage 3.2b**: Developed Designs for Area 1 -around the future Museum of London– Poultry Market site. - **Stage 3.3**: Developed Designs for Area 2 (around the Meat Market site) 1.2 A Gateway 3 Issue report was approved in July 2022 and provided an update on the progress made to date. It agreed for this project to restart and run in parallel with the requirements for the MoL through their S278 project. 1.3 The report anticipated that Stage 3.2 of the public realm project design would commence when the broad scope of the MoL S106 agreement (and within this document the outline scope of its associated S278 agreement) is understood; with a new report be submitted to Committees. We are now at this stage. A Gateway 3 report for the S278 works is also on the agenda for the July 2024 Streets & Walkways Sub Committee and provides further details on this project. **Museum of London Programme**: 1.4 The General Market building is anticipated to open to the public in 2026. As part of that phase of opening, West Poultry Avenue will be closed to traffic permanently and become the main entrance to the Museum. 1.5 The Poultry Market building is planned to open to the public in 2028. As stated above, the Public Realm and S278 projects will have to dovetail with these timescales, accommodating the use of highway for the completion of the building works where needed post 2026, and delivering the public realm and S278 works on the public highway to facilitate visitors of the Museum between the two distinct openings of 2026 and 2028 and then beyond. See indicative Phasing Plan in Appendix 3. 1.6 Timings for the Annexe needs to be confirmed, but City Surveyor Team is working with the Environment Team on the Marketing & Disposal plan for this asset. **Markets Co-location programme:** 1.7 The project team has continued to liaise with the Market Colocation team as key stakeholders to finalise Stage 3.1 and initiate 3.2. Further engagement will restart when the broad scope of the future Meat Market is understood. 1.8 What is understood is that there will be an operational meat market until 2028, and so works around the Museum building need to accommodate the market operation during this time frame. There is likely to be wider scope for

change in terms of public realm after the meat market is vacated. However, the construction work and S278 for any future development of this site will also need to be considered.

2. Next steps

2.1 Taking the above in consideration, it is now proposed to continue the Smithfield Area Public Realm project (Stage 3.2) with the design team.

2.2 This is to be done in coordination with the Museum of London S278 project to maximise the efficiency of each project, and ensure the programmes align with the Museum development and phased openings.

Requested Decisions:

1. That budget of £335k is approved for the Smithfield Area Public Realm project to cover the next stage of the project, funded from the £12m OSPR funding, approved in principle for the project, subject to the relevant approvals;
2. Note the revised project budget of £1,695,014 (excluding risk), from the £12m estimated budget which is unchanged;
3. Approve £35k in Costed Risk Provision;
4. Note the revised programmatic approach to coordinate projects in Smithfield area, and the changes to the delivery plan; and
5. Note the updates since the last Committee Report.

3. Budget

Funding requested to reach the next Gateway.

Table 1: funding table to reach next gateway

Item	Reason	Cost (£)
Consultant Costs (fees)	Pedestrian modelling, stakeholder engagement and consultation, public realm design work, COLSAT assessment (Long Lane/Aldersgate - West Smithfield entrance)	£140,000*
P&T Staff Costs	Project management	£75,000
P&T Highways	Design engineering costs	£50,000

Surveys (Fees)	Ground surveys and load testing for potential public realm installations	£50,000*
Legal fees	Legal agreements as part of the public realm design	£20,000
Total		**£335,000**

*Shared costs with Museum of London s278 project

1) Staff time for 1.5 days per week for 6 months (combined with the S278 report to make around 3 days per week for 6 months)
2) Staff time for a highways engineer to carry out detailed design work.
3) Fees for consultancy services – to be used on pedestrian modelling, stakeholder engagement and City of London Streets accessibility Tool (COLSAT) assessment.
4) Fees for civil engineering surveys such as trial holes and load tests for lighting as well as ground surveys for any public realm installations and utility searches.
5) Fees for legal agreements that are to be signed for any changes to the highway or footway that are required.

Costed Risk Provision requested for this Gateway: £35k

See detailed Funding tables in Appendix 2.

4. Issue (update) description

4.1 The phasing of the public realm works needs to be aligned with the programme of change for the area:

- the Museum of London's staggered opening of 2026 (General Market and West Poultry Avenue) and 2028 (Poultry Market),
- the building work and opening of the Annex building on West Smithfield (timing to be confirmed),
- the continued operation of the Meat Market till 2028, and
- the future redevelopment of the Meat Market building.

4.2 To carry out the public realm design on the area around the MoL site and key routes to the Museum, further funding will be required to develop the detailed design of those proposals.

4.3 It is also suggested that further design work on Long Lane, linking the new Elizabeth line entrance to the MoL is also developed further to facilitate a more accessible and comfortable journey for people walking and wheeling from the station towards the MoL entrance.

4.4 In addition, linking with the Museum of London S278 project, the wider public realm project will also benefit from some of this work, and can be extended to ensure efficiencies are made such as the wider pedestrian modelling, which will show

	which routes people are most likely to take to the venue. Jointly funding this will bring efficiencies for both projects. 4.5 The changes in approach to programme described above mean that whilst the overall strategy for the area will be kept, the delivery of the strategy will need to be completed in phases which will be consecutive in nature. This means from a governance perspective some of the work will be completed before other areas are fully designed, but the concept and the vision for the area as a whole remains the same. It is unlikely that the full public realm vision for the area will be completed before mid 2030. 4.6 The intention is to share the workload between the Museum of London S278 project which mitigate the impact of the development, with the wider aspirations for greater public realm change for this first phase of work, ensuring the two projects align.
	Next steps (to be developed) The key next steps for the project in the next 12 months are: 1. Progress Public Realm design for the area around the General Market, to be developed to Stage 4. 2. Stakeholder engagement and public consultation where needed, including creative engagement with the MoL team, any and changes to bays and parking in the area, or any junction changes (if required) . 3. COLSAT, Healthy Streets Design Checks and EqIA assessments to be carried out on Long Lane down to the General Market entrance at West Poultry Avenue. 4. Pedestrian modelling of Smithfield Area to be done – this is shared with the S278 as there is a need for more granular work on the areas around the Museum for the S278. 5. To put together a design for the area around the general market and for the area on Long Lane covered by the COLSAT assessment.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance tables
Appendix 3	Location and Phasing Plan
Appendix 4	Project programme
Appendix 5	Risk Register

Contact

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Appendix 1: Project Coversheet

Project Coversheet

[1] Ownership

Unique Project Identifier: 11956 **Report Date:** 06/06/2024
Core Project Name: West Smithfield Public Realm
Programme Affiliation: City Transport Strategy , Climate Action Strategy, Destination City
Project Manager: Clarisse Tavin
Next Gateway to be passed: 4

[2] Project Brief

Project Mission statement:

To provide new public spaces and improved environment in West Smithfield in line with the planned implementation of the Look and Feel Strategy, Healthy Streets Plan, the Climate Action Strategy, and the development of Destination City. The project will aim to achieve the following outcomes:

1. The character of the area is revealed, celebrated and protected
2. People feel safe as a result of high-quality, human-centred, integrated security design
3. There is a well-functioning and accessible public realm which delivers aims within the City Transport Strategy and which makes significant improvements to the Healthy Streets Indicators for the area
4. The proposed museum and re-purposed market buildings have the best possible journey, arrival, and welcome for all visitors, residents and workers
5. The urban spaces around Smithfield are engaging and allow for cultural activity to take place within them
6. The public realm is flexible and future-proofed, with delivery of change in the area phased to align with the needs of the proposed new Museum and Central Markets developments
7. The different building uses within the area of study are understood and complement each other, with the public realm successfully knitting these buildings together
8. The public realm is designed to be a leading exemplar for sustainable design
9. The public realm supports communities and businesses in the local area by providing an environment that supports well-being and economic development

The Look and Feel Strategy objectives that will be achieved through the project include:

- Create a Culture Spine
- Take the Inside Out
- Discover and Explore

The project will fulfil the following aims in the City's Corporate Plan:

1c, 3b, 9d, 10c, 11a.

Definition of need:
The project respond to several major transformations in the area as follows:

- The City's Transport Strategy has set out the Barbican and Smithfield Area as a site for a 'Healthy Streets Plan'. This plan will identify functional changes to the street/road network to accommodate the anticipated transformation of the area.

- The project is also a crucial part of the development of Culture Mile and will deliver large parts of the Look and Feel Strategy implementation.

- The project is within the emerging Smithfield & Barbican Key Area of Change (Policy S23) in the emerging City Plan 2036.

- It is proposed that the Museum of London will move into a new site in Smithfield, which currently has poor public realm, a propensity of hard landscape, traffic-dominated streets and provides little in the way of welcome to the area. The project is needed to transform the area into one that is fitting for a major new museum. The whole public realm around the full market site – including the buildings being developed by the Museum and those considered by the Markets Co-location Programme – will necessarily need to change to reflect the new uses of the buildings. By aiming to deliver designs for the public realm in the West Smithfield area, this project will provide the framework for these future changes.

- The City has also established a programme to consider the future of Smithfield Market in a new consolidated site along with the City's other wholesale markets. A Markets Co-location Programme (MCP) has been initiated to develop suitable options. The relocation of the Wholesale Meat and Poultry Market to a different site would create the opportunity to redevelop the current market site for a different use, and any relocation would have a huge impact on the area of Smithfield, including its public realm.

- The City has approved a Climate Action Strategy. The Smithfield public realm project an opportunity for local climate action and has as a project objective: 'The public realm is designed to be a leading exemplar for sustainable design'. This will be undertaken through additional new greening and planting; use of circular economy principles; and introduction where possible of Sustainable Urban Drainage (SUDs).

<u>Risk</u>
The relevant references in the Corporate Risk Register that relate to this project are:
CR21 Air Quality, CR20 Road Safety

Key measures of success:
NB - KPIs will be finalised on receipt of the appropriate Baseline information. Research to provide this information is ongoing.

1)	Increased high-quality Public realm – materials, space, accessibility, historic interpretation elements
2)	Increased quantity of greenery in the area; improved flood risk mitigation measures
3)	Improved air quality
4)	Reduction in vehicle movement in line with aims of the transport strategy; improved road safety
5)	Number of visitors increases

[3] Highlights

Finance:
Total anticipated cost to deliver [£]:£12m
Total potential project liability (cost) [£]: n/a
Total anticipated on-going commitment post-delivery [£]: Maintenance costs tbc.
Programme Affiliation [£]: Culture Mile Programme
Headline Financial changes:

Since 'Project Proposal' (G2) report: ◄► £90,000 approved at Gateway 1/2. A further £625,000 was requested via an Issue Report to progress to Gateway 3.
Since 'Options Appraisal and Design' (G3-4) report: £75,000 was approved to progress some works on salvaging surface material via an Issue Report in December 2021, and £130,000 were further approved in March 2023.
Since 'Authority to start Work' (G5) report: n/a

Project Status:
Overall RAG rating: Green
Previous RAG rating: n/a

[4] Member Decisions and Delegated Authority

[5] Narrative and change

Date and type of last report:
Issue Report in March 2023

Key headline updates and change since last report.

- A Gateway 3 Issue report was approved in December 2021 and provided an update on the progress made to date, outlined the programme change, and set out the project next steps
- The project has been phased to align with key dependencies projects as follow (see Phasing Plan in Appendix 3):
    - Stage 3.1: Overarching strategies and approaches to develop elements of the Concept Design and to test feasibility

    - Stage 3.2: Completed Developed Designs for Area 1 (area around the future Museum of London site)
    - Stage 3.3: Completed Developed Designs for Area 2 (area around the future Meat Market site)
- Stage 3.1 is now complete.
- The Museum of London development in West Smithfield resubmitted its application in Autumn 2022. The New Museum of London intends to host opening events in late 2025, with the General Market and West Poultry Avenue open to the public in mid-2026.
- It is anticipated that Stage 3.2 of the public realm project design for Area 1 will commence when the broad scope of the Museum of London S106 agreement (and within this document the outline scope of its associated S278 agreement) is understood.
- Markets Co-location programme: a Bill to Parliament was submitted to Parliament in November 2022. The first private bill seeks approval to move Smithfield and Billingsgate Markets to Dagenham Dock (detailing the proposed new uses of the Grade II* East and West Market buildings). The impact on the public realm is that project design around the East and West Market Buildings and Rotunda (project Area 2) will commence at a later date, once the potential future functions of the meat market are better understood.

Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report: Extension of scope to include the full West Smithfield area for concept design.
Since 'Options Appraisal and Design' (G3-4 report): *n/a*
Since 'Authority to Start Work' (G5) report: n/a

Timetable and Milestones:

Expected timeframe for the project delivery: Area 1 implementation to start by 2025/2026; Area 2 implementation to be complete by 2030's to align with the Meat Market programme.

Milestones:

1) Governance set up and agreed (May 2019)
2) Project objectives and scope agreed through initial stakeholder engagement (May 2019)
3) Relevant surveys undertaken to inform setting KPIs (September 2019)
4) Research and Baseline report completed, including traffic surveys (September 2019)
5) Procurement of consultants for concept design and developed design stages for the public realm (June – December 2019)
6) Procurement of consultants/ services for transportation surveys to support the Healthy Streets (HSP) work (June – July 2019)
7) Completion of the concept design (October 2020)
8) Gateway 3 report and stakeholder engagement (December 2020)
9) Developed design for the public realm for Area 1 and subsequent Gateway 4 approval (Summer 2023)

10) Technical Design (construction package) for Area 1 and Gateway 5 approval (2025)
11) Construction begins (2025/2026)
12) Post construction, Gateway 6 report, and monitoring (through 2030's)

Are we on track for this stage of the project against the plan/major milestones? yes

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

Risks and Issues

Top 3 risks:

Risk 1: Funding	*Description*	*The sources of project funding and the release of funds is not agreed in time to progress the project*
	Mitigation	*Project funding confirmed via committee reports in good time.*
Risk 2: Partnership/ Timing	*Description*	*There are many different project dependencies and elements to be phased. There is a risk that these elements may not be complete in a time that is appropriate for the dependencies e.g. the Museum of London opening.* *There is a risk that the public realm project may have to be updated if the dependency projects are cancelled*
	Mitigation	*Commission key work, e.g. transportation studies and concept design, in a timely manner* *Close working with dependency project teams to understand programmes and risks relating to their work*
Risk 3: Complexity/ Partnerships	*Description*	*Decision-making processes delayed due to the complexity of the project*
	Mitigation	*Set up robust governance for the project and a clear communications strategy*
Risk 4: Reputation/ Objections	*Description*	*The project may recommend changes which may create some opposition from groups (i.e. measures to reduce traffic that include road closures).*
	Mitigation	*Stakeholder engagement will be thorough to understand where this risk may occur and plan accordingly; and key messages setting out the rationale for change will be drafted.*
Risk 5: Scope (Environmental)	*Description*	*The scope of the project is scaled back, which would mean that the project does not deliver the impact required to meet the goals in the Transport Strategy and the Climate Action Strategy, nor the ambitions of Culture Mile.*

	Mitigation	*Public Realm consultants are preparing design options that meet the ambitious scope of the project*

See 'risk register template' for full explanation.

Top 3 issues realised

Issue Description	Impact and action taken	*Realised Cost*
n/a		

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

Yes- the wider Museum of London project, the MCP, and Culture Mile initiatives are generating public interest and have media/ comms strategies in place.

Appendix 2 : Finance Tables

Table 1: Spend to Date - West Smithfield Area Public Realm & Transportation Project - 16800391			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	40,000	13,043	26,957
Legal Staff Costs	20	20	-
Open Spaces Staff Costs	18,600	8,039	10,561
P&T Staff Costs	432,797	434,046	(1,249)
P&T Fees	803,597	632,902	170,695
Env Servs Works	60,000	-	60,000
TOTAL	**1,355,014**	**1,088,050**	**266,964**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Adjustment Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	40,000	50,000	90,000
Legal Staff Costs	20	20,000	20,020
Open Spaces Staff Costs	18,600	-	18,600
P&T Staff Costs	432,797	75,000	507,797
P&T Fees	803,597	190,000	993,597
Works	60,000	-	60,000
Costed Risk Provision	-	35,000	35,000
TOTAL	**1,355,014**	**370,000**	**1,725,014**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
TC Central Risk Budget	90,000	-	90,000
MCP Recharge	80,000	-	80,000
OSPR	1,185,014	370,000	1,555,014
TOTAL	**1,355,014**	**370,000**	**1,725,014**

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Appendix 3: Plans of the area

A: Project Area

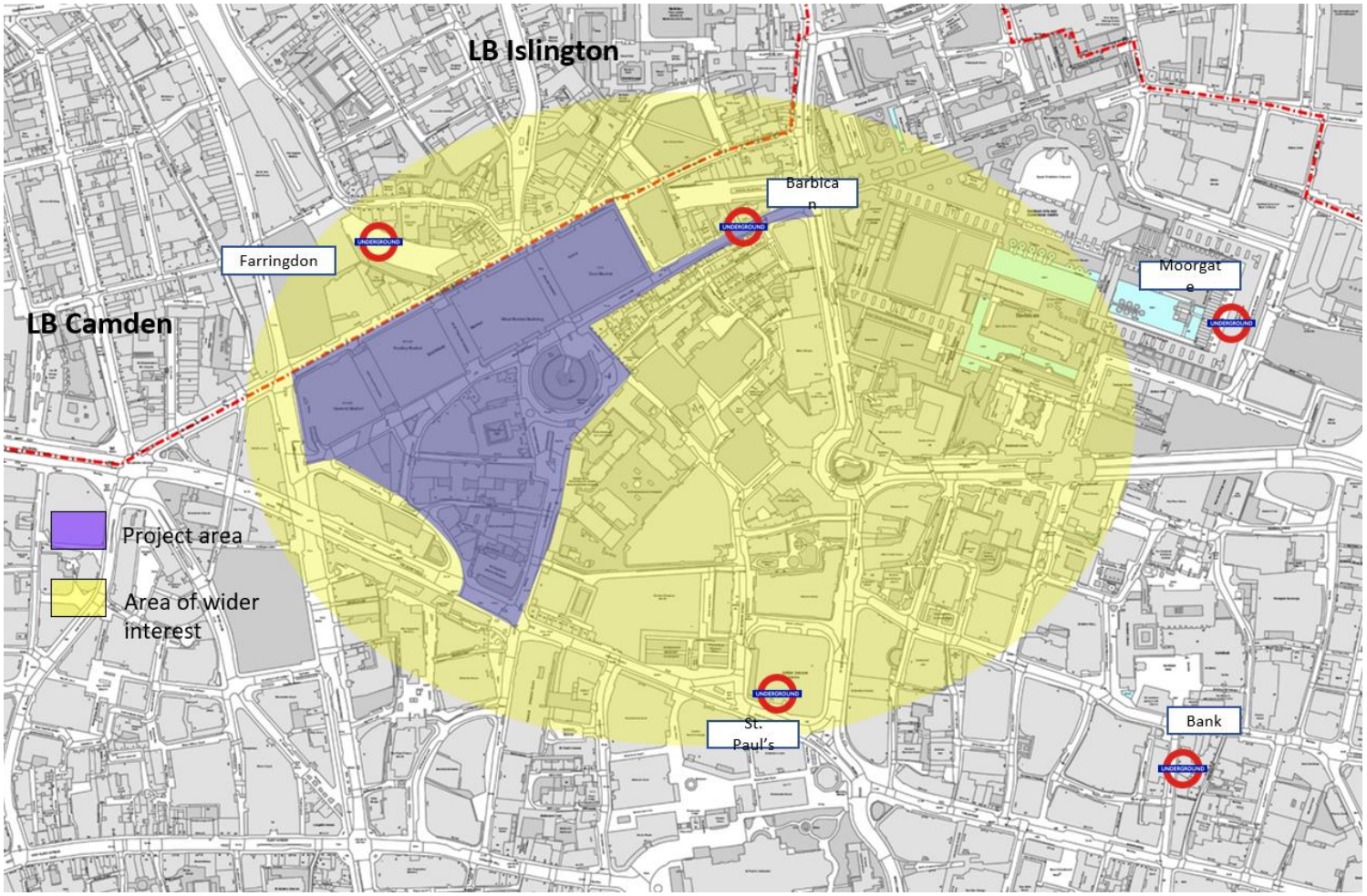


Fig 1. Public Realm Project Area

B: Implementation Phasing by Area:

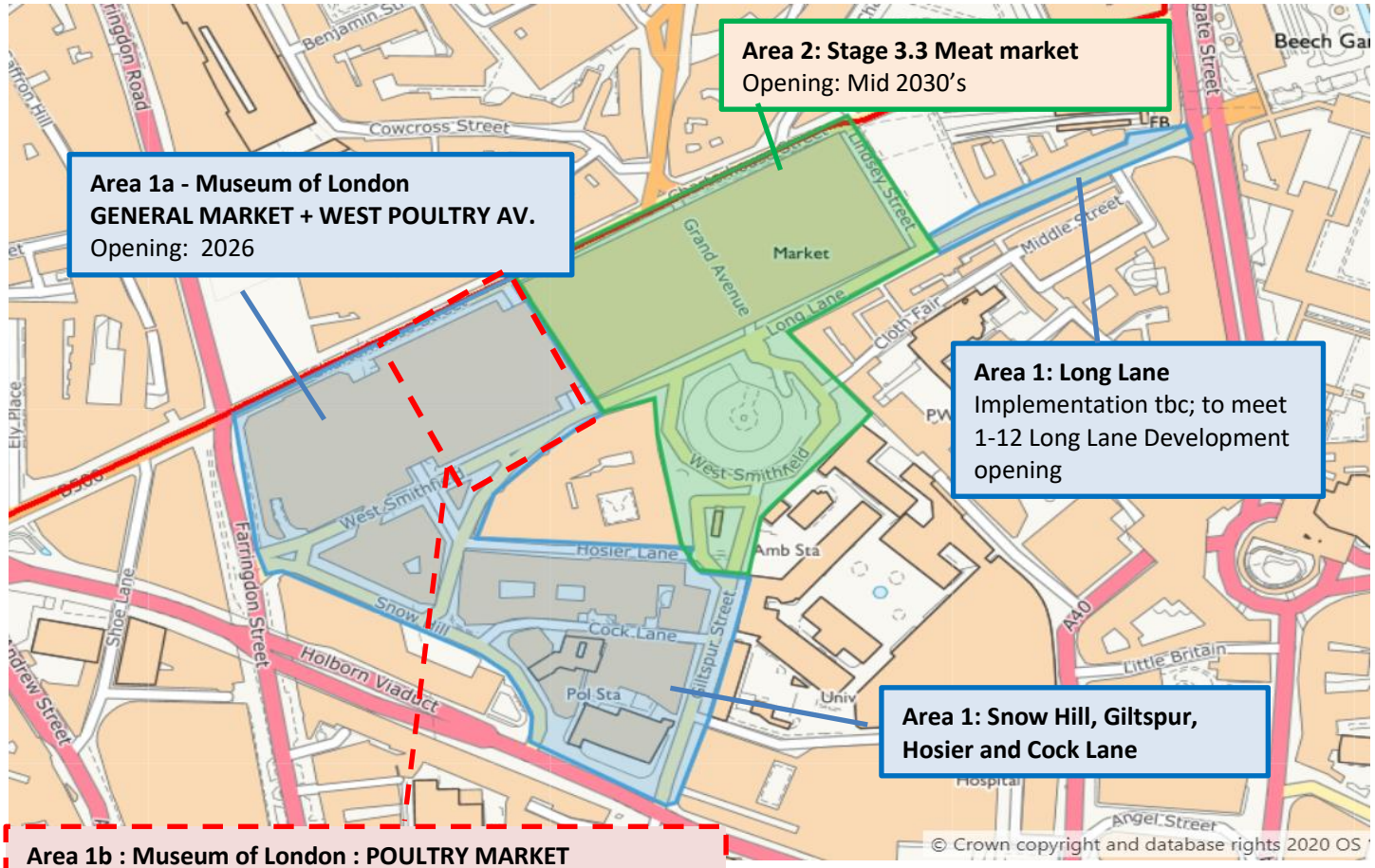
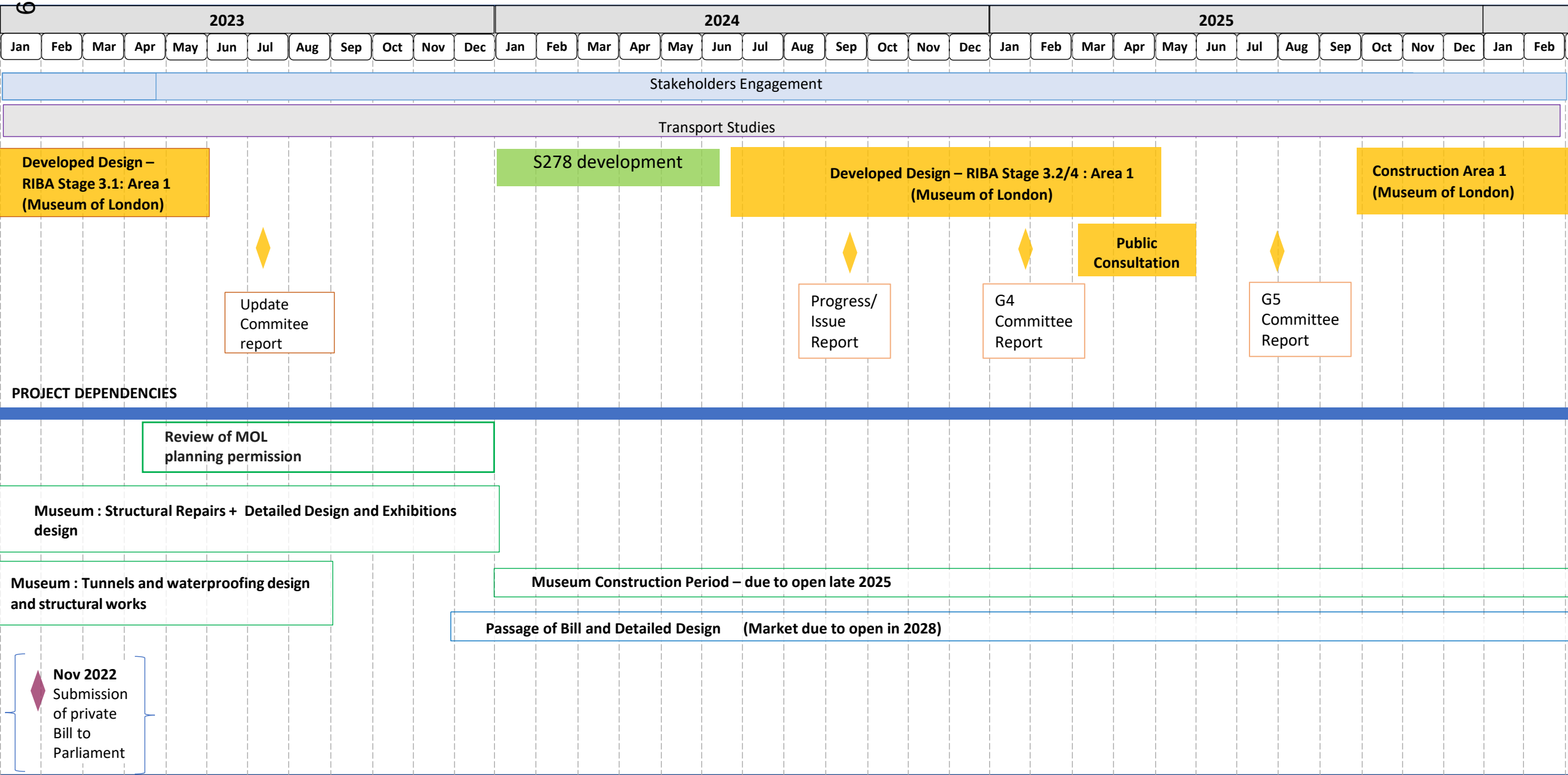


Fig 2. Public Realm Project Phases

Appendix 4: Smithfield Area Programme for the public realm



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City of London: Projects Procedure Corporate Risks Register

Project name: *Smithfield Public Realm*

Unique project identifier: *11956*

Total est cost (exc risk) *£12000000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**9.0**
Avg risk post-mitigation	**5.3**
Red risks (open)	**2**
Amber risks (open)	**12**
Green risks (open)	**2**

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	16.0	£0.00	1	0	0
(2) Financial	3	9.3	£0.00	0	3	0
(3) Reputation	6	6.7	£0.00	0	4	2
(4) Contractual/Partnership	4	10.5	£0.00	1	3	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	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	2	9.0	£0.00	0	2	0
(10) Physical	0	0.0	£0.00	0	0	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:	Smithfield Public Realm	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	9.0	**Open Risks**	16
Unique project identifier:	11956	**Total estimated cost (exc risk):**	£ 12,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.3	**Closed Risks**	0

General risk classification											Mitigation actions						CRP used to date	Use of CRP	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			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	(2) Financial	A - The cost of the project goes over the budget B - The sources of project funding and the release of funds is not agreed in time to progress the project	a) The project scope may have to be reduced b) An additional committee may be required, which may cause delay of the project	Likely	Serious	8	£0.00			Regular budget monitoring, checking invoices and POs. During procurment processes, be clear about budget constraints. Project funding confirmed via committee reports in good time.	£0.00	Possible	Serious	£0.00	6	£0.00		02/01/20	Helen Kearney/ Clarisse Tavin	Helen Kearney		
R2	3	(4) Contractual/Partnership	Project Dependencies: Partnership management: with key stakeholders Museum of London, Market Co-location Programme and City Surveyors (the Annex building)	The agreed scope, objectives or cost of the project changes due to partner priorities diverging. The priorities change regulary.	Likely	Major	16	£0.00			Work closely with the team throughout the project to inform all parties about possible changes and to understand where there are issues arising. Where possible come to decisions approved by both parties. Meetings with partners held regularly.	£0.00	Possible	Serious	£0.00	6	£0.00		13/03/20	Helen Kearney/ Clarisse Tavin	CPR, Musem of London, Market Consolidation Programme and City Surveyors		
R3		(4) Contractual/Partnership	Project Dependencies: The Annex bulding occupancy and exact use is unknown at this stage of the project	The risk could have an impact on scope, budget and could create a possible delay	Likely	Serious	8	£0.00			Ensure that good communication and regular updates are maintained with the City Surveyors	£0.00	Possible	Minor	£0.00	3	£0.00		16/03/20	Helen Kearney/ Clarisse Tavin	City Public Realm and City Surveyors		
R4		(4) Contractual/Partnership	Project Dependencies: The Market building and the Rotunda occupancy and exact use is unknown at this stage of the project	This risk could have an impact on scope, budget and reputation. Project could be significantly delayed. Potential uses of the Market and the Rotunda could be in conflict with aspiration for the Public Realm.	Possible	Serious	6	£0.00			Regular meeting are in place and good communication is maintained with Market Co-location team and Consultants. Three team design meetings scheduled regulary and the client for both projects meets weekly. KPI's for each project are being set.	£0.00	Likely	Serious	£0.00	8	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm and Market Consolidation Programme		
R5		(3) Reputation	The design is not delivered on time to meet with the Parliamentary Bill deadline and opening of the New Musem of London	If the project does not meet important deadlines realitng to project dependencies it could impact on the City of London's reputation and cause further delays for all related major projects	Unlikely	Major	8	£0.00			Ensure project programme is up to date and there is enough contingency within the programme. Ensure public engagement on the concept design is planned well in advance.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R6		(9) Environmental	Scope: improvements need to be significant enough to meet the Healthy Street plan and Culture Spine outcomes	The targets in Transport Strategy and Culture Mile Look and Feel strategy would not be met.	Possible	Major	12	£0.00			Continued engagement with transportation team, transportation consultants and Culture Mile team as part of the design process.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, City Transportation		
R7		(2) Financial	City of London not able to identify funds for the whole project	The project is not able to fulfil its objectives	Possible	Major	12	£0.00			Close working with Major Project team and City members.	£0.00	Unlikely	Major	£0.00	8	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, Town Clerk		
R8		(3) Reputation	Conflicting opinions about the scope and objectives of the project	The risk could result in lack of consistent decision making. This could cause change in scope and have an impact on cost estimation, time and reputation.	Possible	Serious	6	£0.00			Ensure that good communication is maintained and members are reciving regular project updates. Keep Chief Officers updated	£0.00	Unlikely	Minor	£0.00	2	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, Built Environment Director		
R9		(3) Reputation	Residents object to the project	The project is not able to fulfil its initial objectives. It could have an impact on scope and delay the project by looking for alternative design solutions.	Unlikely	Serious	4	£0.00			Residents Representative to sit on Stakeholder Working Party. Engagement on concept design. Initiate communication with residents through e-bulletin, letters, public consultation, meeting/events. Comms Strategy updated regularly.	£0.00	Rare	Minor	£0.00	1	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R10		(3) Reputation	Negotiations with traders causes problems to City Public Realm project	The risk could have an impact on scope, cost estimate, time and reputation. Traders objectives could cause issues for all parties involved in the project.	Possible	Major	12	£0.00			Work closely with the MCP team who are leading on traders engagement. Engagement withMarkets team to understand traders' business needs.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm and MCP Team		
R11		(3) Reputation	Local businesses object to transportation changes and proposed design option	The project is not able to fulfil its initial objectives. It could have an imapct on scope and delay the project by looking for alternative design solutions.	Possible	Serious	6	£0.00			Ensure good communication with local businesses through surveys, e-bulletin, letters, public consultation, and other meeting/events and regular project updates are in place.	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		

R12		(4) Contractual/Partnership	Problem with decision making between three large separate consultants teams	Lack of clear lines of responsibilities and poor communication could cause project delay in all consultants team. This would have an impact on budet and reputation.	Possible	Major	12	£0.00			Ensure that good communication is maintained between three separate consultants team and regular meetings are in place.	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm, MCP team, Museum of London team		
R13		(2) Financial	Issues relating to appointment of consultants	Delays cause by problems with finalising contracts with consultants	Unlikely	Major	8	£0.00			City procurement practices are in place	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R14		(3) Reputation	Lack of clear and effective comunication with LB Islington	Poor communcation with LB Islington could impact scope of the project and cause delay. It would also impact project reputation.	Unlikely	Serious	4	£0.00			Ensure that good communication is maintained with LB Islington and regular meetings are in place.	£0.00			£0.00		£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
R15		(1) Compliance/Regulatory	The Parliamentary Bill for Smithfield Market relocation not approved	The project is not able to fulfil its objectives. Significat changes to scope would be introduced.	Unlikely	Extreme	16	£0.00			MCP team working closely with Remembrancers' dept. CPR team to contribute required design work in a timely manner.	£0.00			£0.00		£0.00			Chris Bonner	MCP team		
R16		(9) Environmental	Covid-19 impacts	Due to Covid 19 and the impact of this (e.g. social distancing measures and contractors stopping work), certain elements of the project are delayed. Could particularly impact on Stakeholder engagement and transport modelling.	Possible	Serious	6	£0.00			Reorder project programme to concentrate on priorities; ensure that transport options are set out so that one option is not pre determined prior to engagement.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/ Clarisse Tavin	City Public Realm		
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						
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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						
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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					

City of London: Projects Procedure Corporate Issues Log

Project Name: Smithfield Public Realm

Unique project identifier: 11956

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/ Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

City of London: Projects Procedure Corporate Dependencie

Project Name: Smithfield Public Realm

Unique project identifier: 11956

A list of any event or work that are either dependent on the result of your project, or your project will depe

			General dependency classificatio	
Dependency ID	**Category**	**Description of the Dependency**	**Dependency Impact Description**	**Impact Classification**
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
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D.14				
D.15				

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on				
Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)

Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

City of London: Projects Procedure Corporate Assumptions Lo

Project Name: Smithfield Public Realm

Unique project identifier: 11956

A list of any factors that you are assuming to be in place that will contribute to the successful result of your

			General assumption classificatio	
Assumption ID	**Category**	**Description of the Assumption**	**Assumption Impact Description**	**Impact Classification**
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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project.

Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)

Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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Committees: Streets and Walkways Sub - For Information Projects and Procurement Sub - For information	**Dates:** 09 July 2024 15 July 2024
Subject: Dauntsey House, Frederick's Place - Public Realm Improvements (S278) Unique Project Identifier:12411	**Gateway 1/2** Light **Progress Report**
Report of: Bob Roberts, Interim Executive Director for Environment **Report Author:** Emmanuel Ojugo	**For Information**
PUBLIC	

1. Status update	**Project Description:** Public realm improvements related to the redevelopment of Dauntsey House, 4A & 4B Frederick's Place, are captured in Schedule 9 of the Section 106 Agreement and read as follows: Schedule 9: Indicative Description of the Section 278 Works The Section 278 Works may include but will not be limited to: 1. Works to Ironmonger Lane in accordance with the approved Cheapside & Guildhall Area Strategy, including new paving and a raised section of carriageway or a raised table, to cater for new and existing pedestrian movement between Frederick's Place, St Olave's Court and Prudent Passage; 2. New lighting around the development; 3. Any works necessary to accommodate pedestrian movement immediately south of the Development around the private loading area; 4. Works to accommodate waiting and loading restrictions; and 5. Any other works that the City Corporation considers necessary to make the Development acceptable in planning terms. Current Position The Dauntsey House development is nearing completion. The developer has recently confirmed that hoarding/scaffolding currently erected around the site, particularly in a section of Ironmonger Lane is expected to be removed by the end of July 2024. The City will soon

	be able to access the site to progress design and evaluation further. This will inform the content of the Section 278 Agreement currently being drafted in accordance with the approved Section 106 Agreement and the resources required to implement works. **RAG Status:** Green **Risk Status:** Low **Total Estimated Cost of Project (excluding risk):** The previous report (Gateway 1/2) suggested the project could be delivered within the budget range of £350K - £600K. The resources required to implement the project will be confirmed at the next reporting stage. **Spend to Date: £5,938**

Table 1: Spend to date - 16800500: Dauntsey House S278

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	8,000	3,253	4,747
P&T Staff Costs	12,000	2,685	9,315
P&T Fees	5,000	-	5,000
TOTAL	**25,000**	**5,938**	**19,062**

Costed Risk Provision Utilised: N/A

2. Key points to note	**Next Gateway:** Gateway 3/4/5 **Key Points:** On 19 March 2024, Members of the Streets and Walkways sub-Committee approved the initiation of a traffic experiment to reopen Old Jewry to all traffic in a southbound direction, at all times. The same report noted that, while there was not a need to directly link improvements to Ironmonger Lane with the Old Jewry experiment, there was the potential to improve accessibility and increase pedestrian priority on Ironmonger Lane. In accordance with the March report, it is proposed to widen the scope of this project to accommodate the whole of Ironmonger Lane (see Appendix 2), subject to a bid for On-Street Parking Reserve (OSPR) or alternative. The redevelopment of Dauntsey House includes the opening of a pedestrian through-route linking Fredericks Place and Ironmonger Lane and will likely change pedestrian flows in the area. This project looks to accommodate that change. The development also provides a colonnade on Ironmonger Lane for people walking within the curtilage of the building, adjacent to what will be a new retail offer.

	Ironmonger Lane has characteristically narrow pavements and does not meet minimum requirements for accessibility. Initial proposals would concentrate on improving accessibility for walking and wheeling along the whole length of Ironmonger Lane by raising the carriageway to footway level where possible. It is worth noting the indicative description of Section 278 Works, summarised in paragraph 1: *Status Update*, stated that improvement works would be in accordance with the Cheapside & Guildhall Area Strategy (2015). The Strategy summarises the following opportunities for Ironmonger Lane: • Raise carriageway to footway level to improve walking route; • Introduce traffic management, subject to studies to restrict vehicle access while allowing access to essential servicing; • Promote the use of the additional space for the retails to provide al-fresco dinning. The Section 106 Agreement suggests raising a section of Ironmonger Lane. Whilst the Strategy aspiration is to raise the Ironmonger Lane carriageway to footway level in its entirety, initial proposals concentrated on raising the carriageway adjacent to the Dauntsey House footprint between 4a and 4b Fredericks Place. (see plan in Appendix 2). **Recommendation:** • To note this progress report.
3. Reporting period	This is a progress report, updating Members about necessary changes to the design evaluation methodology to accommodate looking at the whole length of Ironmonger Lane following the March 2024 report. The next report is likely to be a Gateway 3-5 anticipated in November 2024.
4. Progress to date	4.1. Following, the March report to Committee, it was necessary to re-evaluate the proposals for Ironmonger Lane which were being considered as part of the S278 proposals. 4.2. In early June 2024, City Officers met with the developer of Dauntsey House at 4a and 4b Fredericks Place, to ascertain their programme. They expect to dismantle the hoarding and scaffolding by the end of July 2024. 4.3. Officers are now evaluating the needs of the street beyond the existing Dauntsey House footprint and considering how these are to be incorporated into a wider scope for Ironmonger Lane. Options will be developed as part of this process and reported to Members in November 2024 with a view to extending the scope of the project subject to a funding bid for additional resources to accommodate the wider ambition.

5. Next steps	5.1. Following the removal of hoarding/scaffolding on Ironmonger Lane the project needs to fully evaluate the resources required to carry out the proposed improvement works, both within the red line boundary of the Dauntsey House development (S106); and a further proposal to extend beyond the Section 278 Works boundary to improve accessibility for people walking and wheeling. 5.2. This may include looking at restricting traffic on Ironmonger Lane for part of the day to accommodate people walking, wheeling and cycling along here in the busier parts of the day. 5.3. Healthy Street Design Checks, City of London Streets Accessibility Tool and a test of relevance for equalities will be undertaken. 5.4. Complete the Section 278 Agreement as stated in the approved Section 106 Agreement for Dauntsey House. 5.5. Prepare a funding bid for improvements to incorporate the full length of Ironmonger Lane subject to statutory approvals; to be taken forward as part of an expanded scope for the existing project to deliver the Section 278 for Dauntsey House. We expect to be able to bid for funding in autumn of this year. 5.6. Submit a further report in November 2024 seeking approval of designs and/or implementation with an anticipated construction period starting in February 2024.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Site Location Plan
Appendix 3	Images

Contact

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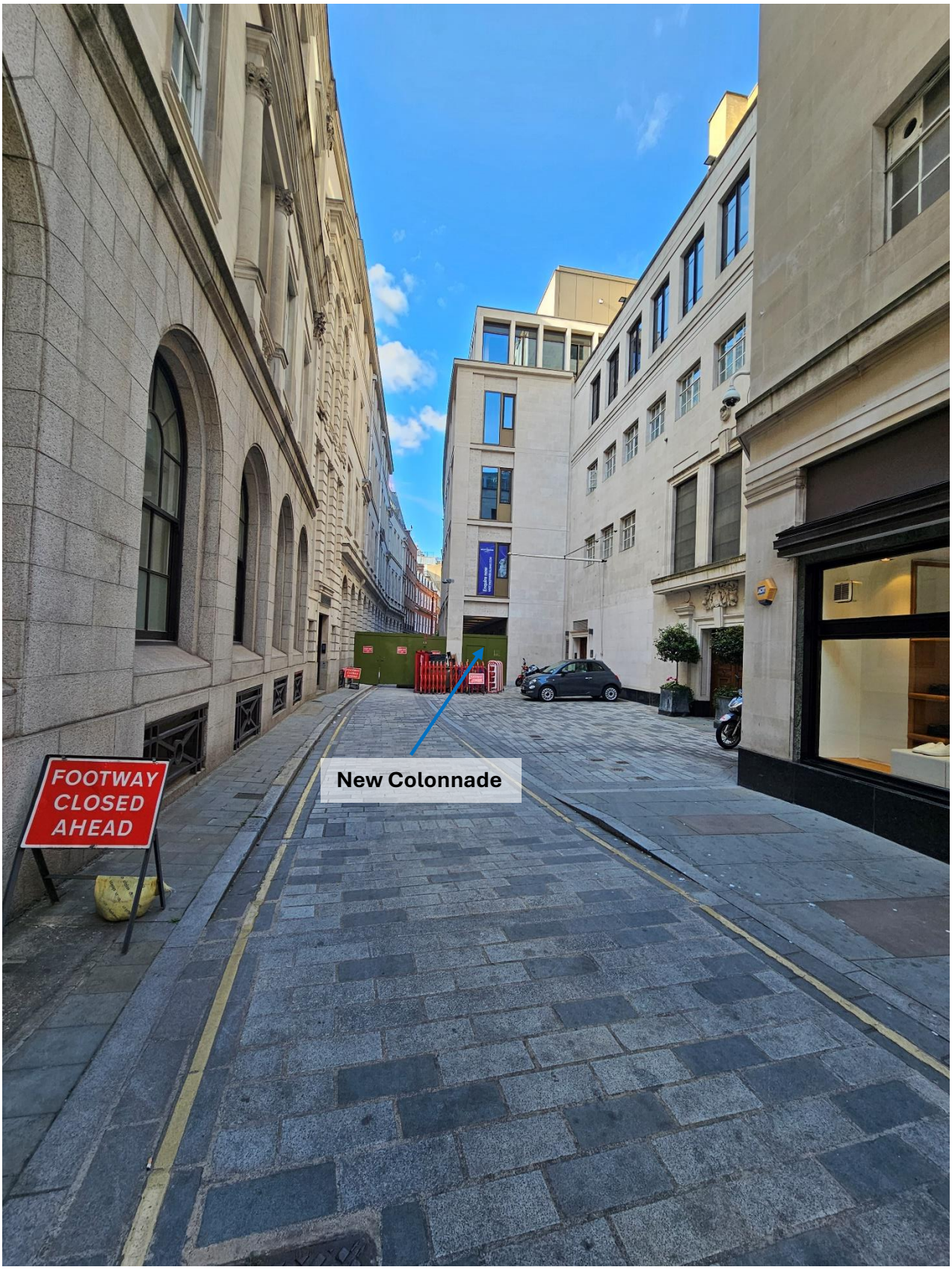
Telephone Number	07597 425 829

APPENDIX 3: IMAGES | DAUNTSEY HOUSE, FREDERICK'S PLACE

Dauntsey House – Frederick's Place | Looking west from Old Jewry

APPENDIX 3: IMAGES | DAUNTSEY HOUSE, FREDERICK'S PLACE



Ironmonger Lane | Looking north towards Dauntsey House

APPENDIX 3: IMAGES | DAUNTSEY HOUSE, FREDERICK'S PLACE

Ironmonger Lane | Dauntsey House Colonnade, recently completed

APPENDIX 3: IMAGES | DAUNTSEY HOUSE, FREDERICK'S PLACE

Ironmonger Lane | Hoarding to be removed to initiate improvements

Committees: Resource Allocation Sub-Committee - for decision Projects and Procurement Sub - for information	**Dates:** 11 July 2024 15 July 2024
Subject: Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings **Unique Project Identifier:** 12372	**Gateway 2** Regular **Issue Report**
Report of: City Surveyor **Report Author:** Graeme Low, Head of Energy & Sustainability (Assistant Director)	**For Decision**
PUBLIC	

1. Status update

Project Description: This programme covers a portfolio of capital interventions to be delivered to decarbonise the most carbon intensive City of London operational buildings, in line with the Climate Action Strategy 2027 net zero targets.

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): £5,211,404

Change in Total Estimated Cost of Project (excluding risk): £127,211 (decrease). Change is due to proposed change in scope to exclude certain projects and include additional projects.

Spend to Date: £1,227,596. Spend to date is for development and delivery of sub-projects as set out in 'Progress to date' – see 4.1.2 below, against the combined approved budgets for the project and all sub-projects to date.

Costed Risk Provision Utilised: £32,256 (of which £32,256 has been drawn down since the last report to Committee). Utilised for Tower Hill Coach & Car Park sub-project due to inflation, whose CRP was approved at GW5 for this particular sub-project.

Funding Source:

Item	Reason	Funds/ Source of Funding	Cost (£)
All Projects	To support Climate Action Strategy net zero target and access additional funding to support this.	CAS Year 3, 4 and 5 Plans	£3,902,316
		CAS English Heritage Pathway Project	£80,000
		Cyclical Work Programme (approved budget)	£611,238
		Local (to be agreed)*	£151,490
		Central (approved)	£180,940
		Carbon Fund (section 106 grant)	£1,695,928

<table>
<tr><td></td><td>
<table>
<tr><td>Total (incl. costed risk)</td><td>£6,621,912</td></tr>
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*This relates to the City of London Freemen's School and may be subject to change pending ongoing discussions with the school.

Slippage: Project in progress. On approval of the increase in scope, the anticipated completion date of all projects is now March 2026 from March 2025.
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<tr><td>2. Requested decisions</td><td>
Next Gateway: Gateway 3-5 or Gateway 3-4

Requested Decisions:

1. Approval of Option 2, to change the scope of the Project to achieve significantly improved carbon and costs savings:
• Limit the scope of the Project to only include energy efficiency works which provide ongoing energy cost and carbon savings.
• Exclude proposed works which do not provide cost savings, and only provide carbon savings. These works relate to heat decarbonisation, primarily through heat pumps where the transition from gas to electricity for heat generation results in higher ongoing energy costs but achieve good carbon savings. These works are still required to support our net zero target but will be progressed through a separate Project and forthcoming Gateway 2 paper to committee which will further explain the business case, rationale and funding strategy.

The following table details the outcome of the proposed change:
<table>
<tr><td></td><td>Original</td><td>Revised</td></tr>
<tr><td>Est. cost of project (incl. risk)</td><td>£6,619,883</td><td>£6,621,912</td></tr>
<tr><td>Carbon savings (tCO_{2e}/yr) at 2027</td><td>520</td><td>722</td></tr>
<tr><td>Average payback (years)</td><td>12.0</td><td>7.3</td></tr>
<tr><td>Cost of carbon savings (£/tCO_{2e})</td><td>£12,731</td><td>£9,173</td></tr>
<tr><td>Energy cost savings per annum</td><td>£550,000</td><td>£901,183</td></tr>
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2. That a Costed Risk Provision of £379,535 is approved (to be drawn down via delegation to the City Surveyor) to reach the next gateway stages for all sub-projects to be used for design fees if the procurement route changes from a single stage design and build to a two-stage design then build. This will be wholly funded through the Climate Action Strategy Year 4 Plan approved budget.
3. To approve the proposed works, which will constitute sub-projects, will be reprofiled to account for the above change. This includes additional sites not included in the original Gateway 2. A list of updated sub-projects and sites can be found in Appendix 4.
4. To approve, the funding strategy, as set out in item 3 below.
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<tr><td>3. Budget</td><td>
The overall estimated cost of the Project was set out in the Gateway 2 at £6,619,883 (incl. costed risk).
The revised estimated Project cost is £6,621,912 (incl. costed risk).
This represents a negligible increase of £2,029.
Note: the estimated costed risk (post-mitigation and open) is: £1,242,273
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Details of the updated list of sub-projects and their estimated costs can be found in Appendix 4.

A budget of £250,000 was approved at Gateway 2 for the development of the sub-projects within the original Project scope to reach the next gateway stage. The spend to date for this budget is: £84,770.
As set out previously, this Gateway 2 Issue report requests a costed risk provision of £379,535 in the budget to allow for the risk that additional energy efficiency works may not be delivered through the same Design and Build procurement route and therefore these projects may need additional design budget to progress them to the next Gateway. This will be wholly funded through the Climate Action Strategy Year 4 Plan approved budget.

Costed Risk Provision requested for this Gateway: £379,535

Funding strategy

The original Gateway 2 paper set out a funding strategy where the Project was to be 100% funded through the Climate Action Strategy (CAS). This Issue paper presents below a revised funding strategy which takes advantage of a mixture of CAS funding, other local/central funding and external grant funding.

Item	Reason	Funds/ Source of Funding	Cost (£)
All Projects	To support Climate Action Strategy net zero target and access additional funding to support this.	CAS Year 3, 4 and 5 Plans	£3,902,316
		CAS English Heritage Pathway Project	£80,000
		Cyclical Work Programme (approved budget)	£611,238
		Local (to be agreed)*	£151,490
		Central (approved)	£180,940
		Carbon Fund (section 106 grant)	£1,695,928
		Total (incl. costed risk)	£6,621,912

Note, in the case of the allocated CAS Year 3-5 Plan funding, financial savings that are made will accrue back to the City Corporation as a contribution to the Build Back Better Fund, up to the level of approved CAS funding, held in City Fund or City's Cash as appropriate. Therefore, departmental local risk budgets will be adjusted accordingly.

*This relates to the City of London Freemen's School and may be subject to change pending ongoing discussions with the school.

4. Issue description

4.1 Update on progress

- In December 2022 we set out the plans to deliver the Capital Delivery Programme for Operational Buildings, as detailed in the original Gateway 2 report.
- The programme set out the list of proposed works which provide carbon and cost savings to be delivered to decarbonise the most carbon intensive City Corporation operational buildings to support our Climate Action Strategy 2027 net zero target.
- We currently have 12 sub-projects (each being a combination of works/measures), across 11 sites, in progress. And we are near completion

	on projects at the following sites - BAC (pumps), Guildhall (lighting), Tower Hill Coach & Car Park (lighting and ventilation).
	• Spend to date is £1,227,596. Details of spend to date by project are provided in Appendix 5.
	• Further consultation and surveys have identified some proposed works are no longer suitable due to them being progressed through other projects or due to their forecast benefits not being deemed good value. Details of these reasons are provided in Appendix 3.
	
	4.2 Issue - change in scope
	• In the original Gateway 2, the projects set out consisted of two types of decarbonisations measures:
	  ○ Energy efficiency works, which provide cost and carbon savings.
	  ○ Heat decarbonisation works, which *only* provide carbon savings.
	• We recommend excluding works from this Programme which do not provide cost savings, and *only* provide carbon savings. These works relate to heat decarbonisation, primarily through heat pumps where the transition from gas to electricity for heat generation results in higher ongoing energy costs but achieve good carbon savings.
	• These works are still required to support our net zero target and we recommend they are progressed through a separate Project and forthcoming Gateway 2 paper to committee which will further set out their specific need (i.e. business case and rationale) and funding strategy.
	• We recommend reprofiling the programme scope to include additional sites and works not included in the original Gateway 2, as set out in Appendix 4.

5. Options	**1. No change in scope – not recommended.** The business case for the two different types of works (those with and those without cost savings) is significantly different and would be best progressed through separate projects and approval routes. **2. Change scope – recommended**. Reprofile the programme using the updated list of sub-projects which includes additional projects and excludes heat decarbonisation projects where there is no cost saving. Heat decarbonisation projects with no cost savings are to be considered through a separate Project to be presented through a separate Gateway 2 paper.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Projects listed in original Gateway 2
Appendix 4	Updated delivery projects list & budget
Appendix 5	Programme spend to date

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Project Coversheet

[1] Ownership & Status

UPI: 12372

Core Project Name: Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings. Note: this is the cover sheet for the overall programme.

Programme Affiliation (if applicable): Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings

Project Manager: Graeme Low, Head of Energy and Sustainability

Definition of need: The 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' aims to deliver reductions in the carbon emissions of our operational buildings in support of the City Corporation's net zero goal as set out in our Climate Action Strategy.

Key measures of success:

1. Programme completed within budget
2. Programme completed within timeframe
3. Carbon savings made by 2027

The following table details the original success measures and outcome of the proposed change:

	Original	Revised
Est. cost of project (incl. risk)	£6,619,883	£6,621,912
Carbon savings (tCO_{2e}/yr) at 2027	520	722
Average payback (years)	12.0	7.3
Cost of carbon savings (£/tCO_{2e})	£12,731	£9,173
Energy cost savings per annum	£550,000	£901,183

Expected timeframe for the project delivery: Due to increase in scope, the anticipated completion date of all projects in the programme is now March 2026 from March 2025.

Key Milestones:

1. Commencement of construction of individual projects March 2023
2. Completion of all projects – March 2026

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

The forecast programme completion date has been extended to March 2026 to allow for an increase in the to include new building works/ sub-projects. All works which remain within the original scope of works will be completed by the original timeframe of March 2025.

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 P&R 15/12/2022):

A Gateway 1 paper titled 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' was received by Policy and Resources Committee alongside the below GW2 paper. This set out a proposed programme to cover a portfolio of capital interventions to be delivered to decarbonise the most carbon intensive City of London operational buildings, in line with the Climate Action targets. The programme was expected to deliver £550,000 in savings per year. The programme was expected to deliver carbon savings of c. 520 tonnes per year.

Delivery cost:
Lower Range estimate: £5,585,000
Upper Range estimate: £6,250,000

Delivery timeframe:

Lower Range estimate: January 2023 – June 2024
Upper Range estimate: January 2023– April 2025

'Project Proposal' G2 report (as approved by P&R (15/12/2022):

A Gateway 2 paper titled 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' was approved by P&R for the programme. This paper set out the next steps for specific projects which are part of the programme to be approved through subsequent separate gateway papers. The separate Gateway papers will be mostly 3-5 and will all have a separate cover sheet. The programme level details were as follows:

- Total Estimated Cost (excluding risk): £5,338,615
- Resources to reach next Gateway (excluding risk): £250,000
- Spend to date: n/a
- Costed Risk Against the Project: £1,281,268
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: Completion March 2025

Gateway 2 Issue (to be approved)

The current budget position for the programme outlined in this Gateway 2 Issue Report is:

- **Total Estimated Cost (excluding risk):** £5,211,404
- **Resources to reach next Gateway (excluding risk):** At Gateway 2 this was £250,000. The spend to date for this programme budget is: £84,770

- **Spend to date:** £1,227,596 (for the programme and all related sub-projects, see below those approved), including the above £84,770 for the programme level budget.
- **Costed Risk Against the Project:** £1,242,273
- **CRP Requested:** £379,535 (requested in this Issue Report)
- **CRP Drawn Down:** for the overall programme £0 (has been drawn down since the last report to Committee). Individual sub-projects have their own risk registers/CRP, of these only one sub-project has a CRP drawdown, that being £32,256 utilised for the sub-project for Tower Hill Coach & Car Park, due to inflation, whose CRP was approved at GW5 for this particular sub-project.
- **Estimated Programme Dates:** On approval of the increase in scope, the anticipated completion date of all projects is now March 2026.

'Authority to start Work' G5 report:

As this is a programme level report, each of the sub-projects will reach GW5 at different times. A number of the projects have reached GW5 and been approved as follows:

	Project	**Status**
	Barbican Art Centre Pumps	GW5 approved (near completion)
	Barbican Art Centre Pump 40	GW5 approved
	Barbican Art Centre Lighting	GW5 approved
	Barbican Art Centre and Guildhall School of Music and Drama EC Fans	GW5 approved
	Guildhall Lighting	GW5 approved (near completion)
	Tower Hill Coach & Car Park	GW5 approved (near completion)
	BEMS Building Advisor Phase 2 (CCC&MH)	GW5 approved
	LMA Solar PV	GW5 approved
	Walbrook Wharf Phase 1	GW5 approved
	Lido Solar PV	GW5 approved

Total anticipated on-going commitment post-delivery [£]: this will be set out in associated separate sub-project cover sheets where applicable. Currently only the LMA Solar PV has included for this at £1,000/yr.
Programme Affiliation [£]: N/A

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City of London: Projects Procedure Corporate Risks Register

Project name: *Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings*

Unique project identifier: *12454*

Total est cost (exc risk) *£5211404*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**8.5**
Avg risk post-mitigation	**3.2**
Red risks (open)	**3**
Amber risks (open)	**7**
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)	£2,955,631.80	57%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£2,048,067.80	39%	*" "*
Costed risk post-mitigation (open)	£1,373,193.04	26%	*" "*
Costed Risk Provision requested	£379,535.00	7%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	16.0	£82,264.64	1	0	0
(2) Financial	6	7.2	£967,408.92	1	4	1
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	2	6.0	£629,535.00	0	2	0
(5) H&S/Wellbeing	1	16.0	£201,644.83	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	1	6.0	£167,214.41	0	1	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 £32,256.00

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GW2 - Ref	Site Details	Intervention details	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)	Projected Costs Savings	Projected Payback Period (yrs)	Annual Energy Savings (kWh)	Annual Carbon Savings (100's tCO2)	Scope Status	Change of scope over project development
1	7 Harrow Place	LED lights	£26,750	£6,420	£33,170	£0	8	15,000	0.002	EXCLUDED	Not proceeding through this project as this is a housing property.
2	Barbican Arts Centre	BEMS Optimisation	£32,100	£7,704	£39,804	£41,064	0.7	264,344	0.0255	INCLUDED	
3	Barbican Arts Centre	Heating Improvments	£154,824	£37,158	£191,981	£41,373	4	-	-	INCLUDED	
4	Barbican Arts Centre	BAC - Theatre Fly Tower, sub-stage, Control Room	£38,384	£9,212	£47,596	£19,076	2	78,084	0.0107	INCLUDED	
5	Barbican Arts Centre	EC Fan Replacements	£274,736	£65,937	£340,673	£38,459	7	157,427	0.0215	INCLUDED	
6	Barbican Arts Centre	Lighting Phase 2	£732,954	£175,909	£908,863	£19,800	36	81,050	0.0111	INCLUDED	
7	Barbican Arts Centre	Concert Hall Lighting (Combined with CWP)	£241,543	£57,970	£299,513	£27,158	10	111,168	0.0152	EXCLUDED	Excluded due to high cost and long payback, also scope of works being progressed separately through Barbican Renewal
8	Barbican Arts Centre	Theatre Lighting (Combined with CWP)	£340,056	£81,613	£421,669	£21,299	18	87,185	0.0119	EXCLUDED	Excluded due to high cost and long payback, also scope of works being progressed separately through Barbican Renewal
9	Bishopsgate Police Station	BEMS Optimisation	£10,158	£2,438	£12,595	£13,106	0.7	115,817	0.02	EXCLUDED	To be progressed through separate CAS Project
10	Central Criminal Court	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	£146,713	£35,211	£181,924	£14,109	9.7	108,570	0.0182	EXCLUDED	To be progressed through separate CAS Project
11	City of London Cemetery & Crematorium	BEMS Optimisation	£7,804	£1,873	£9,676	£2,108	3.5	17,890	0.0031	EXCLUDED	To be progressed through separate CAS Project
12	GSMD	LED Lighting	£380,339	£91,281	£471,620	£28,055	13	114,840	0.0157	INCLUDED	
13	GSMD	BEMS Optimisation	£7,195	£1,727	£8,921	£5,594	1	22,897	0.0031	INCLUDED	
14	GSMD	EC Fan Replacements	£189,394	£45,455	£234,849	£5,584	33	22,858	0.0031	INCLUDED	
15	GSMD	Steam Humidification	£26,979	£6,475	£33,454	£1,421	18	5,816	0.0008	EXCLUDED	Recommended not to progress further as assessment has confirmed long payback and low benefit
16	Guildhall Complex	Replacement of North Wing pumps	£106,431	£25,544	£131,975	£25,316	3.9	110,071	0.015	EXCLUDED	Cancelled, as works were delivered under CWP project
17	Guildhall Complex	LED lighting for external Guildhall	£15,527	£3,726	£19,253	£2,488	5.8	10,816	0.0015	INCLUDED	
18	Guildhall Complex	LED lighting for Dance Porch	£15,427	£3,702	£19,129	£1,309	11	5,690	0.0008	INCLUDED	
19	Guildhall Complex	LED lighting for City Centre Exhibition	£50,229	£12,055	£62,284	£3,848	12.2	16,730	0.0023	EXCLUDED	Cancelled as centre was refurbished and lighting works undertaken through that project
20	Guildhall Complex	LED lighting for Amphitheatre	£53,669	£12,881	£66,550	£7,152	7	31,096	0.0042	INCLUDED	
21	Guildhall Complex	LED lighting for East Wing	£110,264	£26,463	£136,727	£8,459	12.2	36,779	0.005	INCLUDED	
22	Guildhall Complex	LED lighting for North Wing	£41,415	£9,939	£51,354	£5,335	7.3	23,194	0.0032	INCLUDED	
23	Guildhall Complex	North Wing AHUs	£65,488	£15,717	£81,206	£3,429	17.8	14,909	0.002	EXCLUDED	Recommended not to progress further as assessment has confirmed long payback and low benefit
24	Guildhall Complex	East Wing AHUs	£80,946	£19,427	£100,373	£13,934	5.4	60,585	0.0083	EXCLUDED	Scope of works now included in major project for the GYE offices
25	Guildhall Complex	PowerTag Sub metering (BEMS) Pilot project	£8,025	£1,926	£9,951	£0	-	-	-	INCLUDED	
26	Heathrow Animal Reception Centre	BEMS Optimisation	£8,521	£2,045	£10,567	£3,457	2.3	27,930	0.0047	INCLUDED	
27	Housing - General	Housing Estates BEMS (Trend) integration with Main CoL BEMS	£10,700	£2,568	£13,268	£0	-	-	-	EXCLUDED	Not proceeding through this project as this is a housing property.
28	London Metropolitan Archives	Insulation of internal heating pipework and fittings	£2,789	£669	£3,458	£797	3.3	7,970	0.0014	EXCLUDED	To be progressed through separate CWP Project
29	London Metropolitan Archives	Installation of solar pv array on roof of main building	£109,337	£26,241	£135,578	£16,849	6.1	49,861	0.0068	INCLUDED	
30	London Metropolitan Archives	BEMS Optimisation	£10,875	£2,610	£13,486	£5,131	2	31,485	0.005	EXCLUDED	To be progressed through separate CAS Project
31	Mansion House	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	£89,099	£21,384	£110,483	£10,584	7.9	82,751	0.0139	INCLUDED	Note, scope changed to exclude roll-out of building advisor.
32	Mansion House	Heat Pump	£481,631	£115,591	£597,223	£26,568	16	681,429	0.1319	EXCLUDED	To be progressed through separate CAS Project
33	Mansion House	Draft Improvements	£26,028	£6,247	£32,274	£3,088	8	30,884	0.0055	INCLUDED	
34	Mansion House	Heating Improvments	£6,459	£1,550	£8,009	£5,797	1	33,632	0.0053	INCLUDED	
35	Mansion House	LED Lighting Replacements	£146,239	£35,097	£181,336	£18,371	8	75,200	0.0103	INCLUDED	
36	Mansion House	Fan Replacements	£31,443	£7,546	£38,989	£11,770	3	48,180	0.0066	INCLUDED	
37	Mansion House	Ventilation Improvments	£55,634	£13,352	£68,986	£11,284	5	46,191	0.0063	INCLUDED	
38	Mansion House	Insulation (Pipework)	£2,307	£554	£2,861	£114	19	1,144	0.0002	INCLUDED	
39	New Street (21)	BEMS Optimisation	£10,864	£2,607	£13,471	£4,786	2.1	29,180	0.0046	EXCLUDED	To be progressed through separate CAS Project
40	Open Spaces - Epping Forest	BEMS Optimisation	£12,041	£2,890	£14,930	£1,463	7.7	12,855	0.0022	INCLUDED	
41	OS Epping Forest - The Warren	Cavity Wall Insulation - the Office	£24,443	£5,866	£30,309	£97	236.2	967	0.0002	EXCLUDED	Cancelled due to poor payback
42	OS Epping Forest - The Warren	Cavity Wall Insulation - the Ancillary Barn	£15,375	£3,690	£19,065	£61	236.3	608	0.0001	EXCLUDED	Cancelled due to poor payback
43	OS Epping Forest - The Warren	Cavity Wall Insulation - the workshop	£16,016	£3,844	£19,859	£171	87.7	1,707	0.0003	EXCLUDED	Cancelled due to poor payback
44	OS Epping Forest - The Warren	Loft insulation - the Office	£12,575	£3,018	£15,593	£128	92	1,278	0.0002	EXCLUDED	Cancelled due to poor payback
45	OS Epping Forest - The Warren	LED Lighting - the Office	£22,730	£5,455	£28,185	£1,113	19.1	4,838	0.0007	INCLUDED	
46	OS Epping Forest - The Warren	LED Lighting - the Ancillary Barn	£5,682	£1,364	£7,046	£1,217	4.4	5,292	0.0007	INCLUDED	
47	OS Epping Forest - The Warren	BEMS upgrade	£48,862	£11,727	£60,589	£686	66.6	6,023	0.001	EXCLUDED	Being delivered through separate project
48	OS Epping Forest - The Warren	Biomass boiler installation	£93,191	£22,366	£115,557	£6,419	13.6	6,010	0.0166	INCLUDED	Scope changed to Air Source Heat Pump, rather than biomass due to planning challenges
49	OS Hampstead Heath - Kenwood House	Kenwood Nursery Solar PV	£56,479	£13,555	£70,034	£5,596	9.4	24,332	0.0033	EXCLUDED	Excluded due to high cost and long payback
50	OS Hampstead Heath: Lido	Lido Hampstead Health Solar PV - Phase 2	£106,740	£25,618	£132,358	£8,958	11.1	38,946	0.0053	INCLUDED	
51	OS: Marlewood Estate	Marlewood Estate Solar PV	£91,018	£21,844	£112,863	£11,237	7.6	48,855	0.0067	EXCLUDED	Excluded due to high cost and long payback
52	Tower Bridge	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	£46,645	£11,195	£57,839	£7,048	6.2	64,462	0.0112	EXCLUDED	To be progressed through separate CAS Project
53	Walbrook Wharf Cleansing Depot	Ventilation EC Fan Replacements	£29,371	£7,049	£36,420	£17,364	1.6	75,495	0.0103	INCLUDED	
54	Walbrook Wharf Cleansing Depot	Replace gas boilers and LTHW pumps with ASHPs and new pumps for Phase 2 (Main office) building	£538,149	£129,156	£667,305	£11,205	40.7	226,872	0.0436	EXCLUDED	To be progressed through separate CAS Project
55	Walbrook Wharf Cleansing Depot	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	£45,232	£10,856	£56,088	£9,210	4.6	65,219	0.0107	INCLUDED	Note, scope changed to exclude roll-out of building advisor.
56	Walbrook Wharf Cleansing Depot	Heating (Pumps & Valves)	£24,792	£5,950	£30,742	£1,284	18	7,890	0.0013	INCLUDED	
		Total	**£5,338,617**	**£1,281,267**	**£6,619,881**	**£551,329**	**12**	**3,250,302**	**0.5211**		

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5 Capital Programme						Cost			Outcomes				Funding Strategy				Funding Strategy	
No	Site	Ref	Site	Works	Scope Origin	Total est. cost incl. CRP	Costed Risk Provision (CRP)	Total est. cost excl. CRP	est. Energy cost savings	Savings tCO2e/yr at 2027	Payback (yrs)	Cost for carbon saved £/tCO2e	CAS Year 3-5 Plan	Cyclical Works Programme	Local (to be agreed)	Central (previously approved)	Carbon Fund (section 106 grant)	CAS English Heritage Pathway Project
1	BAC	1	Barbican Arts Centre	Pumps	ORIGINAL	£212,088	£32,403	£179,685	£49,253	45	4.3	£4,702	£212,088					
2	BAC	2	Barbican Arts Centre	Fans, Lighting	ORIGINAL	£510,601	£93,477	£417,124	£60,501	41	8.4	£12,490	£510,602					
3	GHC	3	Guildhall	Lighting	ORIGINAL	£361,393	£41,221	£320,172	£35,936	24	10.1	£14,883	£361,393					
5	BEMS	4	Multiple	Building Advisor, sub metering	ORIGINAL	£99,978	£6,180	£93,798	£17,536	21	5.7	£4,784	£99,978					
6	LMA	5	London Met. Archives	Solar PV	ORIGINAL	£150,206	£21,089	£129,117	£12,224	8	12.3	£18,185	£150,206					
7	GSMD - Milton Ct	6	GSMD - Milton Ct	Lighting	ORIGINAL	£663,910	£59,134	£604,776	£71,389	48	9.3	£13,763	£663,910					
8	Mansion Hse	7	Mansion Hse	Fans, pipework insulation, pump replacement, controls	ORIGINAL	£571,357	£80,483	£490,874	£70,197	73	8.1	£7,792	£481,357	£90,000				
9	Epping Forest, Warren	8	Epping Forest, Warren	Heat pump or alternative electric heating solution, lighting, pipe insulation	ORIGINAL	£472,150	£42,923	£429,227	£5,645	17	83.6	£28,017	£257,537	£214,613				
10	Walbrook Wharf	9	Walbrook Wharf	fans, pipework insulation, pumps, controls	ORIGINAL	£193,772	£24,394	£169,378	£12,235	12	15.8	£15,874	£143,772	£50,000				
11	Parliament Fields Lido	10	Parliament Fields Lido	Solar PV	ORIGINAL	£293,530	£24,121	£269,409	£9,433	5	31.1	£62,453	£117,905	£95,625				£80,000
4	THC&CP	11	Tower Hill Coach & Car Park	THC&CP Lighting and ventilation	REVISED	£299,690	£38,472	£261,218	£63,774	43	4.7	£6,954		£29,000		£180,940	£89,750	
12	HARC	12	Animal Reception Centre	Lighting, Fans, cooling upgrades, pumps and valves	REVISED	£263,005	£39,699	£223,306	£21,687	13	12.1	£20,077	£131,005	£132,000				
13	Guildhall	13	Guildhall	Lighting, draughtproofing, Guildhall Justice Rooms Cooling upgrades	REVISED	£561,073	£177,126	£383,947	£152,883	104	3.7	£5,395	£561,073					
14	Guildhall	14	Open Spaces Parliament Hill Lido	Pump upgrade	REVISED	£60,000	£21,000	£39,000	£14,870	10	4.0	£5,972	£60,000					
15	Guildhall	15	Golden Lane Leisure Centre	lighting, pipework insulation, pool cover, pool AHU replacement, pumps	REVISED	£227,433	£120,182	£107,251	£34,212	37	6.6	£6,229					£227,433	
16	OS Hampstead	16	Freemen's School	lighting, fans, pipe insulation, pumps and valves	REVISED	£302,979	£106,043	£196,936	£42,407	35	7.1	£8,767	£151,490		£151,490			
17	Golden Lane LC	17	Boy's school	lighting, fans, pipe insulation, pumps/valves, heating and ventilation	REVISED	£542,467	£189,863	£352,604	£108,953	106	5.0	£5,113					£542,467	
18	Golden Lane LC	18	Girl's school	lighting, pool cover, pool plant upgrade	REVISED	£836,278	£292,697	£543,581	£118,047	80	7.1	£10,484					£836,278	
				Total		**£6,621,911**	**£1,410,507**	**£5,211,404**	**£901,183**	**722**	**7.3**	**£9,173**	**£3,902,316**	**£611,238**	**£151,490**	**£180,940**	**£1,695,928**	**£80,000**

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SPEND TO DATE

CBIS Capital code	Core Project	Approved Budget	Actuals - AP + Misc	GRN Actual Unmatched	Commitment	Total	Amount Unspent
55100090	Capital and SRP	£99,978.00	£37,129.35	£21,120.00	£0.00	£58,249.35	£41,728.65
2100163	L5-Barbican Centre Heating Improvements (CAS)	£212,088.00	£163,476.43	£0.00	£1,649.57	£165,126.00	£46,962.00
2100164	L5-Barbican Centre Lighting & Fans (CAS)	£497,602.00	£216,058.01	£0.00	£151,327.99	£367,386.00	£130,216.00
55800092	L5-Climate Action Strategy Suspense Account	£250,000.00	-£1,675.00	£1,675.00	£78,375.00	£78,375.00	£171,625.00
55100091	L5-Guildhall Complex Lighting (Climate Action Strategy)	£367,143.00	£241,463.01	£0.00	£41,647.99	£283,111.00	£84,032.00
16100486	L5-Tower Hill Coach & Car Park Energy Reduction	£293,540.00	£251,395.66	£23,953.34	£0.00	£275,349.00	£18,191.00
		£1,720,351.00	**£907,847.46**	**£46,748.34**	**£273,000.55**	**£1,227,596.35**	**£492,754.65**

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Committees: Resource Allocation Sub - for decision Projects and Procurement Sub - for information	**Dates:** 11 Jul 2024 15 Jul 2024
Subject: Climate Action Strategy Capital Delivery Programme – Heat Decarbonisation **Unique Project Identifier:** *12454*	**Gateway 2: Project Proposal** Regular
Report of: City Surveyor **Report Author:** Mark Donaldson	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** commencement of the decarbonisation of the heat supplies to our larger corporate buildings in support of the 2027 net zero carbon target within our Climate Action Strategy. This project will prioritise opportunities for supplementing, or replacing, gas boilers primarily with electrically driven heat pumps to generate on-site low carbon space heating and hot water. The project will encompass multiple corporate sites and each will be developed separately as a sub-project progressed through separate subsequent gateway papers. **Next Gateway:** Gateway 3/4 - Options Appraisal (Regular) for each of the three proposed sub-projects. **Next Steps:** • Undertake project develop works, including building surveys and support for planning permission and listed building consents where required. • Approval of the allocation of Cyclical Works Programme funding towards this project. • Develop Investment Grade Proposals. • Apply for grant funding where site projects are eligible. • Draft Gateway 3/4 papers for each sub-project. **Requested Decisions:** 1. That a budget of £**42,368** is approved for further development of the three proposed sub-projects (including building surveys, design and obtaining planning/listed building permissions, and project management) to reach the

<table>
<tr><td></td><td>next Gateway to be funded through the Climate Action Strategy (CAS) Year 4 Plan approved budget;
2. Note the total estimated cost of the project at £3,163,749 (excluding risk);
3. Note the total estimated cost of the project at £3,638,311 (including risk);
4. That a Costed Risk Provision of £9,491 is approved (to be drawn down via delegation to the City Surveyor) to allow for additional building surveys if required to reach the next Gateway, to be funded wholly through the CAS Year 4 Plan for buildings.</td></tr>
<tr><td>2. Resource requirements to reach next Gateway</td><td>The following provides a breakdown of the resources required to reach the next Gateway and a budget of £40,881.

<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Fees: Asbestos R&D surveys</td><td>Compliance and risk management</td><td rowspan="5">CAS Year 4 Plan approved budget</td><td>£15,000</td></tr>
<tr><td>Fees: structural surveys</td><td>Inform on design and viability</td><td>£5,500</td></tr>
<tr><td>Fees: acoustic surveys</td><td>Inform on design</td><td>£3,500</td></tr>
<tr><td>Fees: Project Management</td><td>Management support to progress to next gateway</td><td>£14,381</td></tr>
<tr><td>Total</td><td></td><td></td><td>£40,881</td></tr>
</table>

Costed Risk Provision requested for this Gateway: £9,491 (as detailed in the Risk Register – Appendix 2), to allow for additional building surveys if required to reach the next Gateway, to be funded wholly through the CAS Year 4 Plan for buildings.</td></tr>
<tr><td>3. Governance arrangements</td><td>3.1 All projects will be reported collectively to the following:
• Executive Director of Innovation and Growth (SRO)
• Climate Action Strategy – Building Chief Officers Group (BCOG)
• Corporate Projects Board – for any Issue reports and Gateway 6.
• Resource Allocation Sub-Committee
• Projects and Procurement Sub-committee</td></tr>
</table>

	3.2 Where a subsequent Gateway paper has an estimated cost (including risk) under £1M it is expected that decisions will be requested from the SRO, under the delegated authority from Policy and Resources Committee. 3.3 A specific project board is not deemed necessary as this project will be integrated with the existing Climate Action Strategy governance and report to BCOG which includes chief and senior officer representation.

Project Summary

4. Context	4.1 The City Corporation adopted the Climate Action Strategy (CAS) in 2020 which set a target to achieve net zero carbon emissions within its own estate (scope 1&2) by 2027. 4.2 This target was informed by modelling the types of measures required to reduce carbon emissions. This identified that while the majority of the carbon reduction would come through improving the energy efficiency of our buildings, there would be a need to start the transition from gas boilers to lower carbon, electrically driven heating systems typically, but not limited to, heat pumps. 4.3 Based on our carbon emissions as at Mar-24 we project a further carbon reduction of c.2,250 tCO_2e/year is required by Mar-27 from our corporate buildings to support the net zero target. 4.4 Gas consumption at our corporate buildings currently accounts for a significant c.25% of our scope 1 and 2 carbon emissions. Unlike the electricity grid, the gas grid is not anticipated to significantly decarbonise in the short-medium term and the UK government's main policy drive is toward electrification of heat to meet net zero. 4.5 The CAS Year 4 plan was approved by Policy and Resources in April 2024. This sets out the programme for delivering different building measures to reduce our carbon emissions and support the net zero target. 4.6 The bulk, c.93%, of the reduction we plan to achieve through maximising the efficiency and control of our buildings on-site as well as supporting the decarbonisation of the Citigen heat network. 4.7 The remaining c.7% reduction, which equates to c.175 tCO_2e we plan to achieve through heat pump projects. 4.8 The scope of works set out in this project was originally included within a GW2 paper titled 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings', approved by Policy and Resources Committee (P&R) in January 2023. The heat pump opportunities have since been progressed through site surveys and studies. A GW2 Issue Report received by P&R alongside this GW2 'CAS – Capital Delivery Programme – Heat Decarbonisation' paper recommends

	these particular heat pump works are delivered through this separate project due to their business case (e.g. costs and benefits) being significantly different to the rest of the original project. These are included as background papers.
5. Brief description of project	5.1 This project aims to start the transition from gas boilers to low carbon heating for our corporate buildings, primarily through electrically driven heat pumps (and solar photovoltaic panels where viable), to provide targeted support for our net zero 2027 goal. 5.2 Under business as usual, our Cyclical Works Programme (CWP) and other asset replacement plans typically only budget for a like-for-like replacement of existing gas boilers when they reach end-of-life. Therefore, existing budgets usually do not allow for higher cost, low-carbon heat generation options. 5.3 The project will encompass multiple corporate sites (currently three have been prioritised), and each will be developed separately as a sub-project progressed through separate subsequent gateway papers. 5.4 The following priority sub-projects have been provisionally selected, whose works will encompass with full replacement of existing gas-plant or retaining gas plant for back-up and/or top-up heat alongside new low carbon plant: • Walbrook Wharf: Phase 2 front office only • Heathrow Animal Reception Centre: main building only • Mansion House Further details are provided in appendix 4 5.5 We recommend these sub-projects are further progressed with individual gateway 3/4 papers. Please note the sub-project for Mansion House has been previously progressed to Gateway 3/4 within the project described in 4.8 above. See background paper. 5.6 We will continue to review the options for alternative sites so that if any of these priority sub-projects are unable to be taken forward, we can consider alternative site options to still meet the overall contribution of 175 tCO2e/year reduction to support our net zero target.
6. Consequences if project not approved	6.1 If this project is not approved there is a risk that the corporate properties will not be able to sufficiently decarbonise to support meeting our 2027 net zero target. Our CAS programme has already prioritised the more cost-effective efficiency and control projects, and hence the opportunities for further efficiency are limited and this would present a significant challenge to fill any carbon reduction gap. 6.2 Under business as usual it is highly probable that gas boilers which are at/near end-of-life will be replaced on a

	like-for-like basis with new gas boilers which will likely remain in place for c.20 years and present a barrier to future decarbonisation and future City Corporation net zero targets.
7. SMART project objectives	7.1 Achieve a reduction of at least 175 tCO_2e carbon emissions per year by 2027. 7.2 An overall cost of carbon reduction of under £20,000/tCO_2e by 2027. 7.3 Operation of new heating plant by end of March 2026 in order to provide a full year benefit to our 2027 target. 7.4 Good continuity and performance of the new heat generation plant.
8. Key benefits	8.1 Supporting the net zero carbon target through lower building carbon emissions. 8.2 Improved local air quality, due to reduced/eliminated of on-site gas combustion. 8.3 New reliable heating plant with c.20 years life.
9. Project category	5. Other priority developments
10. Project priority	B. Advisable
11. Notable exclusions	11.1 Non-corporate buildings, such as those within the IPG (Investment Property Group) stock or housing stock. 11.2 Carbon reduction measures which are not associated with the provision of low carbon heat, such as lighting or ventilation works.

Options Appraisal

12. Overview of options	The following options, as a minimum, will be explored at the next gateway stage for each sub-project: 12.1 Do not proceed with the sub-project for the decarbonisation of the heat generation at this site. Note, consideration will be given to reallocating the proposed budget to heat decarbonisation or efficiency works at alternative sites which may provide greater benefits. Under this option a Gateway 2 Issue report will be prepared to account for the change in scope and requirement for additional budget to progress with options for alternative works. 12.2 Extend the delivery timeframe for the proposed heat decarbonisation works at the site to align with site plans, including any programmed boiler replacement or other sites works/closures. 12.3 Proceed with the sub-project for heat decarbonisation at this site with the target for completion of on-site works by March 2026. Note, there may be additional options associated with proceeding with the project where there are

	significant differences in the scope of works and associated budget/programme.

Project Planning

13. Delivery period and key dates	**Overall project:** on-site works completed and commissioned by March 2026 and final project completion by end of June 2026. **Key dates:** Q3 2024/25: GW3/4 for each sub-project (Dec-24) Q4 2024/25: GW5 for each sub-project (Mar-25) Q1 2025/26: Works start on-site (Jun-25) Q4 2025/26: Works complete on-site (Mar-26) Q1 2025/26: Practical completion (Jun-26) Q4 2026/27: GW6 (Mar-27) **Other works dates to coordinate:** This is specific to each sub-project for each site and will be further set out in the subsequent gateway papers.
14. Risk implications	**Overall project risk:** Medium The estimated Costed Risk Provision for the project is **£474,562.** **Costed Risk Provision requested for this Gateway: £9,491** (as detailed in the Risk Register – Appendix 2), to allow for additional building surveys if required to reach the next Gateway, to be funded wholly through the CAS Year 4 Plan for buildings. The major risks to the project are: • Obtaining planning permission and listed building consent for some sites • Installation health and safety, including asbestos • Minimise site disruption and ensuring continuity of services • Alignment of works with site plans • Enabling works, including electrical capacity and integration with existing building services Further information available within the Risk Register (Appendix 2)
15. Stakeholders and consultees	Internal for overall project: 15.1 Energy Team: Graeme Low, Mark Donaldson, Adam Fjaerem, Athol Stewart 15.2 Wider City Surveyors: Pete Collinson, Paul Wilkinson 15.3 CAS Team: Kate Neale, Damian Nussbaum 15.4 Minor Projects Team: Grayham Howarth, Chris Sharpe, Jonathan Cooper, Darren Horrigan, Simon Collins

	15.5 Facilities Management: Matt Baker, Andrew Coke, Samantha Williams 15.6 Corporate Property Group (CPG): Peter Young, Paul Friend 15.7 Chamberlains: Procurement (James Carter, Georgia Lawrence) finance (Andrew Little, Sonia Virdee), Sarah Baker 15.8 Planning obligations officer: Carl Bernhardt 15.9 Comptroller: Sean Austin Internal specific to provisional selected sub-projects: 15.10 Mansion House: Mark Kober, Caroline Jack, David Lamb, Nina Tsindides. 15.11 Walbrook Wharf: Alan Dingley, Luca Pagliaroli, Ian Hughes, Fiona McKeith, Dorian Price, tenants/occupants 15.12 HARC: Susie Pritchard, Anastasia Batten, Gavin Stedman. External: Vital Energi (proposed main contractor), CBRE (corporate maintenance contractor), Schneider Electric (building controls maintenance contractor), Planning authority, English Heritage, District Network Operator

Resource Implications

<table>
<tr><td>16. Total estimated cost</td><td colspan="2">Likely cost range (excluding risk): £3,163,749
Likely cost range (including risk): £3,638,311</td></tr>
<tr><td>17. Funding strategy</td><td>Choose 1:
All funding fully guaranteed</td><td>Choose 1:
Mixture - some internal and some external funding

<table>
<tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr>
<tr><td>Cyclical Works Programme (CWP) – within the approved backlog maintenance budget</td><td>£455,250*</td></tr>
<tr><td>Carbon Fund (S106 Offset fund) (approved, but pending full receipt)</td><td>£1,432,749</td></tr>
<tr><td>Climate Action Strategy (CAS) from approved funding set out in the Year 4 CAS Plan for buildings</td><td>£1,275,749 (excl. costed risk provision)
to £1,750,312 (incl. costed risk provision)</td></tr>
<tr><td>Public Sector Decarbonisation Fund (PSDS) (pending a successful application to a future round)</td><td>£0</td></tr>
<tr><td>Total</td><td>£3,163,749 (excl. risk) to £3,638,311 (incl. risk)</td></tr>
</table></td></tr>
</table>

	17.1 **Cyclical Works Programme (CWP)***. Where the CWP has approved funding to support the replacement of existing end-of-life gas boilers and associated heating plant/systems, this funding will be utilised to support a project to deliver an alternative, higher cost, low carbon solution. The current allocation against these projects will need to be increased and will follow the agreed CWP governance for such increases. 17.2 **Carbon Fund (S106 Offset fund)**. We propose the allocation of S106 funding received by the City Corporation to meet up to 50% of the costs of eligible sub-projects. As of May 2024 £1,195k has been received, with a further £2,212k expected to be received during 2024/25. 17.3 **Climate Action Strategy (CAS)**. We propose to top-up the identified CWP and S106 funding with capital funding from the CAS up to a limit of £20,000/tCO2e/yr estimated savings to ensure an overall cost-effective approach for the CAS programme to support net zero within its total funding limits. 17.4 **Public Sector Decarbonisation Scheme (PSDS)**. Some of the heat pump works may be eligible for part funding through a government grant called the PSDS. We have identified up to a maximum likely application for £545,000 of grant funding could be made. Where eligible we shall apply for this funding and update the funding strategy and budget accordingly through subsequent gateways.
18 Investment appraisal	18.1 The project will overall aim to achieve a cost of carbon reduction of under £20,000/tCO_2e. 18.2 The options set out in item 12 above will be appraised against this overall objective and further to this the allocation of CAS funding will be limited to £10,000 for every tonne of carbon estimated to be saved in 2027. 18.3 It should be noted the project will increase ongoing energy and maintenance costs for each site in scope and hence the business case for this project is not based on achieving a payback on the capital investment.
19 Procurement strategy/route to market	19.1 The preferred route is through our existing Call-off Contract with Vital Energi Utilities Limited procured under a Greater London Authority and Local Partnerships LLP framework for the Mayor of London's building retrofit (RE:FIT) programme. Under this arrangement individual works agreements can be entered into for each sub-project. 19.2 Where our existing Call-off Contract is not considered the preferred route for a particular sub-project, the alternative recommendation will be set out in the Gateway 3/4 paper in consultation with Commercial Services.
20 Legal implications	20.1 Under the above preferred procurement route the works agreement for each sub-project incorporates modified

	conditions from the JCT Design & Build form of contract, prepare by the Comptroller & City Solicitor's Department.
21 Corporate property implications	21.1 Selection of the three priority sub-projects (Mansion House, Walbrook Wharf and Heathrow Animal Reception Centre) and the development of their scope have each been considered in consultation with stakeholders against the following: alignment with site/asset management plans including future disposal, redevelopment, refurbishment or cyclical works; access and minimising disruption to site occupants/services; planning permission, including listed building consent; compatibility and integration with existing heating and building systems; electrical requirements; spatial and structural requirements. The gateway 3/4 papers will set out the specific site considerations in detail, and the following provides key challenges. 21.2 Electrically driven heat pump projects will typically have higher energy costs than the gas boilers they replace. This project will aim to reduce this impact through the inclusion of solar photovoltaic panels where viable to supply low carbon electricity to offset a portion of the new demand from the heat pumps. The sites will also be included in the wider CAS programme to improve the efficiency and control of energy with the overall aim to achieve net-neutral site-level energy cost to meet net zero for the site. Energy costs are also mitigated through lower import electricity prices from our Power Purchase Agreement (PPA).
22 Traffic implications	22.1 Implications for individual Sub-projects will be set out in their relevant gateway 3/4 papers.
23 Sustainability and energy implications	23.1 This project is being led by the City Surveyor's Energy and Sustainability Team and has been instigated for the purpose of supporting our Climate Action Strategy (CAS) – the benefits of which are further set out in items 1-4 above. 23.2 The project will be informed by the CAS design standards which set best practice standards across the project life-cycle, including consideration of whole-life carbon and embodied carbon.
24 IS implications	24.1 None.
25 Equality Impact Assessment	25.1 An equality impact assessment will not be undertaken.
26 Data Protection Impact Assessment	26.1 The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	Project Coversheet
Appendix 4	Prioritisation of projects for on-site heat decarbonisation

Background papers

GW2 Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings
GW2 Issue Report for Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings
GW3/4 Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings: Mansion House – Planning Permission Application

Contact

Report Author	Mark Donaldson
Email Address	Mark.donaldson@cityoflondon.gov.uk
Telephone Number	0780 8844409

Project Briefing

Project identifier			
[1a] Unique Project Identifier	12454	**[1b] Departmental Reference Number**	N/A
[2] Core Project Name	Climate Action Strategy Capital Delivery Programme – Heat Decarbonisation		
[3] Programme Affiliation *(if applicable)*	Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings		

Ownership	
[4] Chief Officer has signed off on this document	City Surveyor – Paul Wilkinson
[5] Senior Responsible Officer	Executive Director of Innovation and Growth – Damian Nussbaum
[6] Project Manager	Senior Energy Engineer - Mark Donaldson

Description and purpose
[7] Project Description
Commencement of the decarbonisation of the heat supplies to our larger corporate buildings in support of the 2027 net zero carbon target within our Climate Action Strategy. This project will prioritise opportunities for supplementing, or replacing, gas boilers primarily with electrically driven heat pumps to generate on-site low carbon space heating and hot water.
[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)?
This project is part of the 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' which aims to deliver reductions in the carbon emissions of our operational buildings in support of the City Corporation's net zero 2027 goal as set out in our Climate Action Strategy.
[9] What is the link to the City of London Corporate plan outcomes?
Leading sustainable environment
[10] What is the link to the departmental business plan objectives?
Within the Climate Action Strategy framework, it is City Surveyor's responsibility to implement measures that support the decarbonisation of the corporate buildings.
[11] Note all which apply:

Officer: Project developed from Officer initiation	N	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	Y
Mandatory: Compliance with legislation, policy and audit	Y	**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?
1) Reduction in carbon emissions from our corporate properties by March 2026.

2) Good continuity and performance of the new heat generation plant.
3) An overall cost of carbon reduction of under £20,000/tCO_2e by 2027.
[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.)
Yes, Each individual project will have to undergo a Monitoring and Verification (M&V) proceess after implementation, to ensure the carbon savings are met.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £3,163,749 Upper Range estimate: £3,638,311
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
The project is anticipated to result in an increase in the ongoing energy costs for the sites where the works are carried out. This will be minimised through the inclusion of solar photovoltaic panels, which generate electricity for use on-site, where viable. The project will also aim for any increased cost to be negated through energy efficiency measures being carried out through the wider CAS capital programme for each particular site.
[16] What are the expected sources of funding for this project?
Climate Action Strategy Fund, S106 Carbon Fund, Cyclical Works Programme
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: June 2024 – December 2025 Upper Range estimate: June 2024– June 2026 Deadline: completion before March 2027 for CAS funding.

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?	
Possibly some low level public attention could be drawn by the need for planning permission for the building works.	
[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: Andrew Little
Chamberlains: Procurement	Officer Name: James Carter
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: Pete Collinson, Matt Baker, Jonathan Cooper, Paul Friend, Peter Young, Graeme Low
External	N/A
[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:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:

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

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City of London: Projects Procedure Corporate Risks Register

Project name: *CAS – Capital Delivery Programme – Heat Decarbonisation*

Unique project identifier: *12454*

Total est cost (exc risk) *£3163749*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**10.3**
Avg risk post-mitigation	**4.0**
Red risks (open)	**1**
Amber risks (open)	**12**
Green risks (open)	**0**

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)	£808,812.31	26%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£808,812.31	26%	*" "*
Costed risk post-mitigation (open)	£474,562.28	15%	*" "*
Costed Risk Provision requested	£9,491.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	8.0	£79,093.71	0	1	0
(2) Financial	7	8.6	£568,209.23	0	7	0
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	1	12.0	£0.00	0	1	0
(5) H&S/Wellbeing	3	16.0	£94,279.71	1	2	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	1	6.0	£67,229.66	0	1	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

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Project Coversheet

[1] Ownership & Status

UPI: 12454

Core Project Name: Climate Action Strategy Capital Delivery Programme – Heat Decarbonisation

Programme Affiliation (if applicable): Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings
Project Manager: Mark Donaldson
Definition of need: this project is part of the 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' which aims to deliver reductions in the carbon emissions of our operational buildings in support of the City Corporation's net zero 2027 goal as set out in our Climate Action Strategy.
Key measures of success:

- Achieve a reduction of at least 175 tCO_2e carbon emissions per year by 2027.
- An overall cost of carbon reduction of under £20,000/tCO_2e by 2027.
- Operation of new heating plant by end of March 2026 in order to provide a full year benefit to our 2027 target.
- Good continuity and performance of the new heat generation plant.

Expected timeframe for the project delivery: Completion by Q2 2026.

Key Milestones:

- Q3 2024/25: GW3/4 for each sub-project (Dec-24)
- Q4 2024/25: GW5 for each sub-project (Mar-25)
- Q1 2025/26: Works start on-site (Jun-25)
- Q4 2025/26: Works complete on-site (Mar-26)
- Q1 2025/26: Practical completion (Jun-26)
- Q4 2026/27: GW6 (Mar-27)

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

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' GW1 report (approved by City Surveyor on 26/06/2024):

A GW1 paper titled 'Climate Action Strategy Capital Delivery Programme – Heat Decarbonisation' set out a project to commence the decarbonisation of the heat supplies to our larger corporate buildings in support of the 2027 net zero carbon target within our Climate Action Strategy. This project will prioritise opportunities

for supplementing, or replacing, gas boilers primarily with electrically driven heat pumps to generate on-site low carbon space heating and hot water.
The project benefits:
Reduction in carbon emissions from our corporate properties by March 2026.
Good continuity and performance of the new heat generation plant.
An overall cost of carbon reduction of under £20,000/tCO2e by 2027.

Delivery cost:
Lower Range estimate: £3,163,749
Upper Range estimate: £3,638,311

Delivery timeframe:
Lower Range estimate: June 2024 – December 2025
Upper Range estimate: June 2024– June 2026

'Project Proposal' GW2 report (subject to approval):

A GW2 paper titled 'Climate Action Strategy Capital Delivery Programme – Heat Decarbonisation' is being presented to RASC for decision on 11th July 2024.

The paper sets out the commencement of the decarbonisation of the heat supplies to our larger corporate buildings in support of the 2027 net zero carbon target within our Climate Action Strategy. This project will prioritise opportunities for supplementing, or replacing, gas boilers primarily with electrically driven heat pumps to generate on-site low carbon space heating and hot water. The project will encompass multiple corporate sites, and each will be developed separately as a sub-project progressed through separate subsequent gateway papers.

The following summarises the figures presented in the GW2 paper:

- Total Estimated Cost (excluding risk): £3,163,749
- Resources to reach next Gateway (excluding risk): £40,881
- Spend to date: £0
- Costed Risk Against the Project: £26,241
- CRP Requested: £9,491
- CRP Drawn Down: £0
- Estimated Programme Dates:

  Q3 2024/25: GW3/4 for each sub-project (Dec-24)

  Q4 2024/25: GW5 for each sub-project (Mar-25)

  Q1 2025/26: Works start on-site (Jun-25)

  Q4 2025/26: Works complete on-site (Mar-26)

  Q1 2025/26: Practical completion (Jun-26)

  Q4 2026/27: GW6 (Mar-27)

Total anticipated on-going commitment post-delivery [£]: £34,378 per year related to higher energy costs is currently estimated based on the proposed sub-projects and current energy prices. There will also be higher maintenance costs associated with the new heating plant and solar panels, whose cost will be confirmed at the next gateway. Note, the GW2 paper states "The sites will also be included in

the wider CAS programme to improve the efficiency and control of energy with the overall aim to achieve net-neutral site-level energy cost to meet net zero for the site".

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Prioritisation of projects for on-site heat decarbonisation

Introduction

The purpose of this report is to set out the methodology and results of the prioritisation of options for on-site heat decarbonisation within the City Corporation's corporate property estate.

Methodology

Energy metering data for our corporate properties is recorded through our energy management database (currently Team Sigma) and utilised to regularly report on our energy and carbon emissions. Based on this data, we have identified 66 gas supplies at our corporate properties that supply gas to boilers/heaters for the purposes of supplying heating and/or hot water to the property/site. These in total account for 18,522 MWh per year of gas consumption.

We have assessed each of the 66 supplies through a sequence of questions to prioritise and short-list the most promising opportunities for heat supply decarbonisation projects, as set out in table 1 below:

- Heated site: does the site have a gas supply for the purpose of providing heating? Note this would exclude supplies which are purely for catering purposes.
- Live: is the site still live/occupied and within the City Corporation's corporate estate.
- Site certainty: is there any uncertainty over the future of the site, such as plans or potential plans for disposal/sale or redevelopment.
- On-site gas boilers: does the site have gas boilers, or is it supplied by a heat network or electric heating.
- Heat Network Option: is there a short-term opportunity for the site to be supplied by a heat network which should first be explored fully before considering on-site alternatives.
- No project underway: is there currently a project approved for decarbonising the on-site gas boiler plant?
- Gas plant at/near end-of-life: is the gas plant at/or approaching expected life expectancy of 20 years.

Further detail is provided in table 3 below.

Table 1. Summary of project evaluation

	Gas kWh for heating 2023/24	Count of sites/plant
All Corporate sites	18,522,764	70
Heated site?	18,522,764	66
Live?	18,522,764	63
Site certainty?	14,820,027	52
On-site gas boilers?	14,572,688	42
Heat Network Option?	11,383,285	40
No project underway?	9,825,303	35

Of the 35 gas boiler supplies where there is no current project underway to replace them, we prioritised these into high, medium and low considering the following additional criteria which is further described in the commentary included against each in table 3:

- Gas consumption: the higher the consumption of any one supply the more attractive the opportunity for carbon savings and it is likely to be a more cost-effective project.
- Further consideration of site plans
- Consideration of technical viability

Table 2 below summarises the priority projects

High priority:

- Mansion House
- Walbrook Wharf, Phase 2 Office
- Heathrow Animal Reception Centre (HARC): main building

Medium priority:

- City of London Freemen's School: Philp House, supplying the main campus network
- City of London School (for Boys): main building
- Walbrook Wharf: Phase 3 depot offices
- London Metropolitan Archives

Table 2. Summary of project prioritisation

Priority	Gas kWh for heating 2023/24	Count of sites/plant
High (H)	1,640,603	3
Medium (M)	3,643,771	4
Low (L)	4,540,929	28

Table 3. Project evaluation detail

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
City of London Freemen's School: Communal Htg Sys	Y	Y	Y	Y	Y	Y	Y	1,038,655	M	High energy consumption and end-of-life plant. Solution needs to align with site redevelopment plans. Due to current uncertainty over plans this option has been deprioritised.
Animal Reception Centre : Main System	Y	Y	Y	Y	Y	Y	Y	289,643	H	Moderate energy consumption and end-of-life plant. Site suitable for Air Source Heat Pump solution, with potential for Solar PV to further support this.
Walbrook Wharf Cleansing Depot : Main Office	Y	Y	Y	Y	Y	Y	Y	188,978	H	Low energy consumption, but end-of-life plant. Site suitable for Air Source Heat Pump solution, with potential for Solar PV to further support this.
City of London Crematorium : Burial church	Y	Y	Y	Y	Y	Y	Y	115,199	L	Low energy consumption but plant is end-of-life. Carbon savings would be low and a low carbon solution is technically challenging for planning permission.

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
City of London Crematorium : Old Crematorium	Y	Y	Y	Y	Y	Y	Y	73,230	L	Low energy consumption but plant is nearing end-of-life. Carbon savings would be low and a low carbon solution is technically challenging for planning permission.
City of London Crematorium : Reserve Chapel	Y	Y	Y	Y	Y	Y	Y	25,033	L	Very low energy consumption. Carbon savings would be low
City of London boys School: Single Main System	Y	Y	Y	Y	Y	Y	N	1,441,208	M	High energy consumption, but not end-of-life plant. Solution needs to align with site redevelopment options.
Mansion House: Single Main System	Y	Y	Y	Y	Y	Y	N	1,161,981	H	High energy consumption, but not end-of-life plant. Very high energy consumption with site opportunity for new Air Source Heat Pumps to operate alongside existing gas plant to minimise disruption.
City of London Crematorium: New crematorium	Y	Y	Y	Y	Y	Y	N	1,150,358	L	Low energy consumption and plant not end-of-life. Carbon savings would be low.

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
Walbrook Wharf Cleansing Depot: Depot	Y	Y	Y	Y	Y	Y	N	593,896	M	High energy consumption, but not end-of-life plant. Solution needs to align with potential site development plans.
Tower Bridge: South Side	Y	Y	Y	Y	Y	Y	N	577,238	L	High energy consumption, but not end-of-life plant. Significant challenges for locating plant.
London Metropolitan Archives: Single Main System	Y	Y	Y	Y	Y	Y	N	570,013	M	High energy consumption and some end-of-life plant (one of three boilers). Lease expires in 2035 and currently no approved medium/long term plan for the site.
City of London Freemen's School: Boarding/Music Block	Y	Y	Y	Y	Y	Y	N	421,955	L	Moderate energy consumption, but not end-of-life plant. Decarbonisation options best considered for the whole school campus via an extension of the Philp House communal system, rather than individual building solutions.
City of London Freemen's School: Main House	Y	Y	Y	Y	Y	Y	N	386,295	L	Moderate energy consumption, but not end-of-life plant. Decarbonisation options best considered for

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
										the whole school campus via an extension of the Philp House communal system, rather than individual building solutions.
Tower Bridge: North Side	Y	Y	Y	Y	Y	Y	N	360,789	L	Moderate energy consumption, but not end-of-life plant. Significant challenges for locating plant.
City of London Freemen's School: Swimming Pool	Y	Y	Y	Y	Y	Y	N	234,537	L	Low energy consumption and plant not end-of-life. Decarbonisation options best considered for the whole school campus via an extension of the Philp House communal system, rather than individual building solutions.
Open Spaces Hampstead Heath Leisure:The Lido	Y	Y	Y	Y	Y	Y	N	166,560	L	Low energy consumption and plant not end-of-life. Carbon savings would be low,
City of London Crematorium: Office	Y	Y	Y	Y	Y	Y	N	153,453	L	Low energy consumption and plant not end-of-life. Carbon savings would be low,
Open Spaces Parliament Hill: Nassington Rd Rooms &	Y	Y	Y	Y	Y	Y	N	146,072	L	Low energy consumption and plant not believed to be end-of-life. Carbon

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
Track Map No 43										savings would be low,
City of London Freemen's School: Sports Hall	Y	Y	Y	Y	Y	Y	N	105,564	L	Low energy consumption and plant not end-of-life. Carbon savings would be low,
Ten Keats Grove: Ten Keats Grove	Y	Y	Y	Y	Y	Y	N	78,515	L	Low energy consumption and plant not believed to be end-of-life. Carbon savings would be low,
City of London boys School: Marvels Lane Sportsground	Y	Y	Y	Y	Y	Y	N	71,672	L	Low energy consumption and plant not believed to be end-of-life. Carbon savings would be low,
Open Spaces Highgate Wood:	Y	Y	Y	Y	Y	Y	N	64,526	L	Low energy consumption and plant not believed to be end-of-life. Carbon savings would be low,
Open Spaces Epping Forest: The View	Y	Y	Y	Y	Y	Y	N	63,354	L	Low energy consumption and plant not end-of-life. Carbon savings would be low,
Open Spaces Golders Hill & Extension: West Heath Avenue (Box inside gate) Map No 27	Y	Y	Y	Y	Y	Y	N	55,331	L	Low energy consumption and plant not believed to be end-of-life. Carbon savings would be low,
Open Spaces Parliament Hill: Staffyard Map No 44	Y	Y	Y	Y	Y	Y	N	49,576	L	Very low energy consumption. Carbon savings would be low,
Open Spaces Golders Hill & Extension: Hampstead	Y	Y	Y	Y	Y	Y	N	47,477	L	Very low energy consumption. Carbon

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
Heath Extension (boiler room)Map No 28										savings would be low,
Open Spaces Heathfield House: Heathfield House (432)	Y	Y	Y	Y	Y	Y	N	34,634	L	Very low energy consumption. Carbon savings would be low,
Open Spaces West Ham Park: Main Office	Y	Y	Y	Y	Y	Y	N	33,880	L	Very low energy consumption. Carbon savings would be low,
Open Spaces Epping Forest: The Warren House	Y	Y	Y	Y	Y	Y	N	33,663	L	Very low energy consumption. Carbon savings would be low,
Keats House: Keats Grove	Y	Y	Y	Y	Y	Y	N	33,397	L	Very low energy consumption. Carbon savings would be low,
City of London Crematorium: Haywood Centre	Y	Y	Y	Y	Y	Y	N	28,542	L	Very low energy consumption. Carbon savings would be low,
Open Spaces East Heath & Kenwood: Kenwood Bothy/Office Map No 52	Y	Y	Y	Y	Y	Y	N	18,779	L	Very low energy consumption. Carbon savings would be low,
Open Spaces Epping Forest : Harrow Road Pavilion	Y	Y	Y	Y	Y	Y	N	11,300	L	Very low energy consumption. Carbon savings would be low,
City of London boys School : Tech Block	Y	Y	Y	Y	Y	N		1,441,208		
Animal Reception Centre : Fish Borders Building	Y	Y	Y	Y	Y	N		13,180		

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
Open Spaces Epping Forest : The Warren	Y	Y	Y	Y	Y	N		103,594		
Golden Lane Leisure Centre : Single Main System	Y	Y	Y	Y	N			629,859		
Tower Bridge : Bridgmasters House	Y	Y	Y	Y	N			577,238		
Central Criminal Court: New System	Y	Y	Y	Y	N			1,982,307		
City of London School For Girls:	Y	Y	Y	Y	N					
Barbican Arts Centre:	Y	Y	Y	N				0		
Barbican Ex. Halls:	Y	Y	Y	N				0		
GSMD - Silk St.:	Y	Y	Y	N				0		
GSMD - Milton Court:	Y	Y	Y	N				0		
GSMD - Sundial Court:	Y	Y	Y	N				0		
Guildhall Complex - Main Supply:	Y	Y	Y	N				0		
Guildhall Complex - GYE:	Y	Y	Y	N				0		
Grays Inn (4):	Y	Y	Y	N				247,339		
Rough Sleepers Assessment Centre:	Y	Y	Y	N				0		
Salibury Square:	Y	Y	Y	N				0		
Guildhall Complex: Mayor's Court	Y	Y	N					185,497		
New Spitalfields Market (Landlords): Main Building	Y	Y	N					171,511		
Billingsgate Market:	Y	Y	N					1,174,303		

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
London Central Market (Smithfield): 232 Office	Y	Y	N					15,184		
London Central Market (Smithfield): 230 Office	Y	Y	N					15,140		
London Central Market (Smithfield): 229 Office	Y	Y	N					61,706		
London Central Market (Smithfield): East Mkt NE HWS	Y	Y	N					65,872		
London Central Market (Smithfield): East Mkt SE HWS	Y	Y	N					45,037		
London Central Market (Smithfield): 230 & 202 on Grnd Fl	Y	Y	N					49,066		
Bishopsgate Police Station: Main Building	Y	Y	N					981,842		
21 New Street: Main Building	Y	Y	N					937,579		
Guildhall - Steam Generators:	Y	N						0		
Snowhill Police Station: Main Building	Y	N						0		
Wood Street Police Station:	Y	N						0		
Upper Thames Street Tunnel Lighting:	N							0		
London Wall Car Park:	N							0		

Site/building: plant	Heat ?	Live ?	Certainty ?	On-site gas boilers?	Heat Network option?	No project underway ?	At/ near end-of-life?	Gas kWh for heating 2023/24	Pri.	Reasoning
Minories Car Park:	N							0		
Tower Hill Coach & Car Park:	N							0		

Committees: Streets and Walkway Sub Committee - for decision Projects and Procurement Sub Committee – for information	**Dates:** 9 July 2024 15 July 2024
Subject: Temple Avenue improvements (Fleet Street Area programme) **Unique Project Identifier: 12452**	**Gateway 2:** **Project Proposal** Regular
Report of: Interim Executive Director, Environment	**For Information**
Report Author: Maria Herrera – Environment Department	
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** Public realm, climate resilience, greening and accessibility improvements to Temple Avenue to provide an enhanced street environment and to support this key north-south connection from the Victoria Embankment to the Whitefriars and Fleet Street Area. This project has been identified as a high priority project following the completion of the Fleet Street Area Healthy Streets Plan in 2023 and it is funded by various sources including the Cool Streets and Greening programme and section 106 contributions. The project will aim to deliver public realm enhancements, climate resilience, greening and accessibility measures, and will include consideration for the following: • Relocation of cycle racks and parking bays to a nearby location to provide space for trees, planting and climate resilience measures in the southern section of the street. • A permanent design to replace the temporary parklets installed in 2021/2, as part of the Covid19 response. • Accessibility and walking improvements to include the provision of raised crossing points where feasible. • Cycle access through the street will be maintained.

Next Gateway:

Gateway 3/4 - Options Appraisal (Regular)

Next Steps:

- Undertake Healthy Streets Design Check and City of London Street Accessibility Tool baseline assessments.
- Undertake a review of parking provision, usage, and kerbside activity to identify if there are any opportunities to relocate parking bays in the area.
- Commission topographical and radar surveys to assess viability of in-ground planting (including trees).
- Undertake stakeholder engagement.

Funding Source: Cool Streets and Greening Programme (On Street Parking Reserve - OSPR) and S106 receipts allocated to the Fleet Street Area Programme, as well as additional external contributions which are yet to be determined. The scope of the project can be adapted to meet the available budget.

Requested Decisions:

Members are asked to:

- Approve the initiation of this project.
- Approve the budget of £80,000 (staff costs and fees) for the project to reach the next Gateway 3/4, funded from the Cool Streets and Greening Programme (OSPR) (£50,000) and S106 receipts allocated to the Fleet Street Area Programme (£30,000).
- Note the total estimated cost of the project at £350K-750K (excluding risk).

2. Resource requirements to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff time P&T	Project management, option appraisal, stakeholder engagement and report writing.	OSPR and S106 receipts.	35,000
Staff time Highways	Technical guidance and feasibility design.		20,000

	Fees	Survey work, design consultancy and related services.		25,000
	Total			**80,000**

Costed Risk Provision requested for this Gateway: A costed risk provision is not required at this stage of the project.

3. Governance arrangements	This project forms part of the Fleet Street Area Programme which has an established working group with members from the Fleet Street Quarter BID, local stakeholders and Ward Members. The Service Committee is the Streets and Walkways Sub-Committee The Senior Responsible Officer is Bruce McVean, Assistant Director, Policy and Projects

Project Summary

4. Context	4.1 The Temple Avenue improvements project is part of the Fleet Street Area Healthy Streets Plan adopted in November 2023. The public consultation undertaken with the Healthy Streets plan, indicated strong support to improve Temple Avenue and create a new public space, particularly adding greening. 4.2 The street is an important north-south walking, wheeling, and cycling route from the Victoria Embankment into the Whitefriars and Fleet Street Area. The improvements on Temple Avenue will also support the connection with the new Thames Tideway public space and the Embankment cycleway. 4.3 The street is currently closed to motor vehicle access at the southern end, hence the potential to create a new public space with greening at this location. 4.4 This area includes several residential buildings. The proposals will need to take this into account, along with the requirements for kerbside vehicle loading and turning space.

5. Brief description of project	5.1 Initial evaluation work through the preparation of the Healthy Streets Plan has identified the following considerations and opportunities: 5.2 There is an absence of greenery in the area and a desire to rectify this by introducing trees and planting. 5.3 This street is within the City Flood Zone, parts of the street are at risk from surface water/ sewer flooding during larger storms and the introduction of climate resilience measures should be considered. 5.4 In 2021, two parklets were installed on Temple Avenue as part of the City's Covid-19 response to provide safe outdoor space to socialise and support local businesses. The parklets have proven to be successful and well utilised. This project will look to undertake permanent improvements in place of the temporary parklets. This could include widening of footways, planting, and provision of street furniture. 5.5 There is an absence of dropped kerbs and raised crossing points which needs to be addressed to improve accessibility for people walking and wheeling. The project will seek to introduce raised crossings and crossovers where feasible. 5.6 The street is closed to motor vehicles at the southern end and is primarily used by servicing vehicles and for parking purposes. Consideration for areas of loading, unloading, and parking is required. The surveys undertaken as part of the Healthy Streets Plan identified potential new kerbside parking locations on Tallis Street, Carmelite Street, Bouverie Street and on Bridewell Place. The relocation of parking bays would provide the required space for planting and climate resilience measures. This also needs to be considered in the context of the need to provide dockless cycles and e-scooter bays. 5.7 This is a conservation area with an attractive townscape. It is desirable that the street environment is enhanced to provide a higher quality public realm. 5.8 This is a residential area and so any public seating will need to be carefully positioned.
6. Consequences	6.1 Stakeholder and Member engagement through the Fleet Street Area HSP and working group has indicated strong support for the improvement of this street. If this project proposal is not

if project not approved	approved, aspirations from stakeholders to deliver a green and more welcoming environment wouldn't be met. 6.2 As part of the Covid19 City's response two parklets were installed on Temple Avenue to support local businesses. The aim is to replace the parklets with permanent improvements which will require less maintenance and deliver long lasting benefits for the area. If this project is not approved, the delivery of permanent improvements wouldn't be feasible. 6.3 The area will not meet the required standards for accessibility, with a lack of dropped kerbs and safe crossing points on desire lines.
7. SMART project objectives	7.1 Introduce greenery and tree planting in line with the Climate Action Strategy, where feasible. 7.2 Provision of additional pavement space for walking, seating and tables and chairs to support local businesses. 7.3 Optimise loading and parking provision to ensure the needs of local occupiers are met, whilst providing an improved environment for people walking, wheeling and spending time in the area. 7.4 Accessibility improvements to provide safer crossing points for all users.
8. Key benefits	8.1 Public realm, greening and climate resilience measures are to be introduced contributing to the Climate Action Strategy outcomes. 8.2 Improved environment for people walking, wheeling, cycling and spending time in the area. An accessible public realm with wider pavements and safe crossing points which are clearly demarcated to contribute to the Transport Strategy Outcomes 8.3 Stakeholder's aspirations will be met, ensuring the area remains attractive and the local economy is supported. 8.4 A high quality design will be delivered in line with the historic setting of the streets with nearby listed buildings.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	B. Advisable

11. Notable exclusions	None noted

Options Appraisal

12. Overview of options	12.1 Options for the introduction of trees, planting and climate resilience measures will be considered subject to ground conditions. Permanent improvements to replace the temporary parklets will be explored. 12.2 Opportunities for wider pavements, introduction of raised tables or where not achievable, dropped kerbs at desire lines will be explored. 12.2 Options regarding re-location of parking bays, loading and unloading provision will be reviewed as part of the design development stage. 12.3 The project scope will be adapted to meet the available budget by prioritising the various design elements in terms of benefits achieved and affordability. However, it is intended to design the street holistically with all needs in mind so that, if necessary, it can be added to as funding becomes available

Project Planning

13. Delivery period and key dates	**Overall project:** The assessment of options will be undertaken during summer/autumn 2024. Stakeholder engagement to review options is planned for late 2024. Once a preferred option has been established it will be developed and presented for Member approval. **Key dates:** A Gateway 3-4 report is expected in early 2025. **Other works dates to coordinate:** The implementation of the highway and public realm works will be coordinated with nearby developments and other highway improvements in the local area.
14. Risk implications	Detailed project risk register is included in Appendix 3. **Overall project risk:** Low **Project RAG status:** Green • **Stakeholders object to the design proposals** *Risk response: reduce.*

	Options will be considered and discussed with stakeholders as the project is developed, including reviewing parking provision and the introduction of greenery. • **Works adversely impact flooding hotspot.** *Risk response: reduce.* Designs will be carefully considered to ensure that they only beneficially impact the flooding hotspot and that designs which could result in increased risks to surrounding property by altering the flow paths of flood water are not taken forward.
15. Stakeholders and consultees	15.1 External consultees: • Residents • Local businesses and occupiers • Developers with an interest in the area • Fleet Street Programme Working Group 15.2 Internal consultees: • City of London Environment Department (including Highways, Cleansing, City Gardens) • Ward Members

Resource Implications

16. Total estimated cost	Likely cost range (excluding risk): £350 - £750k.	
17. Funding strategy	Choose 1: Partial funding confirmed	Choose 1: Mixture - some internal and some external funding

Funds/Sources of Funding	**Cost (£)**
Cool Streets and Greening Programme (Funding strategy is proposing to utilise Cool Streets and Greening Programme funding which Members have agreed at Streets and Walkways Sub Committee in May 2024.)	£350k

	<table><tr><td>S106 (A minimum set of interventions to improve accessibility, such as raised crossings and dropped kerbs will be explored as part of the options evaluation stage.)</td><td>£400k</td></tr><tr><td>External contributions*</td><td>TBC</td></tr><tr><td>Total</td><td>£350- £750k</td></tr></table> *Additional funding is also available from S106 receipts that have been allocated to the Fleet Street Area Programme. Further external contributions from businesses and the local BID will also be explored which could provide additional improvements. The Fleet Street Area Working Group will be consulted on options ahead of the next gateway. The project scope can be adapted to deliver a minimum set of design considerations in the southern section of the street. This would include climate resilience measures, tree planting and accessibility improvements, which can be implemented within the confirmed budget as per the above table.
18. Investment appraisal	***Not Applicable*** **On-going revenue implications** 18.1 Revenue implications for highways and soft landscaping maintenance, and cleansing will be confirmed at the next Gateway and will be included within the project budget.
19. Procurement strategy/route to market	19.1 It is anticipated that all works will be undertaken by the City's Highways term contractor, FM Conway's. 19.2 The design work is proposed to be carried out in-house by the Highways and the Policy & Projects team in collaboration with stakeholders. There may also be a requirement for a landscape architect to be appointed, subject to scope and resourcing. It may be necessary to undertake further data collection with regards the kerbside use by an external provider. These external consultants' input would follow the standard procurement process. 19.3 The materials and specification of the design will be the City's standard specification, in accordance with the City Public Realm Toolkit (2024).
20. Legal implications	None

21. Corporate property implications	None.
22. Traffic implications	22.1 Options regarding consideration of parking provision, loading, and unloading will be reviewed as part of the design development. Any proposed changes would be subject to statutory consultation processes
23. Sustainability, climate and energy implications	23.1 It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes. 23.2 Climate Change resilience measures and planting will be considered as part of the design development such as rain gardens and tree planting. 23.3 The southern part of Temple Avenue is in the City flood risk zone. This means that designs will need to carefully consider the topography of the street network and drainage available as well as opportunities for increased greening to mitigate the issues.
24. IS implications	None.
25. Equality Impact Assessment	A test of relevance will be undertaken during the next stage of work which will inform whether a full assessment is required. City of London Streets Accessibility Tool will be used to undertake a baseline assessment and review the proposed design.
26. Data Protection Impact Assessment	None

Appendices

Appendix 1	Plan of the project area
Appendix 2	Project Briefing
Appendix 3	Risk Register

Contact

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Temple Avenue enhancement scheme

City of London Boundary

Temple Avenue. Project scope

0 12 25 50

Metres

Created by: Maria Herrera

Date Created: 28 May 2024

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	*TBC*	**[1b] Departmental Reference Number**	*NA*
[2] Core Project Name	Temple Avenue area improvements		
[3] Programme Affiliation *(if applicable)*	Fleet Street Area programme		

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

Description and purpose
[7] Project Mission statement / Elevator pitch
Public realm, climate resilience, greening and walking improvements to Temple Avenue (south), to provide an enhanced street environment and support this key north-south connection from the Victoria Embankment to the Whitefrairs and Fleet Street Area. This project has been identified as a high priority project following the completion of the Fleet Street Area Healthy Streets Plan in 2023.
[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)?
• There is an absence of greenery in the area and a desire to rectify this by introducing trees and planting. • Existing pedestrian crossings need improvement. • There is an absence of dropped kerbs or raised crossing points and this needs to be addressed for improved accessibility. • Consideration of areas for loading, unloading, and parking is required. • Replacement of temporary parklets with a permanent design is required to enhance the public realm.
[9] What is the link to the City of London Corporate plan outcomes?
Leading Sustainable Environment (Action 5) Vibrant Thriving Destination (Acton 11) Flourishing Public Spaces (Action 6)

[10] What is the link to the departmental business plan objectives?					
Deliver Key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering.					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation		**Corporate:** Project developed as a large scale Corporate initiative	
Mandatory: Compliance with legislation, policy and audit		**Sustainability:** Essential for business continuity		**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'>>
1) Introduce greenery and climate change resilience measures.
2) Improve safety for people walking and cycling.
3) Deliver an efficient servicing and parking provision strategy to better manage the area.
[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.)
- Cost savings of improvements due to the removal of temporary infrastructure (parklets) and the introduction of permanent features. -
[14] What is the expected delivery cost of this project (range values)[£]?
£350-£750k
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
TBC it is expected theat any greening infrastructure will require ongoing maintenance
[16] What are the expected sources of funding for this project?
OSPR and Section 106 contributions, and external funding
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Spring 2025 (subject to consultation on traffic orders and stakeholder input)

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?	
NA	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Policy and projects	*Gillian Howard, Sam Lee and Bruce McVean.*
Chamberlains: Procurement	*Darshika Patel*
Corporate Property	
External	Fleet Street Working group (Local stakeholders, Fleet Street Quarter BID, Ward Members and City officers)
[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	*Environment Department*
Project Design Manager	*Melanie Charalambous / Maria Herrera*
Design/Delivery handover to Supplier	Delivery - FM Conway

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Temple Avenue improvements	**PM's overall**	Low	**CRP requested this gateway**		**Average**	4.7	**Open Risks**	6
Unique project identifier:		**Total estimated cost**	£ 750,000	**Total CRP used to**	£ -	**Average mitigated**	3.7	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
ID		In line with corporate	The Officers specific description of the	If the risk is realised and becomes an	Likelihood	of the risk should it	Calculate	the potential financial cost to		Not all risk estimations are comparable	the actions or approach which	The cost of the	Likelihood	Impact of the	The revised 'costed	Calculate					The department who	The stakeholder who	If risk has	free comment section
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	(10) Physical	Project impacted by nearby construction sites.	There is a possibility that the project programme could be impacted by development activity in the area, due to its proximity to sites currently under construction.	Unlikely	Minor	2	£0.00			Keep in regular contact with stakeholders and planning colleagues and be informed of any changes to development activity.	£0.00	Likely	Minor	£0.00	4	£0.00		5/16/2024	Environment Dept	Maria Herrera		
R2	2	(10) Physical	A delay in establishing vehicular servicing and parking needs in the area.	To deliver the full scope of benefits the project a traffic assessment is required of the parking, loading/unloading, and servicing needs of the area. If this wasn't completed, the project is unable to progress with a feasible design.	Unlikely	Serious	4	£0.00	N		City officers have undertaken an initial desktop assessement of the current provision of parking and servicing needs. This information will be progress further at the next stage,alongside engagement with stakeholders.	£0.00	Unlikely	Minor	£0.00	2	£0.00		5/16/2024	Environment Dept	Maria Herrera		
R3	2	(1) Compliance/Regulatory	Traffic orders for review of parking and loading are not successfull.	Submission of traffic orders is required to adjust the parking provision in the area and create spaces for greening and an enhanced environment.	Possible	Serious	6	£0.00	N		Undertake early traffic data to asses options to relocate parking bays. Engage with local stakeholders to review provision and meet local demand.	£0.00	Likely	Minor	£0.00	4	£0.00		5/16/2024	Environment Dept	Maria Herrera		
R4	2	(5) H&S/Wellbeing	Noisy Works could delay the project due the site being next a residential cluster.	Noisy Works could generate complaints from local occupiers and residents and delay the programme.	Likely	Minor	4	£0.00	N		All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered accordingly.	£0.00	Possible	Minor	£0.00	3	£0.00		5/16/2024	Environment Dept	Maria Herrera		
R5	2	(4) contractual / partnership	Stakeholder support is not secured.	The project includes the deliveyr of new public spaces, introdulton of greenery through a review of current parking and loading provision.	Possible	Serious	6	£0.00	N		The CoL team wil undertake close consultatio with local occupiers to ensure their needs are accounted for as well as the needs to the functionality of the streets.	£0.00	Possible	Serious	£0.00	6	£0.00		5/16/2024	Environment Dept	Maria Herrera		
R5	2	(2) Financial	Additional funding is not secured and the project scope needs to be reduced.	Additional funding is yet to be secured to deliver all of the aspirations for the project.	Possible	Serious	6	£0.00	N		The greening elements can be delivered with the current project budget, however if additional funding is not secured, the project could be scaled and other accessibility improvements would not be feasible.	£0.00	Possible	Minor	£0.00	3	£0.00		5/16/2024	Environment Dept	Maria Herrera		
R6																	£0.00						

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Committees: Streets and Walkways Sub-Committee *[for decision]* Projects and Procurement Sub-Committee *[for information]*	**Dates:** 09 July 2024 15 July 2024
Subject: 2 Aldermanbury Square **Unique Project Identifier:** 12359	**Gateway 3: Outline Options Appraisal (Regular)**
Report of: Interim Director Environment **Report Author:** Andrea Moravicova	**For Decision**
PUBLIC	

1. Status update	**Project Description:** Deliver changes to the public highway in the vicinity of the development at 2 Aldermanbury Square, also known as City Place House, through a Section 278 agreement that is fully funded by the developer. **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):** £833,060 - £1,204,096 **Change in Total Estimated Cost of Project (excluding risk):** The total estimated cost of the project remains within the range provided at Gateway 2. **Spend to Date:** £56,639 **Costed Risk Provision Utilised:** None **Slippage:** None
2. Next steps and requested decisions	**Next Gateway:** Gateway 4: Detailed Options Appraisal **Next Steps:** • Complete relevant surveys and assessments. • Continue developing proposed designs. • Continue negotiations of the Section 278 agreement with the developer. **Requested Decisions:** 1. Approve that officers continue with the design of all three options whilst necessary surveys are undertaken and analysed, and negotiations with the developer are concluded; 2. Approve the budget adjustment related to fees to be actioned as outlined in Appendix 2;

<table>
<tr><td></td><td>3. Authorise officers to invoice the developer any reasonable costs necessary to progress to the next gateway (Detailed Options Appraisal), in advance of the full S278 payment to avoid delays to the programme. The amount would be deducted from the full S278 works implementation payment;
4. Note the total estimated cost of the project for Option 1 at £1,204,096 (excluding risk).</td></tr>
<tr><td>3. Resource requirements to reach next Gateway</td><td>Expenditure to date is £50,087.59. Activities completed include radar and topographic surveys, development of the design and negotiations with the developer regarding these proposals and Section 278 agreement, liaison with officers in Legal, Structures and Transportation teams on design proposals and their wider impact.

Table 1 outlines the costs necessary to reach the next Gateway (Detailed Options Appraisal).

The staff costs will cover project management, detailed design and construction package completion, local stakeholder liaison, developer negotiations and report writing.

Fees will cover structural surveys to establish a potential impact of introducing one traffic lane in westbound direction on London Wall, on the structure of the car park.

Table 2 indicates an estimate of the overall costs of the project, including maintenance, for an implementation of a desired Option 1.

<table>
<tr><th colspan="4">Table 1: Revised budget to reach next Gateway</th></tr>
<tr><th>Item</th><th>Funds received to date (£)</th><th>Resource required to reach next gateway (£)</th><th>Revised budget to next gateway (£)</th></tr>
<tr><td>Staff costs</td><td>60,000</td><td>-23,000</td><td>37,000</td></tr>
<tr><td>Fees</td><td>40,000</td><td>23,000</td><td>63,000</td></tr>
<tr><td>Total</td><td>100,000</td><td>0</td><td>100,000</td></tr>
</table>

<table>
<tr><th colspan="3">Table 2: Estimated overall costs for Option 1</th></tr>
<tr><th>Item</th><th>Cost (£)</th><th>Funds/ Source of Funding</th></tr>
<tr><td>Staff costs</td><td>187,000</td><td rowspan="6">S.278</td></tr>
<tr><td>Fees</td><td>88,830</td></tr>
<tr><td>Works</td><td>794,094</td></tr>
<tr><td>Utilities</td><td>95,000</td></tr>
<tr><td>Maintenance</td><td>39,172</td></tr>
<tr><td>Total</td><td>1,204,096</td></tr>
</table>

Costed Risk Provision requested for this Gateway: £0</td></tr>
</table>

4. Overview of project options	The project aims to deliver a well-functioning street environment that improves the usability and safety of the area for people walking, wheeling and cycling. The scope of the project was outlined within the Section 106 Agreement. When developing the design options, officers liaised with the developer and other City departments and divisions and considered the existing street layout together with the changes brought by the new development. Three options have been outlined and are proposed to be taken to the next stage of the design. All three options have the same design proposed for Basinghall Street but differ in the proposals for London Wall and are shown in Appendix 3. **Option 1** (preferred - aligns to the scope outlined in the Section 106 agreement) • Widen the southern pavement on London Wall between the access road to 1 Coleman Street and Brewers Hall Gardens. • Widen the central reservation at the two raised table points on London Wall to provide additional space for people waiting to cross. • Reduce road width of London Wall to one lane westbound. • Introduce a section of hatched lining to separate cycle lane from motor traffic lane along the westbound cycle lane to enhance safety for people cycling. **Option 2** (also reflects the scope of works outlined in the Section 106 agreement but with limited scope compared to Option 1) • Widen the central reservation at the two raised table points on London Wall to provide additional space for people waiting to cross. • Reduce road width of London Wall to one lane westbound. • Introduce a section of hatched lining to separate cycle lane from motor traffic lane along the westbound cycle lane to enhance safety for people cycling. **Option 3** (minimal changes to London Wall area, due to potential issues with loading on the underground structure) • Retain two lanes of traffic • Repave the southern pavement on London Wall between the access road to 1 Coleman Street and Brewers Hall Garden. • Introduce a mandatory cycle lane on London Wall westbound. **Legal implications** In making determinations in respect of traffic orders or changes to the highway, regard must be had to the duty to secure the efficient use of the road network, avoiding congestion and disruption, and the duty to secure the expeditious convenient and safe movement of traffic, having regard to effect on amenities, as set out Section 122 of the Road Traffic Regulation Act. **Equalities implications** Tests of relevance assessing the impact of all three options on protected characteristics concluded that all options, albeit in varying extent, could improve walking and wheeling experience on people with protected

characteristics. However, removal of a lane of traffic may increase the travel times and costs, and therefore negatively impact some people with protected characteristics of age, disability, and pregnancy and maternity, who may be more reliant on a motor vehicle as a mobility aid.

The options will continue to be reviewed as design progresses and a full Equality Impact Assessments will be undertaken prior to Gateway 5.

The Option 1 proposal was also assessed using the City of London Streets Accessibility Tool (CoLSAT), which enables street designers to identify how street features impact on the different needs of disabled people. The tool recognises that the needs of different groups of disabled people can be contradictory; that improving accessibility for one group may decrease accessibility for another. CoLSAT identifies trade-offs that may be needed to ensure no one is excluded from using the City's streets and provides the basis for engagement and discussions to maximise the benefits for all.

The Options 2 and 3, which retain two-lane of motor traffic westbound will likely result in slightly lesser improvement on London Wall for people walking and wheeling as the road width remains unchanged.

CoLSAT Summary Results Table.

	Total 0 scores – severe accessibility issue				Total 1 scores - significant accessibility issues			
	Basinghall Street		London Wall		Basinghall Street		London Wall	
	Before	**After**	Before	**After**	Before	**After**	Before	**After**
Electric Wheelchair user	1	0	0	0	1	0	0	0
Manual Wheelchair user	1	0	0	0	1	0	1	0
Mobility Scooter user	1	0	0	0	1	0	1	0
Walking Aid user	0	0	0	0	1	0	1	0
Person with a walking impairment	0	0	0	0	2	2	3	3
Long cane user	1	0	1	0	0	0	1	0
Guide Dog user	1	0	0	0	2	1	3	2
Residual Sight user	0	0	0	0	3	0	0	0
Deaf or Hearing impairment	0	0	0	0	2	0	0	0
Acquired neurological impairment	0	0	0	0	1	0	1	0
Autism/Sensory -processing diversity	0	0	0	0	0	0	1	0
Developmental Impairment	2	0	0	0	3	1	4	2
Total	**7**	**0**	**1**	**0**	**16**	**4**	**16**	**7**

The table above shows the severe and significant issues identified through the CoLSAT assessments of the existing condition and proposed design. The proposed scheme has a potential to improve the walking and wheeling

experience for all assessed characteristics. The scheme, however, will be unable to resolve several significant accessibility issues. These relate to: maintaining or introducing tactile paving to the crossing points, taxi drop-off locations, level crossovers and distance to changing places toilets, which may have potential implications for people with walking impairment and / or guide dog users.

Healthy Streets assessment

A Healthy Streets Design Check was undertaken on the current arrangements in London Wall and Basinghall Street and the preferred proposal (Option 1) listed in this report.

The results of this check suggest a slight improvement to the area after the implementation of the scheme, although two "zero" scores from the current layout on London Wall, related to the vehicle volumes and ease of crossing between junctions remain featuring in all proposed designs. The 'wheel' below provides a summary of the results. The Options 2 and 3 are likely to score slightly lower than Option 1, as the road width that people walking and wheeling are expected to cross remains unchanged.

Healthy Street score for London Wall comparing the existing situation (faded colour) and Option 1 (bold colour)

	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	48	57
Everyone feels welcome	54	67
Easy to cross	25	42
Shade and shelter	33	33
Places to stop and rest	83	92
Not too noisy	33	40
People choose to walk and cycle	54	67
People feel safe	49	62
Things to see and do	67	67
People feel relaxed	54	67
Clean air	25	33

The results also suggest that the area of Basinghall Street between Aldermanbury Square and Basinghall Street Avenue will be improved through implementation of the proposed scheme. The three "zero" scores from the current layout on Basinghall Street remain unaddressed in all options; these relate to ease of crossing at junctions and missing tactile paving at some crossing points, which were identified within the assessment area, but are outside the S278 project scope. The space for cycling also remains similar to existing arrangements due to the available traffic lanes widths. Officers will investigate if any alternative funding is available to

	undertake these small elements of work at the same time as the S278 project. **Healthy Street score for Basinghall Street comparing the existing situation (faded colour) and Option 1 (bold colour)** |	Existing Layout Score	Proposed Layout Score
---	---	---
Healthy Streets Score	43	52
Everyone feels welcome	44	54
Easy to cross	46	50
Shade and shelter	33	33
Places to stop and rest	33	50
Not too noisy	53	67
People choose to walk and cycle	44	54
People feel safe	49	59
Things to see and do	33	44
People feel relaxed	44	54
Clean air	50	58
5. Recommendation	It is recommended that designs are progressed for all outlined options while further analysis and surveys are undertaken. These will inform the recommendation at the next gateway, when detailed options appraisal is presented to Members for consideration.
6. Risk	1. *Developer disagrees with the upper cost estimate of the project.* Risk response: accept All options were designed to align with the scope defined within the S106 agreement to mitigate the impact of the development. As the design progresses the costs will be refined. The negotiations with the developer are progressing and are planned to be concluded prior to the detailed options appraisal report. This report will recommend the most viable option to committees for consideration. 2. *Delay to the Section 278 agreement sign-off.* Risk response: reduce Negotiations and close liaison with the developer on designs for the developed options will continue to ensure project associated costs are defined as accurately as possible and Section 278 agreement is finalised before September 2024. 3. *Underground structures condition prevents the implementation of a desired option.* Risk response: reduce The works area in London Wall lays directly above an underground structure which may be negatively impacted by the proposed changes to

	loading on these structures. Officers are liaising with the City Structures team and commissioning relevant surveys to determine the impact and will report the outcome of the survey to the committees at the next stage of reporting. An option which does not change the impact on the structures is being progressed alongside the desired option to minimise the risk to the programme. 4. *Programme delays.* Risk response: reduce Delays to the implementation of the Section 278 works may impact the developer's desired date for occupation and presents a reputational risk to the City Corporation. This has been mitigated by the inclusion of some out of hours working costs in the estimate and consideration to allocate additional resources to each phase of works. Further information is available in the Risk Register (Appendix 4).
7. Procurement approach	The design is being developed in-house by the Highways team, although a specialist consultant was appointed to propose new seating arrangements in Aldermanbury Square. All construction is expected to be implemented by the City's term contractor and nominated sub-contractor or statutory undertaker as necessary, under the supervision of the Environment Department, and in line with the developer's programme and considering other major works planned in the London Wall area.

Appendices

Appendix 1	Project coversheet
Appendix 2	Finance tables
Appendix 3	Proposed options plans
Appendix 4	City of London Streets Accessibility Tool checks
Appendix 5	Risk register (for preferred option)

Contact

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Telephone Number	02073323925

Options Appraisal Matrix

Option Summary	*Option 1*	*Option 2*	*Option 3*
1. Brief description of option	Section 278 highway works in the immediate vicinity of the new development at 2 Aldermanbury Square. All three options have the same design proposed for Basinghall Street but differ in the proposals for London Wall.		
2. Scope and exclusions	Proposal consistent with the scope outlined in the Section 106 agreement. Design deemed to have the most positive impact on people walking, wheeling and cycling. • Changes to junction of Basinghall Street and Basinghall Avenue • Improvements to cycle provision on London Wall westbound. • Repaving surfaces in the City standard palette • Widening of the southern pavement on London Wall between the access road to 1 Coleman Street and Brewers Hall Garden. • Widening the central reservation at the existing raised tables on London Wall.	Proposal aligns to the scope outlined in the Section 106 agreement, but with no changes to the southern pavement on London Wall. • Changes to junction of Basinghall Street and Basinghall Avenue • Improvements to cycling provision on London Wall westbound. • Repaving surfaces in the City standard palette Exclusions: • Widening the southern pavement on London Wall	Proposals meet the requirements of the Section 106 agreement but with minimal adjustments to the area of London Wall due to potential issues with loading on an underground structure. • Changes to junction of Basinghall Street and Basinghall Avenue • Improvements to cycling provision on London Wall westbound. • Repaving surfaces in the City standard palette Exclusions: • Widening the southern pavement on London Wall • Widening the central reservation at the existing raised tables on London Wall.
Project Planning			
3. Programme and key dates	Expected completion: 2026 (dates TBC to align with development programme) Key dates: • Finalise S278 Agreement – September 2024 • Gateway 4 report – October 2024 • Draft Construction package – November 2024		

Option Summary	*Option 1*	*Option 2*	*Option 3*
	• Gateway 5 report – Q1 2025 • Issue Construction package – March 2025 • Pre-construction planning – April / June 2025 • Project construction starts – summer 2025 • Construction completion – summer 2026 • G6 report – Q4 2026		
4. Risk implications	Overall project option risk*:* Low 1. Delay to the Section 278 agreement sign-off 2. Underground structures condition prevents the implementation of a desired option. 3. Programme delays Further information available within the Risk Register (Appendix 2).		
5. Stakeholders and consultees	• Developers • Local businesses • City divisions and departments, including Planning & Development, Remembrancer, Chamberlain and Comptroller & City Solicitor; • Transport for London • Culture Mile BID		
6. Benefits of option	• Surfaces in the immediate vicinity of the development upgraded to the standard palette of high quality materials. • The proposed design for the immediate vicinity of the development helps promote active travel. • Level crossings at the Basinghall Street / Basinghall Avenue junction improves the public realm for people walking and wheeling.	• Surfaces in the immediate vicinity of the development upgraded to the standard palette of high quality materials. • The proposed design for the immediate vicinity of the development helps promote active travel, albeit to a lesser extent than Option 1 due to minimal changes proposed for London Wall. • Level crossings at the Basinghall Street / Basinghall Avenue junction improves the public	• Surfaces in the immediate vicinity of the development upgraded to the standard palette of high quality materials. • Level crossings at the Basinghall Street / Basinghall Avenue junction improves the public realm for people walking and wheeling, which helps promote active travel. • Provision of a mandatory cycle lane.

Option Summary	*Option 1*	*Option 2*	*Option 3*
	• A hatched area to separate the cycle lane from motor vehicles on London Wall could contribute to safer cycling experience. • Wider pavement on London Wall for people walking and wheeling between the access road to 1 Coleman Street and Brewers Hall Garden. • Widened central reservation at two raised table points on London Wall to facilitate safer crossing of the road for people walking and wheeling. could also contribute to reducing vehicles speed in the area.	realm for people walking and wheeling. • A hatched area to separate the cycle lane from motor vehicles on London Wall could contribute to safer cycling experience.	
7. Disbenefits of option	• Only one lane available to westbound motor vehicles could potentially increase travel times for people using motor vehicles.	• Only one lane westbound available to motor vehicles, that could potentially increase travel times for people driving. • Does not improve the current environment for people walking and wheeling when crossing London Wall.	• Only minor improvements for people walking, wheeling and cycling are delivered. • Does not improve the current environment for people walking and wheeling when crossing London Wall.
Resource Implications			
8. Total estimated cost (including maintenance)	£1,204,096	£857,023	£833,060
9. Funding strategy	The project will be fully funded by external contribution from the developer through Section 278 agreement.		

Option Summary	*Option 1*	*Option 2*	*Option 3*
10. Investment appraisal	None required – scheme is fully funded by Section 278 with the developer.		
11. Estimated capital value/return	N/A		
12. Ongoing revenue implications	The cost of the scheme includes the commuted sum which accounts for the anticipated replacement of the materials and street furniture for 20 years.		
13. Affordability	The scheme options offer good value for money and have been deemed affordable by the developer.		
14. Legal implications	A Section 278 agreement will be entered into with the developer to secure payment for the works and comply with an obligation of the Section 106 agreement.		
15. Corporate property implications	None		
16. Traffic implications	Space for motorised traffic reduced to one lane westbound between access road to 1 Coleman Street and Brewers Hall Garden. This will mirror the arrangements on the eastbound carriageway. Wider pavement and central reservation are likely to improve the permeability in the area for people walking and wheeling.	Space for motorised traffic will be reduced to one lane westbound between access road to 1 Coleman Street and Brewers Hall Garden. This will mirror the arrangements on the eastbound carriageway.	No changes to the traffic movement as two lanes will be maintained as per existing arrangements.
17. Sustainability and energy implications	Use of high-quality standard pallet materials specified within the will contribute to the longevity of the surfaces post construction and better maintenance. The project will endeavour to re-use suitable materials wherever possible.		
18. IS implications	N/A		

Option Summary	*Option 1*	*Option 2*	*Option 3*
19. Equality Impact Assessment	The proposal aims to improve accessibility for people walking, wheeling and cycling. The test of relevance assessment concluded that the design of this option will have the most positive impact on people with the following protective characteristics: age, disability, pregnancy and maternity. It shows neutral impact on people with other protected characteristics.	The test of relevance assessment concluded the proposed changes will have either positive of neutral impact on people with protected characteristics, although to a slightly lesser degree, particularly in the London Wall area, when compared with the Option 1 design.	Despite minimal changes proposed as part of this option to the area of London Wall, the Test of relevance concluded that the changes will have either positive or have neutral impact on people with protected characteristics.
20. Data Protection Impact Assessment	N/A		
21. Recommendation	It is recommended all three options are progressed whilst feasibility continues to be assessed.		

Project Coversheet

[1] Ownership & Status

UPI: 12359

Core Project Name: 2 Aldermanbury Square S278

Programme Affiliation: N/A

Project Manager: Andrea Moravicova

Definition of need: The developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.

Key measures of success:

1) Improvements to walking and cycling conditions in the vicinity of the development.
2) Integration of the new pedestrian route, between London Wall and Basinghall Street, with the surrounding public highway.
3) Ensuring the new building can be adequately access and serviced.

Expected timeframe for the project delivery: works expected to start in mid-2025, in line with practical completion of the development.

Key Milestones:

- Finalise S278 Agreement – September 2024
- Gateway 4 report – October 2024
- Draft Construction package – November 2024
- Gateway 5 report – Q1 2025
- Issue Construction package – March 2025
- Pre-construction planning – April / June 2025
- Project construction starts – summer 2025
- Construction completion – summer 2026

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):

- Total Estimated Cost (excluding risk): £0.6M - £1.5M
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:
  - Lower range estimate: works start mid-2025
  - Upper range estimate: works start late 2025 / early 2026

'Project Proposal' G2 report (as approved by Streets and Walkways Sub Committee on 06/09/2022 and Operational Property & projects Sub Committee on 26/09/2022):

- Total Estimated Cost (excluding risk): £0.6M - £1.5M

- Resources to reach next Gateway (excluding risk): £0.1M
- Spend to date: £0
- Costed Risk Against the Project: None
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:
    - Lower range estimate: works start mid-2025
    - Upper range estimate: works start late 2025 / early 2026

Scope/Design:
The project will deliver changes to the public highway in the vicinity of the development at 2 Aldermanbury Square, also known as City Place House.

The scope is defined within the associated Section 106 agreement and includes, but is not limited to: walking and cycling improvements to London Wall, including widening and greening the footways and introduction of cycle infrastructure mirroring the cycle lane on the north side of the street; redesigning junction of Basinghall Street and Basinghall Avenue; works to integrate a new pedestrian route through the development site and; other changes deemed necessary as part of the development.

Total anticipated on-going commitment post-delivery [£]: None
Programme Affiliation [£]: N/A

Appendix 2

Table 1: Expenditure to Date: 2 Aldermanbury Square S278 - 16800476			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	25,000	8,501	16,499
P&T Staff Costs	35,000	19,336	15,664
P&T Fees	40,000	28,802	11,198
TOTAL	**100,000**	**56,639**	**43,361**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	25,000	- 11,000	14,000
P&T Staff Costs	35,000	- 12,000	23,000
P&T Fees	40,000	23,000	63,000
TOTAL	**100,000**	**-**	**100,000**
Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S278	100,000	-	100,000
Total Funding Drawdown	**100,000**	**-**	**100,000**

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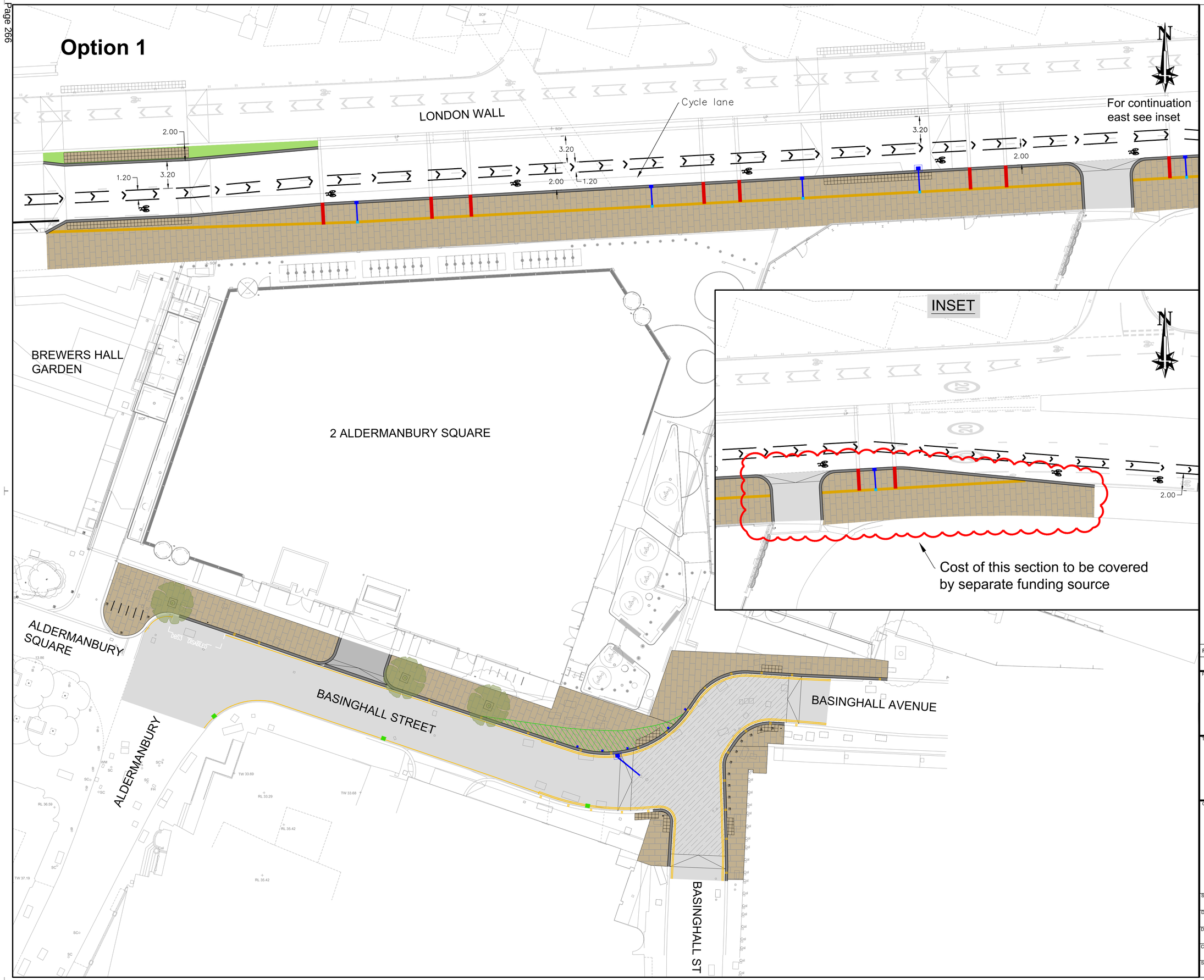
Appendix 3

Option 1



Key

- Proposed new kerb line
- Proposed raised section of carriageway
- New Yorkstone paving
- Proposed line marking
- Proposed replacement tree
- Proposed replacement cycle stands
- Proposed new C3 removable bollard in NAL socket
- Proposed blister tactile paving
- Proposed new crossover with crimped mastic surfacing
- Proposed carriageway resurfacing
- Proposed new mastic footway
- Proposed yorkstone surface drinage channel
- Proposed new drainage catch pit
- Proposed new drainage connection
- Proposed new wier gully in kerb line
- Proposed new footway drainage catch pit
- Structural joint footway cover
- Section of footway to be constructed to carriageway specification
- Existing bollard to be retained
- Existing sign post to be retained

Rev No.	Date	Description	By
Revision			

PROJECT:

2 Aldermanbury Square S278

TITLE:

General Arrangement with Enhanced Works on London Wall

CLIENT:

Highway Design and Construction

Department of the Built Environment
PO Box 270
Guildhall
London
EC2P 2EJ

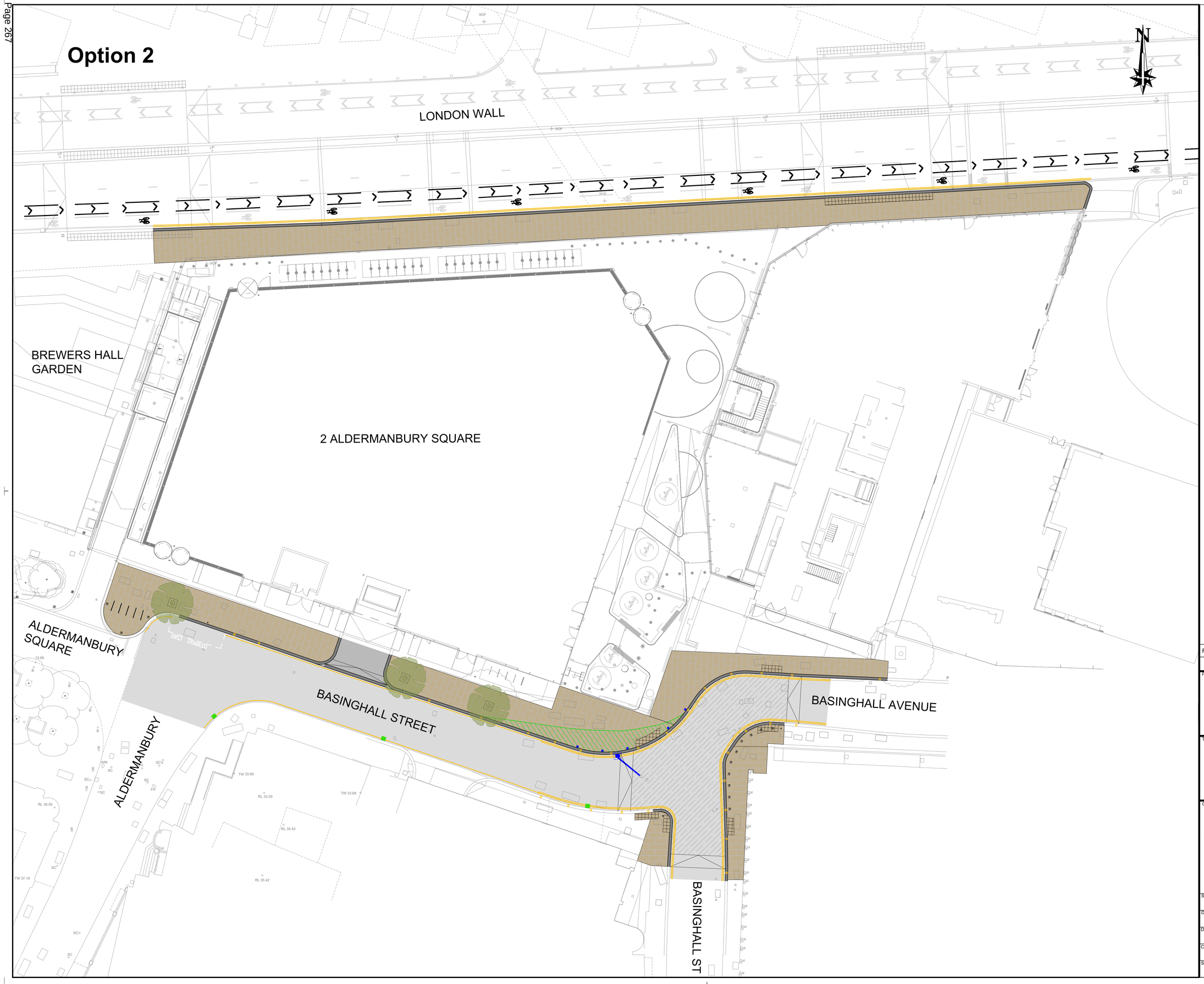
Tel: 020 7606 3030

City of London

DRAFT

Sheet: SHEET 1 of 1	
Date: MAY 24	
Designed by: BB	
Checked by:	
Scale & Drawing Size: 1:200@A1	Revision: --
Drawing No: 100/16800476/GA/EW	

Option 2



Key

- Proposed new kerb line
- Proposed raised section of carriageway
- New Yorkstone paving
- Proposed line marking
- Proposed replacement tree
- Proposed replacement cycle stands
- Proposed new C3 removable bollard in NAL socket
- Proposed blister tactile paving
- Proposed new crossover with crimped mastic surfacing
- Proposed carriageway resurfacing
- Proposed new drainage catch pit
- Proposed new drainage connection
- Section of footway to be constructed to carriageway specification
- Existing bollard to be retained
- Existing sign post to be retained

Rev No.	Date	Description	By

Revision

PROJECT:

2 Aldermanbury Square S278

TITLE:

General Arrangement Working Drawing

CLIENT:

Highway Design and Construction
Department of the Built Environment
PO Box 270
Guildhall
London
EC2P 2EJ
Tel: 020 7606 3030
City of London

DRAFT

Sheet: SHEET 1 of 1

Date: MAY 24

Designed by: BB

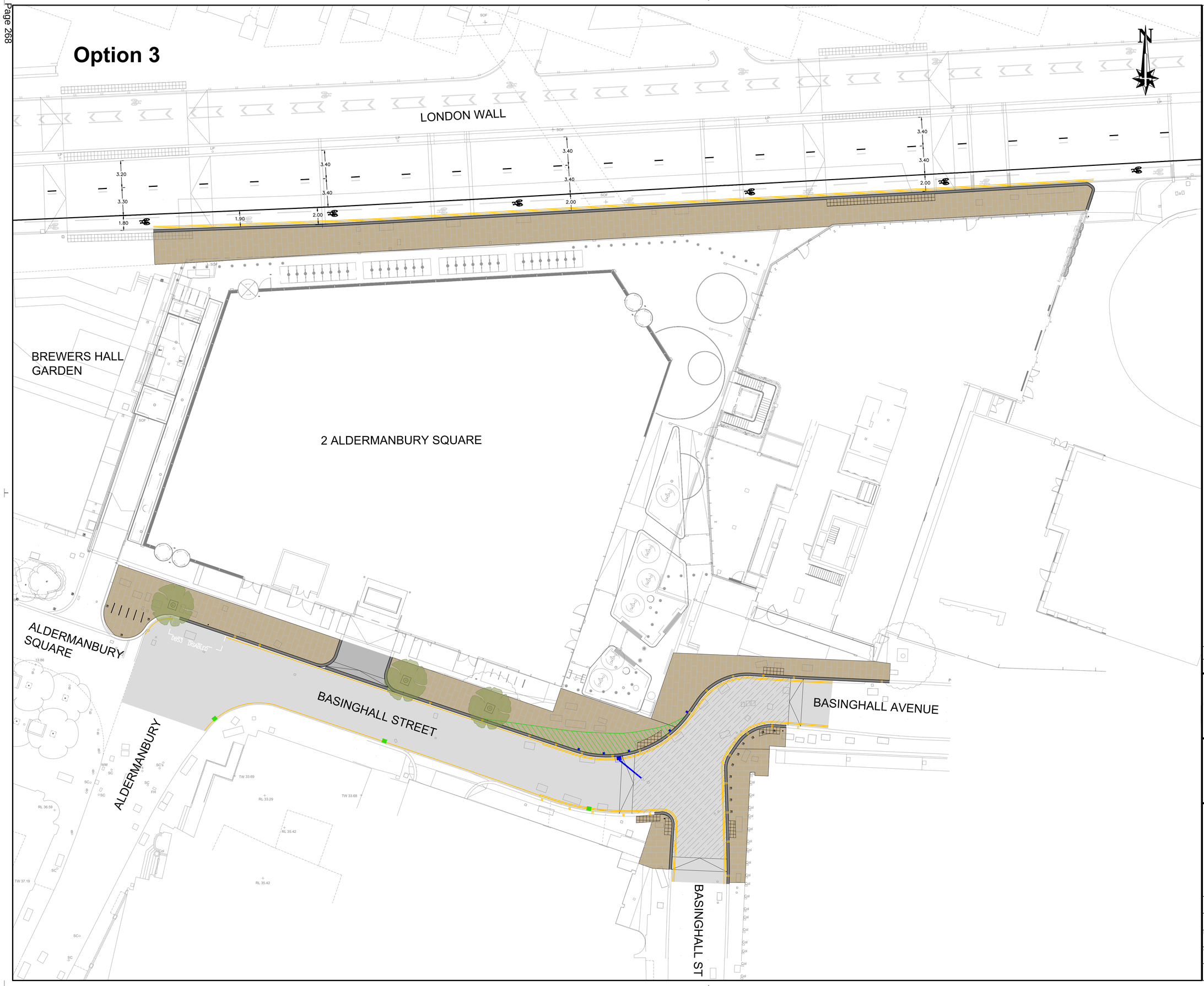
Checked by:

Scale & Drawing Size: 1:200@A1

Revision: --

Drawing No: 100/16800476/GA/CW

Option 3



Key

- Proposed new kerb line
- Proposed raised section of carriageway
- New Yorkstone paving
- Proposed line marking
- Proposed replacement tree
- Proposed replacement cycle stands
- Proposed new C3 removable bollard in NAL socket
- Proposed blister tactile paving
- Proposed new crossover with crimped mastic surfacing
- Proposed carriageway resurfacing
- Proposed new drainage catch pit
- Proposed new drainage connection
- Section of footway to be constructed to carriageway specification
- Existing bollard to be retained
- Existing sign post to be retained

Rev No.	Date	Description	By

Revision

PROJECT:

2 Aldermanbury Square S278

TITLE:

General Arrangement 2 lanes in London Wall

CLIENT:

Highway Design and Construction
Department of the Built Environment
PO Box 270
Guildhall
London
EC2P 2EJ
Tel: 020 7606 3030
City of London

DRAFT

Sheet:	SHEET 1 of 1
Date:	MAY 24
Designed by:	BB
Checked by:	
Scale & Drawing Size:	1:200@A1
Revision:	--
Drawing No:	100/16800476/GA/CW2L

Appendix 4

Basinghall Street

CoLSAT Summary Results Table. Basinghall Street				
	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	**After**	Before	**After**
Electric Wheelchair user	1	0	1	0
Manual Wheelchair user	1	0	1	0
Mobility Scooter user	1	0	1	0
Walking Aid user	0	0	1	0
Person with a walking impairment	0	0	1	2
Long cane user	1	0	0	0
Guide Dog user	1	0	2	1
Residual Sight user	0	0	3	0
Deaf or Hearing impairment	0	0	2	0
Acquired neurological impairment	0	0	1	0
Autism/Sensory-processing diversity	0	0	0	0
Developmental Impairment	2	0	3	1
Total	**7**	**0**	**16**	**4**

** This score means most people in this segment would be excluded by the street characteristic in the selected configuration.*

*** This score means some people in this segment may be able to negotiate the street characteristic in the selected configuration, but it would significantly deplete their levels of confidence and energy, and they would be likely to give up on the journey if they had to negotiate it more than once or twice.*

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment below.

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

Basinghall Street
Before v.1

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI
Crossing Point													
Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	3	3	3	2	2	2	3	2	3	2
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	4	4
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0
~~Tactile Paving Back Edge~~	~~Back edge offset from kerb edge~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Colour~~	~~Tactile colour not as per guidance~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Tonal Contrast~~	~~Tacile without significant contrast with surounding paving~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Stem Length~~	~~No tactile stem~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~
~~Tactile Paving Stem Width~~	~~Tactile stem 800 mm width~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~
~~Island Type~~	~~No island~~	~~2~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~2~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~
~~Island Depth~~	~~Island depth > 1.2 m~~	~~3~~	~~4~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~3~~
Kerb Drop Slope	Kerb drop 1/6 to 1/12 incline	3	3		3	2	3	3	3	3	2	3	3
Kerb Drop Tactile	Kerb drop without tactile paving	3	4	3	2	3	2	2	3	3	4	3	1
~~Signal (red/green man)~~	~~No Signal (zebra)~~	~~2~~	~~3~~	~~4~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~
~~Audible (beeping)~~	~~Audible~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Count Down~~	~~Count down~~	~~4~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Tactile Rotating Cone~~	~~Rotating cone right side only~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
Surface Material													
Surface Type	York Stone with gaps/bumps	2	2	3	2	1	2	2	2	1	2	3	3
Pattern	Pattern in paving	3	3	3	3	3	3	2	2	3	3	3	3
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4
Kerb													
Kerb Type (crossing over)	Crossing kerb 100 mm to 150 mm	0	0	0	2	2	2	3	1	2	2	3	0
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	3
Footway Width													
Width	Footway width 1.5 m to 2 m	3	3	3	2	2	4	3	3	2	2	3	3
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	2	1
Street Furniture													
Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	3	3	2	2	4	3
Cafe Tables	Cafe tables without 'protection'	3	3	2	2	2	2	2	3	3	2	3	3
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	3	4
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3
Contrast	Low tonal contrast with paving	3	3	3	3	2	3	2	2	3	3	2	2
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	3	3
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3
Slopes													
Incline (in direction of travel)	Incline < 1/50	3	4	4	4	3	3	3	4	3	4	3	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3
Vehicle Access													
Vehicle Crossover	Crossover level	3	2	3	2	4	2	1	2	4	3	2	2
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4
Taxi Drop Off Kerb	Taxi drop off kerb > 150 mm	4	4	3	3	2	3	3	3	3	4	3	4
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3
Bus Stop Location	100 m to 250 m away	3	3	3	3	2	3	3	3	2	3	3	3
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3
Bus Stop Type	Shelter + perch seat	3	3	3	3	2	3	4	3	4	3	3	3
Toilets													
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1
Total number of 0:		1	1	1	0	0	1	1	0	0	0	0	2
Total number of 1:		1	1	1	1	1	0	2	3	2	1	0	3

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment below.

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

I AFTER. Creechurch Lane

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI
Crossing Point													
Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	3	3	3	2	2	2	3	2	3	2
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	4	4
Edge Marking	800 mm deep tactile paving edge marking (full width of flush are	3	3	4	3	1	3	3	4	3	3	4	3
~~Tactile Paving Back Edge~~	~~Back edge offset from kerb edge~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Colour~~	~~Tactile colour not as per guidance~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Tonal Contrast~~	~~Tacile without significant contrast with surounding paving~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Stem Length~~	~~No tactile stem~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~	~~#N/A~~
~~Tactile Paving Stem Width~~	~~Tactile stem 800 mm width~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~
~~Island Type~~	~~No island~~	~~2~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~2~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~
~~Island Depth~~	~~Island depth > 1.2 m~~	~~3~~	~~4~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~3~~
~~Kerb Drop Slope~~	~~Kerb drop < 1/12 incline~~	~~3~~	~~3~~		~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~4~~
~~Kerb Drop Tactile~~	~~Kerb drop with tactile paving~~	~~3~~	~~2~~	~~3~~	~~4~~	~~1~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~
~~Signal (red/green man)~~	~~No Signal (zebra)~~	~~2~~	~~3~~	~~4~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~
~~Audible (beeping)~~	~~Audible~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Count Down~~	~~Count down~~	~~4~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Tactile Rotating Cone~~	~~Rotating cone right side only~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
Surface Material													
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3
Pattern	Pattern in paving	3	3	3	3	3	3	2	2	3	3	3	3
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4
Kerb													
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	3
Footway Width													
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3
Street Furniture													
Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	3	3	2	2	4	3
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	3	4
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	3	3
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3
Slopes													
Incline (in direction of travel)	Incline < 1/50	3	4	4	4	3	3	3	4	3	4	3	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3
Vehicle Access													
Vehicle Crossover	Crossover level	3	2	3	2	4	2	1	2	4	3	2	2
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3
Bus Stop Location	100 m to 250 m away	3	3	3	3	2	3	3	3	2	3	3	3
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3
Bus Stop Type	Shelter + perch seat	3	3	3	3	2	3	4	3	4	3	3	3
Toilets													
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1

	EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI
Total number of 0:	0	0	0	0	0	0	0	0	0	0	0	0
Total number of 1:	0	0	0	0	2	0	1	0	0	0	0	1

London Wall

Table 1 - CoLSAT Summary Results Table. London Wall				
	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	**After**	Before	**After**
Electric Wheelchair user	0	0	0	0
Manual Wheelchair user	0	0	1	0
Mobility Scooter user	0	0	1	0
Walking Aid user	0	0	1	0
Person with a walking impairment	0	0	3	3
Long cane user	1	0	1	0
Guide Dog user	0	0	3	2
Residual Sight user	0	0	0	0
Deaf or Hearing impairment	0	0	0	0
Acquired neurological impairment	0	0	1	0
Autism/Sensory-processing diversity	0	0	1	0
Developmental Impairment	0	0	4	2
Total	**1**	**0**	**16**	**7**

** This score means most people in this segment would be excluded by the street characteristic in the selected configuration.*

*** This score means some people in this segment may be able to negotiate the street characteristic in the selected configuration, but it would significantly deplete their levels of confidence and energy, and they would be likely to give up on the journey if they had to negotiate it more than once or twice.*

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment below.

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

London Wall Before v.1

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI
Crossing Point													
Crossing Type	Uncontrolled crossing > 8m road width	3	2	3	1	2	0	2	2	3	1	3	1
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	4	4
Edge Marking	800 mm deep tactile paving edge marking (full width of flush are	3	3	4	3	1	3	3	4	3	3	4	3
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3
Tactile Paving Tonal Contrast	Tacile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3
~~Tactile Paving Stem Length~~	~~No tactile stem~~	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
~~Tactile Paving Stem Width~~	~~Tactile stem 800 mm width~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~
Island Type	Island with tactile	4	3	4	4	2	4	4	4	3	3	4	3
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3
~~Kerb Drop Slope~~	~~Kerb drop 1/6 to 1/12 incline~~	~~3~~	~~3~~		~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~
~~Kerb Drop Tactile~~	~~Kerb drop with tactile paving~~	~~3~~	~~2~~	~~3~~	~~4~~	~~1~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~
~~Signal (red/green man)~~	~~No Signal (zebra)~~	2	~~3~~	~~4~~	2	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	2
~~Audible (beeping)~~	~~Audible~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Count Down~~	~~Count down~~	~~4~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Tactile Rotating Cone~~	~~Rotating cone right side only~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
Surface Material													
Surface Type	Asphalt	4	4	3	4	4	4	2	4	4	4	3	3
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4
Kerb													
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	3
Footway Width													
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3
Street Furniture													
Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	3	3	2	2	4	3
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4
Temporary Items	Temporary, obstructions, Chapter 8	2	1	1	2	2	1	1	2	2	2	1	1
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	3	3
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3
Slopes													
Incline (in direction of travel)	Incline < 1/50	3	4	4	4	3	3	3	4	3	4	3	3
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4
Vehicle Access													
Vehicle Crossover	Crossover level	3	2	3	2	4	2	1	2	4	3	2	2
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1
Taxi Drop Off Location	Taxi drop off 100 m to 250 m away	3	2	3	2	1	3	1	2	2	2	2	2
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3
Bus Stop Location	100 m to 250 m away	3	3	3	3	2	3	3	3	2	3	3	3
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3
Bus Stop Type	Shelter + perch seat	3	3	3	3	2	3	4	3	4	3	3	3
Toilets													
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1
Total number of 0:		0	0	0	0	0	1	0	0	0	0	0	0
Total number of 1:		0	1	1	1	3	1	3	0	0	1	1	4

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment below.

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

London Wall After v.1

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI
Crossing Point													
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	4	4
Edge Marking	800 mm deep tactile paving edge marking (full width of flush are	3	3	4	3	1	3	3	4	3	3	4	3
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3
Tactile Paving Tonal Contrast	Tacile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3
~~Tactile Paving Stem Length~~	~~No tactile stem~~	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
~~Tactile Paving Stem Width~~	~~Tactile stem 800 mm width~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~
Island Type	Island with tactile	4	3	4	4	2	4	4	4	3	3	4	3
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3
~~Kerb Drop Slope~~	~~Kerb drop 1/6 to 1/12 incline~~	~~3~~	~~3~~		~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~
~~Kerb Drop Tactile~~	~~Kerb drop with tactile paving~~	~~3~~	~~2~~	~~3~~	~~4~~	~~1~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~
~~Signal (red/green man)~~	~~No Signal (zebra)~~	2	~~3~~	~~4~~	2	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	2
~~Audible (beeping)~~	~~Audible~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Count Down~~	~~Count down~~	~~4~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Tactile Rotating Cone~~	~~Rotating cone right side only~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	2	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
Surface Material													
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3
Pattern	Pattern in paving	3	3	3	3	3	3	2	2	3	3	3	3
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4
Kerb													
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	3
Footway Width													
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3
Street Furniture													
Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	3	3	2	2	4	3
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	3	4
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	3	3
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3
Slopes													
Incline (in direction of travel)	Incline < 1/50	3	4	4	4	3	3	3	4	3	4	3	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3
Vehicle Access													
Vehicle Crossover	Crossover level	3	2	3	2	4	2	1	2	4	3	2	2
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1
Taxi Drop Off Location	Taxi drop off 100 m to 250 m away	3	2	3	2	1	3	1	2	2	2	2	2
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3
Bus Stop Location	100 m to 250 m away	3	3	3	3	2	3	3	3	2	3	3	3
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3
Bus Stop Type	Shelter + perch seat	3	3	3	3	2	3	4	3	4	3	3	3
Toilets													
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1
Total number of 0:		0	0	0	0	0	0	0	0	0	0	0	0
Total number of 1:		0	0	0	0	3	0	2	0	0	0	0	2

Appendix 5

City of London: Projects Procedure Corporate Risks Register

Project name: *2 Aldermanbury Square Section 278*

Unique project identifier: *PV12359*

Total est cost (exc risk) *£1204096*

PM's overall risk rating	Low
Avg risk pre-mitigation	4.5
Avg risk post-mitigation	2.4
Red risks (open)	0
Amber risks (open)	5
Green risks (open)	10

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	3.0	£0.00	0	0	1
(2) Financial	2	4.5	£0.00	0	1	1
(3) Reputation	3	3.0	£0.00	0	0	3
(4) Contractual/Partnership	3	3.0	£0.00	0	0	3
(5) H&S/Wellbeing	0	0.0	£0.00	0	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	6	6.2	£0.00	0	4	2

		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:	2 Aldermanbury Square Section 278	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	4.5	**Open Risks**	15
Unique project identifier:	PV12359	**Total estimated cost (exc risk):**	£ 1,204,096	**Total CRP used to date**	£ -	**Average mitigated risk score**	2.4	**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	(3) Reputation	Delay to progress or vacation of worksite due to external events and occurences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Budget and programme *Change in project resources Possible *Change in project delivery *Pause to project whilst situation is assessed *Increased costs	Possible	Minor	3	£0.00	N	B – Fairly Confident		£0.00	Possible	Minor	£0.00	3	£0.00	N/A	04/08/2022		Andrea Moravicova		
R2	2	(1) Compliance/ Regulatory	Issues or delays in obtaining any required consents, such as planning or works permits cause delays to project delivery.	It is likely the project may suffer from some form of unplanned delay, additional works and / or costs.	Possible	Minor	3	£0.00		A – Very Confident		£0.00	Rare	Minor	£0.00	1	£0.00	N/A	04/08/2022		Andrea Moravicova		
R3	2	(3) Reputation	Issues with external engagement and buy-in lead to project delays / incresed costs	Further time and therefore resource may be required if planned engagement work with local external stakeholder didn't go as expected.	Unlikely	Serious	4	£0.00	N	A – Very Confident		£0.00	Possible	Minor	£0.00	3	£0.00	N/A	04/08/2022		Andrea Moravicova		
R4	2	(4) Contractual/ Partnership	Gateway 1-6 - project supplier delays, productivity or resource issues impact negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed	Unlikely	Minor	2	£0.00	N	B – Fairly Confident		£0.00	Rare	Minor	£0.00	1	£0.00	N/A	04/08/2022		Andrea Moravicova		
R5	2	(2) Financial	Gateway 1 to 6 - Inaccurate or Incomplete project estimates, including inflationary issues, leads to budget increases	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Possible	Serious	6	£0.00	N	B – Fairly Confident		£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	04/08/2022		Andrea Moravicova		

R6	2	(10) Physical	Gateway 1 to 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	6	£0.00	N	A – Very Confident		£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	04/08/2022		Andrea Moravicova		
R7	2	(4) Contractual/ Partnership	Gateway 1 to 6 - Third party delays impact negatively on project delivery (time & cost)	A CoL project may require a third party to complete its work before it cn proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3	£0.00	N	A – Very Confident		£0.00	Rare	Minor	£0.00	1	£0.00	N/A	04/08/2022		Andrea Moravicova		
R8	2	(10) Physical	Gateway 4 to 6 - Network accessibility before and during construction causes project delay and / or increased costs	should part of the road network be or become unavaailable when required, this could cause delays and cost increase to the project	Possible	Minor	3	£0.00	N	B – Fairly Confident		£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	04/08/2022		Andrea Moravicova		
R9	2	(10) Physical	Unforseen technical and / or engineering issues identified during implementation	Late identification of any engineering or technical issues will disrupt delivery and may increase costs and timelines.	Possible	Major	12	£0.00	N	B – Fairly Confident		£0.00	Rare	Minor	£0.00	1	£0.00	N/A	04/08/2022		Andrea Moravicova		
R10	2	(3) Reputation	Accident during construction impacts the project delivery and costs	Regardless of whether it will be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur, and reputational damage is likely to be experienced by the City, its contractors. This can also have a potential negative impact on the developer and therefore future business relation ship could also be damaged.	Rare	Serious	2	£0.00	N	A – Very Confident		£0.00	Rare	Serious	£0.00	2	£0.00	N/A	04/08/2022		Andrea Moravicova		
R11	3	(10) Physical	Accident during construction impacts the project delivery and costs	Regardless of whether it will be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur.	Rare	Major	4	£0.00	N	B – Fairly Confident	*Site visits during development's construction *Consider regular site visits with the Principal Designer should it become	£0.00	Rare	Serious	£0.00	2	£0.00	N/A	14/06/2024		Andrea Moravicova		
R12	3	(4) Contractual/ Partnership	Project design team are unable to attend or do not contribute to key team meetings	Delays to the project and affects the achievement of key milestones	Unlikely	Serious	4	£0.00	N	A – Very Confident	Schedule Design team meetings in advance,proposing numerous dates for the meeting and offering remote connections to the meeting	£0.00	Rare	Serious	£0.00	2	£0.00		14/06/2024		Andrea Moravicova		

R13	3	(2) Financial	Developer disagrees with the upper cost estimate of the project.	proposals may not be implemented ot thedesired extend.	Possible	Minor	3	£0.00	N	B – Fairly Confident	All options were design to align with the scope defined within the S106 agreement to mitigate the impact of the development. As the design progresses the costs will be refined. The negotiations with the developer are progressing and are planned to be concluded prior to the detailed options appraisal report.	£0.00	Possible	Minor	£0.00	3	£0.00		14/06/2024		Andrea Moravicova		
R14	3	(10) Physical	Delays to the Section 278 agreement sign-off	Delays to the project timeline and potential increase of cost.	Possible	Serious	6	£0.00	N	A – Very Confident	Negotiations and close liaison with the developer on designs for the developed options will continue to ensure project associated costs are defined as accurately as possible and Section 278 agreement is finalised before September 2024	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/06/2024		Andrea Moravicova		
R15	3	(10) Physical	Underground structures condition prevents the implementation of a desired option.	negative impact on proposed changes to the public highway, delays to the programme.	Possible	Serious	6	£0.00	N	B – Fairly Confident	The works area in London Wall lays directly above an underground structure which may be negatively impacted by the proposed changes to loading on these structures. Officers are liaising with the City Structures team and commissioning relevant surveys to determine the impact and will report the outcome of the survey to the committees at the next stage of reporting. An option which does not change the impact on the structures is being progressed alongside the desired option to minimise the risk to the	£0.00	Possible	Minor	£0.00	3	£0.00		14/06/2024		Andrea Moravicova		

Committees: Streets and Walkways Committee *[for decision]* Projects and Procurement Sub *[for information]*	**Dates:** 09 July 2024 15 July 2024
Subject: Museum of London S278 **Unique Project Identifier:** **12375**	**Gateway 3: Outline Options Appraisal (Complex)**
Report of: Executive Director Environment **Report Author:** James Aggio-Brewe – City Operations	**For Decision**

PUBLIC

1. Status update	**Project Description:** Highway and public realm improvements to ensure the effective and safe operation of the new Museum of London development (General Market, Poultry Market, and the Annexe building) via Section 278 obligations. Taking a programmatic approach with integrated project management of both the S278 project for the museum and the wider Smithfield Public Realm and Transportation project is the best way forward. It is however important to keep reporting on these projects separately as the scope of the public realm project extends beyond the Museum boundary and beyond the lifecycle of the S278 project. **This Report:** The purpose of this report is to: 1) To provide an update on the work carried out since the last Gateway report (G2 Jan 2023); 2) To provide an update on the next steps and timescales for delivery; and

	3) Seek approval for the necessary level of funding to deliver the next steps and get to the next gateway, which will either be a G4 or a G4/5. **RAG Status:** Amber (*Amber at the last committee*) **Risk Status:** Medium (*Medium at the last committee*) **Total Estimated Cost of Project (excluding risk):** £3m - £7m *Estimated total outturn cost* **Change in Total Estimated Cost of Project (excluding risk):** Increase/Decrease of £0m since last report to Committee. **Spend to Date:** £97,578.54 **Costed Risk Provision Utilised:** £0 **Funding Source:** S278 Contributions **Slippage:** N/A since the last report
2. Next steps and requested decisions	**Requested Decisions:** Members of the **Streets and Walkways Sub-Committee** are requested to • Approve the additional budget of £335k to reach the next Gateway funded from S278 contributions (subject to receipt of funding); • Note the revised project budget of £435k (excluding risk); • Note the total estimated cost of the project at £3m - £7m (excluding risk); • Approve a Costed Risk Provision of £50k (to be drawn down via delegation to Chief Officer); • Delegate authority to the Executive Director Environment, in consultation with the Chamberlain, to make any adjustments between elements of the approved budget, provided the total approved budget of **£435k** (exc. CRP) is not exceeded. **Next Gateway:** *Gateway 4: Detailed Options Appraisal* **Next Steps:** • To review revised plans for the Museum of London construction programme and the impact of those changes around vacant possession of the footways, loading bays, highways, and security of the public realm. • To work with the Museum of London to establish the phasing of the S278 project to align with the opening of the General Market (Mid 2026) and the Poultry Market (Q1 2028) - including any interim requirements between

	when the General Market part of the Museum opens and the subsequent opening of the Poultry market in 2028. • To carry out the necessary surveys and pedestrian modelling to ascertain the detail of the changes to the highway, pavements, crossings, and lighting. • To continue working closely with the Museum of London team and key stakeholders, including London Borough of Islington and TfL. • To work towards the signing of the S278 agreement between the Museum of London and the City. • It is proposed to submit a G4 or a G4/5 in late 2024 or early 2025. This is to align the S278 works needed for the General Market opening (phase 1) with their opening date of mid-2026. We would expect all relevant work to be complete for Phase 1 by March 2026 in preparation for the opening date, excluding any work that is not possible due to the continued construction of Phase 2. this assumes the public highway is available to us to start work on time.
3. Resource requirements to reach next Gateway	**Funding: S278 Contributions.** The Museum of London have been asked for further evaluation and design contributions above the £100k previously agreed as part of their S106/unilateral agreement. This is in line with other developments of this size, and the agreement provides a provision for this. This funding request is subject to the receipt of funds. Work will not be able to progress without this funding.

Item	Reason	Funds/ Source of Funding	Cost (£)
P&T Staff Costs	Project management	S278 Contributions	£75,000
Consultant Costs (fees)	Pedestrian modelling, stakeholder engagement and consultation	S278 Contributions	£75,000
P&T Highways	Design work	S278 Contributions	£50,000
Surveys (fees)	Trial Holes, ground surveys, load testing	S278 Contributions	£135,000

Total				£335,000

The proposed budget set out above is funds for:

1) Staff time for a group manager and project manager for 1.5 days a week on average for 6-8 months.
2) Staff time for a highways engineer to carry out detailed design work.
3) Fees for consultancy services – to be used on pedestrian modelling (£35k), stakeholder engagement (£20k) and security assessments (£20k).
4) Fees for civil engineering surveys such as, but not exclusively, trial holes and load tests for lighting as well as ground surveys for any hostile vehicle mitigation or lighting columns we may use. Fees for TfL regarding any need for a signalised crossing on Charterhouse Street and associated works.

Costed Risk Provision requested for this Gateway: £50k – S278 Contributions (as detailed in the Risk Register – Appendix 2)

4. Overview of project options

Background:

4.1 The project was initiated in January 2023 after the revised planning application for the new Museum of London complex was granted in April 2023. The Design and Evaluation funds (£100k) for the S278 were received in Summer 2023. This allowed officers to start work on determining the scope of the S278 and to commission pedestrian and traffic surveys and start engagement activities. The S278 project is to be developed in phases to align with the MoL programme:

4.2 Phase 1 – General Market opening – Mid 2026,

4.3 Phase 2 – Poultry Market opening 2028.

4.4 There will be a minimum 18-month interim period between when the General Market part of the Museum is open to the public and the subsequent opening of the Poultry Market area of the museum.

4.5 Our outline programme is to start work in Q2 2025 on the Phase 1 construction. Phase 2 construction will most likely begin in Q3 2026, dependent on the programme of works for the Museum. This is subject to the receipt of funds being swift and the release of the public highway by the developer.

4.6 A separate project for the transformation for the surrounding public realm was initiated in October 2017. This aims to provide new public spaces and improved environment in West Smithfield in line with the City Transport Strategy and the anticipated major increased numbers of visitors in the area. A separate report on the

	Smithfield Public Realm and Transportation scheme is on the same agenda. This is reported on separately to the S278 project for the Museum, however, the two projects are aligned with design and delivery coordinated where appropriate and possible. **Work completed to date:** **Surveys:** 4.7 Pedestrian surveys and traffic surveys were recently undertaken, encompassing the whole market area (including the streets around the Meat Market). These have helped to clarify data on the numbers of people and vehicles that were collected pre-pandemic and formed part of the application details, with the current situation. Numbers of people and vehicles are down approximately around 20%. This allows officers to better understand the requirement for the new development, with the additional expected flows to and from the Museum. 4.8 Further work is likely to be needed to understand the interactions of construction vehicles for the museum between Phase 1 and Phase 2 and how the Meat Market operation continues, with a focus on the morning peak and the surrounding street network to inform our own construction work programming. **Programme and phasing:** 4.9 The planning application which granted permission in 2023 was predicated on all facets of the Museum being open at the same time (General Market, Poultry Market, and Annexe buildings). This is now not the case. 4.10 Delays in the construction of the Poultry Market and the Annexe means that now the General Market will be open in mid-2026 with the Poultry Market not being open until early 2028. Timings for the Annexe needs to be confirmed, but the City Surveyor is working with the Environment Team on the Marketing & Disposal plan for this asset. Alongside this there is the Meat Market move from Smithfield to Dagenham Dock in the LB Barking & Dagenham, provisionally expected to be completed in 2028/9. This adds another layer of complexity in terms of phasing. The Meat Market must remain operational until the move to the co-located site in Dagenham Dock. Post move, the re-use of the building is yet to be established, so we do not yet know what is required from the highways for any future redevelopment, in particular from East Poultry Avenue. 4.11 This complicates the S278 scheme (and the wider public realm scheme) as part of the Museum will be open

	whilst there is still construction work ongoing around the site. This may alter pedestrian flows around the buildings and may require some temporary measures to ensure visitors can arrive safely in the meantime. 4.12 There may also need to be a phased approach to any security measures on the public highway and possible alternative coach parking maybe required in that interim period (post Phase 1) whilst the Poultry Market construction and fitting out is completed. The crossing points on Charterhouse Street and surrounding streets, should the detailed modelling indicate that they are required, may also be impacted by the interactions of these phases and it may not be possible to deliver that until the second phase. **Key stakeholders' engagement:** 4.13 Officers have been actively engaging with the Museum of London project and programme team, and their partners such as Momentum and Sir Robert McAlpine. We have also presented the high-level programme to the New Museum of London board as part of the Gateway 2 and will continue to regularly present progress at these meetings as needed. 4.14 Officers are engaging with the London Borough of Islington on potential changes required for the S278 which may be on their highway, as the borough boundary runs along Charterhouse Street, and also on their wider plans for the area. 4.15 Officers are also engaging with TfL around our S278 works and how to coordinate them with any TfL S278 works on Farringdon Street. **Lighting:** 4.16 Work on location of the street lighting on West Smithfield has progressed and we have a good understanding of the design constraints meaning that catenary lighting will have to be fixed to the Annexe building and the Museum. Further detailed design and civil engineering will be carried out as part of the next stage of detailed work. Also, an understanding of the future programme for the Annexe building and whether this will impact the installation of the catenary lighting. **Conclusion:** 4.17 The work completed to date provides a good understanding of the requirements needed for the full S278. This includes but is not limited to increases to

	pavement widths around the site to ensure that the pedestrian comfort levels stay within the guidelines of a minimum B+ rating. The addition of a crossing on Charterhouse St (location tbc) is likely to be required. Installation of cycle parking and the requirements to facilitate the ramp servicing on West Smithfield, waiting and loading changes and associated traffic order changes for the coach bays etc. 4.18 The security plan has been agreed with City of London Police Counter Terrorism Security Advisors team and with the City Planning team. Further discussion is still required on the potential use of public highway to facilitate security requirements. 4.19 Taking all the points stated in this report into account, there is an increase in complexity from when the S278 project was first initiated. there are no specific design options to choose between at this stage and the S278 project is centred around the functional requirements to ensure the museum, when it opens (at each stage) is safe, accessible, inclusive and accommodates the number of visitors it expects. The wider West Smithfield Public Realm scheme will look to enhance these areas to provide a more welcoming and fitting public realm for a new world class museum. .
5. Recommendation	5.1 It is recommended to proceed on the basis of undertaking further technical work and detailed design of the full S278 programme and continue to liaise closely with the Museum's project team on their phasing and timelines to be able to break up the required S278 works into the appropriate phases to meet the developments opening timelines. The S278 project will work in tandem with the wider public realm project sharing efficiencies of data collection and design. 5.2 The additional pedestrian modelling, ground surveys/trial holes, investigations, and stakeholder engagement will allow the City to de-risk the S278 work and its subsequent programme reducing the risk of abortive work and cost. 5.3 The additional design and evaluation fee is required to ensure that the complexity of all of these moving parts is well established and coordinated minimising abortive work and ensuring that all stakeholders are fully aware of the interactions of the various aspects. It will also pay for the detailed design work to determine the estimated cost for this S278 and entering into the S278 agreement.

6. Risk	6.1 The main risks for the project throughout the lifecycle are changes in the Museum's programme. This would mean we couldn't start work when we needed to. Whilst this is more of a Gateway 5 risk it is important to highlight this now as one of the key risks facing the project. As stated in this report the programme for the annexe buildings and for the Poultry Market have already slipped since project initiation. Our mitigation for this is early and continued engagement with the Museum project/programme team. 6.2 Another key risk for the project is being able to balance out the complex stakeholder demands and ensuring that all stakeholders are aligned with the project. The Museum has statutory obligations as part of their agreement with the City for the S278, but there are also other stakeholders in the area such as TfL and London Borough of Islington who will either have separate S278 agreements with the museum or will need to be consulted around potential changes to highway adjacent or impacting their boundaries. 6.3 There is also a risk that the City is delayed in receiving funding to carry out these works. A delay of this type will risk the ability for the S278 works to be delivered in time for the 2026 opening. The mitigation is continued engagement with the Museum and clear communication on why funding is required. 6.4 At this gateway there could be challenges with ground conditions that mean a re-design may be required for hard security measures, kerb alignments, and crossing points. We intend to mitigate this by undertaking trial holes and surveys to establish the conditions and design around them. Costed Risk Provision Utilised at Last Gateway: **£0** Change in Costed Risk: **+ £50k.** Further information available in the Risk Register (Appendix 2)
7. Procurement approach	7.1 The procurement approach for any appointment or work will be completed in consultation with the City Procurement Team following the standard procurement approach for the value of work. *7.2* Physical work is intended to be carried out by the City Term contractor FM Conway.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Finance Table
Appendix 4	Site plan and Phasing Plan

Contact

Report Author	James Aggio-Brewe
Email Address	James.aggio-brewe@cityoflondon.gov.uk

Project Coversheet

[1] Ownership & Status

UPI: 12375
Core Project Name: Museum of London S278
Programme Affiliation (if applicable):
Project Manager: James Aggio-Brewe
Definition of need: To carry out the S278 for the Museum of London development. Highways and footway changes to create a safe, functional environment for the ongoing operation of the Museum, discharging our duty as the highway authority.
Key measures of success:

1) **Scope clearly defined for the S278 and agreed between the Museum and the City of London.**
2) **To provide a safe, and functional environment for the new Museum of London to operate effectively.**

Expected timeframe for the project delivery: Phase 1 completed for Mar 2026, Phase 2 completed for early 2028

Key Milestones:
G4/5 – Q4 2024/Q1 2025
Start Phase 1 construction: Mar 2025
Phase 1 construction complete: Mar 2026
Start Phase 2 construction: June 2026
Phase 2 construction complete: Jan 2028

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

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
The museum development is a high-profile piece of work, and whilst this forms a small part of it we do need to make sure all stakeholders are aligned in terms of messaging to the public.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Costed Risk Against the Project:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 17/01/23):

- Total Estimated Cost (excluding risk): £5m-£10m
- Resources to reach next Gateway (excluding risk): £100k
- Spend to date: N/A

- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: Q4 2025

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 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:

'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 [£]:
Programme Affiliation [£]:

City of London: Projects Procedure Corporate Risks Register

Project Name:	Museum of London S278	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 50,000	**Average unmitigated risk**	9.3	**Open Risks**	6
Unique project identifier:	12375	**Total estimated cost (exc risk):**	£ 5,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	7.7	**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	Further Delays to the construction of the General or Poultry Market	This will result in delays in CoL receiving possession of the footways and highways and therefore delay the implementation of the S278	Possible	Major	12	£0.00	N	B – Fairly Confident	Regardless of if this happens for this gateway the work being carried out won't be affected by this.	£0.00	Possible	Major	£0.00	12	£0.00	N	05-Apr	Ian Hughes	James Aggio-Brewe		
R2	3	(10) Physical	Ground investigations/trial holes uncover issues for lighting columns or bollards	Any issues will need to be mitigated by re-design or further trial holes which will increase the cost	Possible	Serious	6	£25,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	This can't really be mitigated we would have to accept the cost post-mitigation	£0.00	Possible	Serious	£25,000.00	6	£0.00		05/04/2024	Ian Hughes	James Aggio-Brewe		
R3	3	(2) Financial	Delays in receiving the funding from the Museum as we had at Gateway 2	If the funding is not provided by the Museum promptly then the S278 work will slip	Possible	Major	12	£0.00	N	C – Uncomfortable	Early engagement with the Museum	£0.00	Unlikely	Serious	£0.00	4	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R4	3	(1) Compliance/Regulatory	Finding a way to provide the MoL with a waiting area for their delivery bay on West Smithfield	At the moment we have no mechanism to provide this on a permanent basis, so we	Possible	Serious	6	£0.00	N	B – Fairly Confident	This will only really cost extra staff time and with good planning this can be mitigated within existing budget	£0.00	Possible	Serious	£0.00	6	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R5	3	(4) Contractual/Partnership	Engagement from the Museum around the S278	There will be parts of the work at this gateway where CoL and MoL will have to work collaboratively. This has been challenging so far and should this continue we will be delayed in completing the detailed design	Likely	Serious	8	£25,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Whilst CoL can and has made every attempt to improve this, ultimately we cannot mitigate this issue fully however we can improve communication and plan in regular sessions with the Museum	£0.00	Possible	Serious	£25,000.00	6	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R6	5	(10) Physical	Unexpected road closures due to utility works or urgent construction	Should this occur during a period of surveys or during MoL construction this may delay the project	Possible	Major	12	£0.00	N	B – Fairly Confident	Regular engagment with the Highways team will help to mitigate this but ultimately utilities can do as they please from a legislative perspective	£0.00	Possible	Major	£0.00	12	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R7												£0.00			£0.00		£0.00						
R8												£0.00			£0.00		£0.00						
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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					

Table 1: Spend to date - 16800489: Museum of London S278			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	2,100	1,725	375
P&T Staff Costs	37,900	44,896	(6,996)
P&T Fees	60,000	50,957	9,043
TOTAL	**100,000**	**97,578**	**2,422**
Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	2,100	50,000	52,100
P&T Staff Costs	37,900	75,000	112,900
P&T Fees	60,000	210,000	270,000
Costed Risk Provision	-	50,000	50,000
TOTAL	**100,000**	**385,000**	**485,000**
Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S278	100,000	385,000	485,000
Total Funding Drawdown	**100,000**	**385,000**	**485,000**

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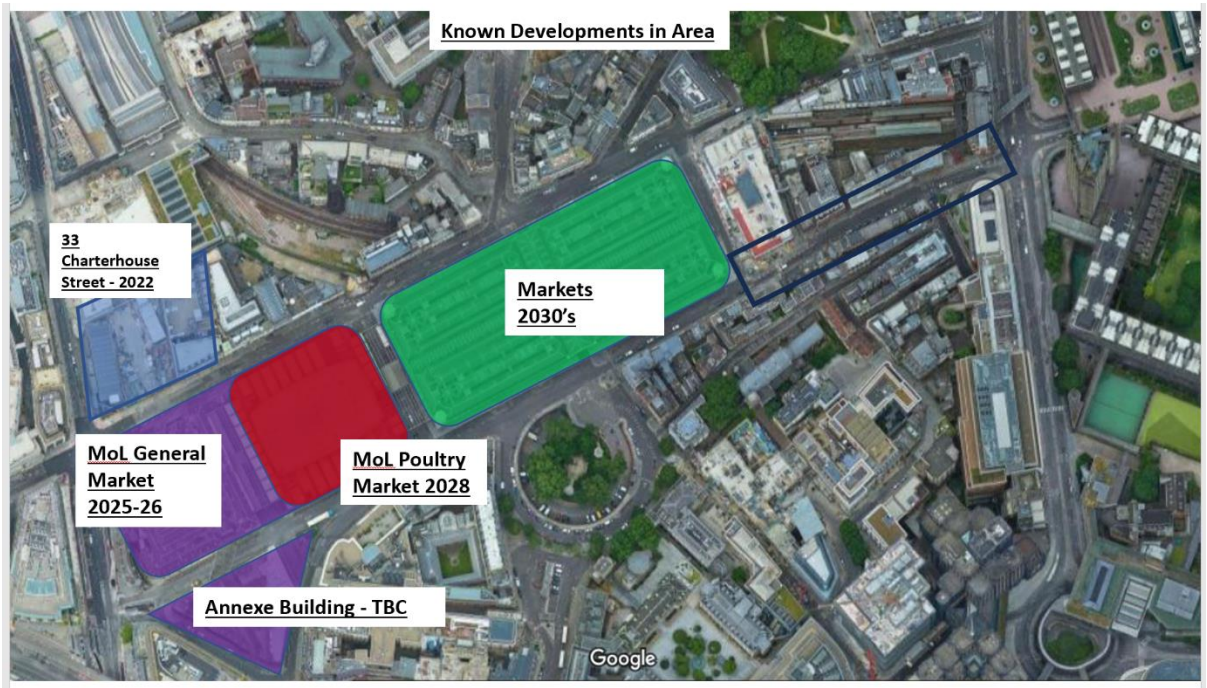
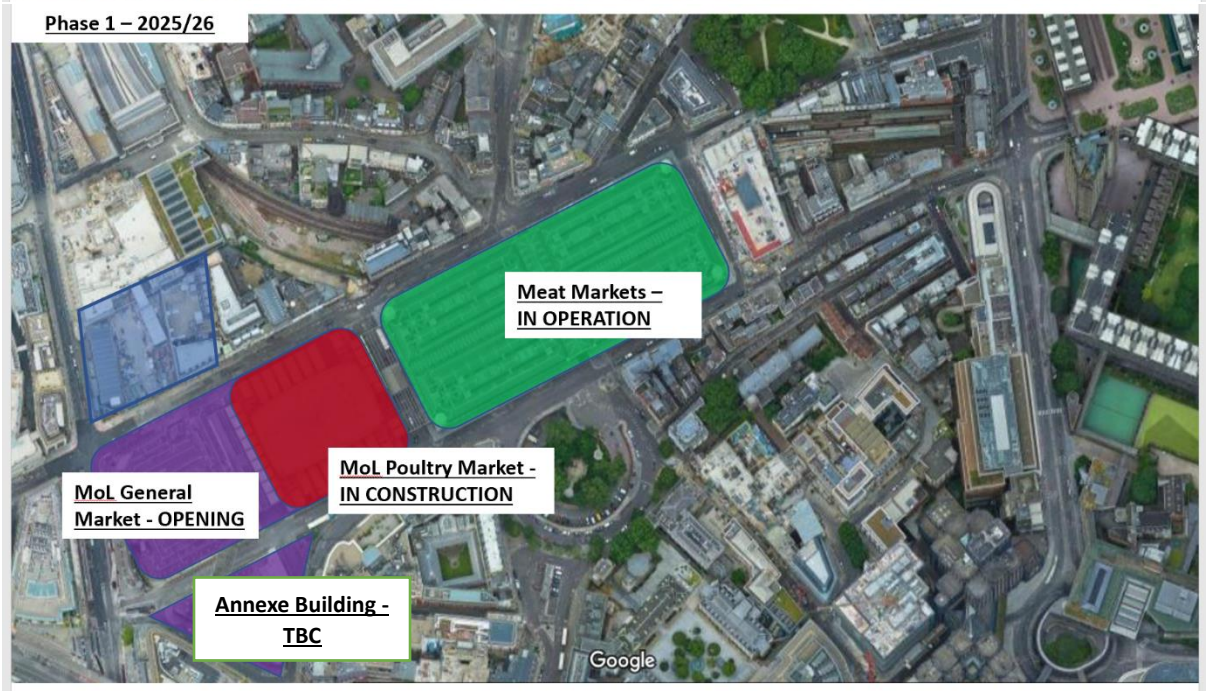
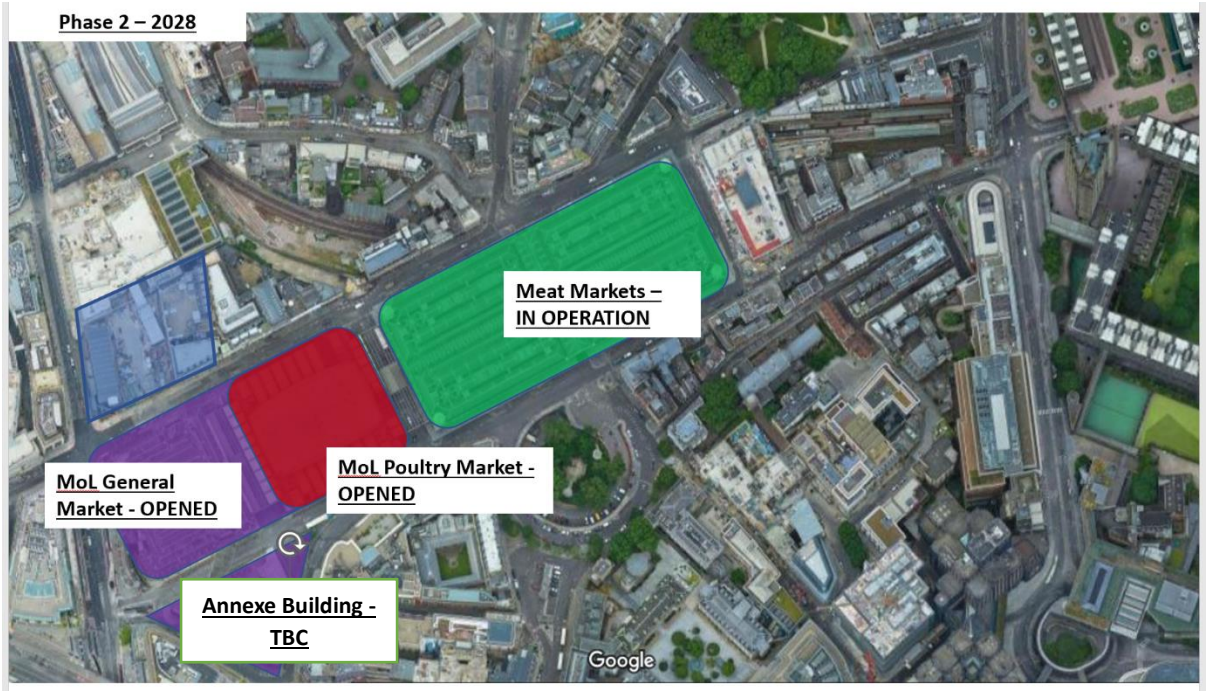
Appendix 4: Implementation Phasing by Area:






Phase 2 – 2028
Meat Markets – IN OPERATION
MoL Poultry Market - OPENED
MoL General Market - OPENED
Annexe Building - TBC
Google

Committees: Streets and Walkways Sub – For decision Projects & Procurement Sub Committee - For information	**Dates:** 9 July 2024 15 July 2024
Subject: Creechurch Lane area improvements (City Cluster programme) Unique Project Identifier: City Cluster Vision Phase one – 12072	**Gateway 3/4: Detailed Options Appraisal (Regular)**
Report of: Executive Director, Environment **Report Author:** Maria Herrera – Transport and Public Realm Projects, City Operations	**For Decision**
PUBLIC	

1. Status update	**Project Description:** This project includes public realm and highway improvements to the Creechurch Lane, Mitre Street and Bury Street area as follows: • Accessibility and walking improvements, including widened pavements, improved pedestrian crossings and sections of raised carriageway. • Public realm improvements and planting to provide a permanent street layout to replace the temporary parklets and planters which were installed in 2021. • Relocation of parking, e-scooter & cycle hire bay and motorcycle bay to provide additional pavement space. **RAG Status:** Green **Risk Status:** Low **Total Estimated Cost of Projects (excluding risk):** £650-£750k for Option 1 (detailed design and construction) £750-£950k for Option 2 (detailed design and construction) **Change in Total Estimated Cost (excluding risk):** £500K-780K, cost range provided at G1-2.

	Spend to Date: £ 19,880 (staff costs) **Funding source:** Section 106 contributions that have been allocated to the City Cluster Programme along with a funding contribution from the EC BID. **Costed Risk Provision Utilised:** NA **Slippage:** NA
2. Next steps and requested decisions	**Next Gateway:** Gateway 5 **–** January 2025 (delegated to Chief Officer for decision) **Next Steps:** • Detailed engagement with stakeholders and occupiers to consult on proposals. • Draft traffic management orders and statutory advertising process. • Organise trial holes as required to assess the viability of planting trees. • Detailed design stage following completion of statutory consultation on traffic orders. **Requested Decisions:** I. Approve recommended Option 1 to reach the next gateway, which involves widening of pavements on the eastern side of Creechurch Lane, the reallocation of parking and paving of carriageway and junction in granite setts. II. Approve the budget of £60,000 (staff costs and fees) for the project to reach the next gateway, funded from the Section 106 agreement for the 40 Leadenhall Street development. III. Note the total estimated cost of the project at £650K-780K for Option 1 (excluding risk). IV. Authorise officers to finalise a funding letter to receive the external funding contribution from the EC BID. V. Agree to delegate to the Chief Officer the approval and drawdown of the costed risk provision at the next gateway. VI. Agree to undertake the process to prepare the traffic orders to relocate payment, motorcycle, e-scooters and cycle hire parking in the area in advance of Gateway 5 stage. VII. Authorise the Executive Director Environment to consider responses to the traffic order consultation and if they consider it appropriate, to make the Order.
3. Resource requirements to	**For recommended Option 1:**

reach next Gateway

Table 1: Budget required to reach Gateway 5

Description	**Resources required to reach next Gateway (£)**
Highways Staff Costs	18,000
P&T Staff Costs	25,000
City Gardens Staff Costs	1,000
Fees and surveys (including traffic management orders, detailed design, ground investigations and trial holes)	16,000
TOTAL	**£60,000**

Costed Risk Provision requested for this Gateway: No risk provision is required at this stage.

4. Overview of project options

4.1 The Creechurch Lane area improvements are part of the City Cluster programme. The project will provide an improved and safer environment for people walking, wheeling, cycling and/or spending time in the area. There is also the potential to introduce greenery and tree planting, subject to underground utilities.

4.2 The pavements and streets in the area are currently in poor condition, with narrow pavements, and a lack of accessible crossings points. This project seeks to rebalance the streetscape to provide additional space on pavements, provide level crossings at the junctions with tactile paving, and support the local economy by enhancing the area.

4.3 This network of streets contains busy walking routes for visitors and workers and is located in the vicinity of a primary school and residential flats. This scheme is looking to improve the overall quality of the street environment, ensuring it is safe and easy to navigate, whilst maintaining the current vehicular movements and servicing requirements.

4.4 The two options consider the relocation of payment parking bays (previously called pay & display bays), motorcycle and e-scooter & cycle hire bays to deliver an improved street environment. The contraflow cycle lane is also to be retained in both options.

4.5 The two options are summarised below:

Option 1:

- Widening the pavement on the eastern side of Creechurch Lane to provide additional pavement space in the section of street with ground floor activity.

	• Resurfacing Creechurch Lane with asphalt and introducing a raised junction at Mitre Street and Bury Street, paved in granite setts. **Option 2:** • Includes widening the pavement on both sides of Creechurch Lane, and therefore only providing minimal pavement gains due to the narrow condition of the street. Resurfacing Creechurch Lane with asphalt and introducing a raised carriageway section at the junction with Mitre Street and Bury Street, paved in granite setts. **Project Options, details:** **4.6 Option 1.** See Appendix 2,3,4 for plans and pictures of the area. • Remove the existing parklets and introduce a wider pavement along the eastern side of Creechurch Lane, raise the carriageway to the level of the pavement at the junction with Creechurch Lane, Mitre Street and Bury Street. • Repave the pavements in York stone and resurface Creechurch Lane in asphalt and the raised carriageway junction in granite setts. • Subject to underground conditions, the project will also consider tree planting, a sustainable drainage planting bed and seating. • Relocate a payment parking bay, motorcycle bay and e-scooter & cycle hire bay from Creechurch Lane to nearby streets: Billiter Street, Bury Street and Mitre Street. • Permanent removal of two payment parking bays, where the parklets are currently located, to extend the pavement and create more space for people walking and wheeling and permanent seating and tables and chairs. • Retain the cycle contraflow route along Creechurch Lane. **4.7 Option 2.** • Remove the existing parklets and introduce wider pavements along the eastern and western side of Creechurch Lane, raise the carriageway to the level of the pavement at the junction with Creechurch Lane, Mitre Street and Bury Street.

	• Repave the pavements in York stone and resurface Creechurch Lane in asphalt and the raised carriageway junction in granite setts. • Subject to underground conditions, the project will also consider tree planting, a sustainable drainage planting bed and seating. • Relocate a payment parking bay, motorcycle bay and e-scooter & cycle hire bay from Creechurch Lane to nearby streets: Billiter Street, Bury Street and Mitre Street. • Permanent removal of two payment parking bays, where the parklets are currently located, to extend the pavement and create more space for people walking and wheeling and permanent seating. • Retain the cycle contraflow route along Creechurch Lane 4.8 The delivery of this project will be complemented with the future changes to Leadenhall Street, which is currently at design stage. The Leadenhall Street project looks to widen the pavements and narrow the carriageway along the length of the Street, accommodating tree planting and greening where feasible. It is also intended, that the work on Leadenhall street will provide an improved junction with Creechurch Lane and provide an additional loading bay on Leadenhall Street for use of the local area. 4.9 For the consideration of these two options a traffic survey was undertaken to determine the type of vehicles using the streets, which has informed the outline design. 4.10 A maintenance budget for granite setts will be considered at the next Gateway to ensure sufficient commuted sums are allocated to the project. <u>4.11 Healthy Streets Design Check (refer to Appendix 6):</u> The current condition of the streets was also assessed utilising the Healthy Streets Design Check, and which will be undertaken again once the preferred design is developed further. 4.12 The initial evaluation concluded that the Healthy Streets scoring of the area will be improved overall as a result of providing wider pavements, an improved quality and finish of the paving material and carriageway. The introduction of greenery

and seating, and the consideration for raised tables at crossing points with tactile paving, also improved the overall outcome of the Healthy streets assessment.

4.13 City of London Street Accessibility Tool (CoLSAT) (refer to Appendix 7) :

The proposed changes will provide a more accessible street environment, with raised pedestrian crossings, tactile paving and improved finishes. The summary of the CoLSAT evaluation is included in the table below. The remaining 0 and 1 scores are largely a result of the narrow pavement on the western side of the street which is unchanged by these proposals. This is mitigated by the widening of the eastern pavement and inclusion of accessible crossings.

Table 1 - CoLSAT Summary Results Table. Creechurch Lane improvements

	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	**After**	Before	**After**
Electric Wheelchair user	1	0	3	2
Manual Wheelchair user	1	0	3	2
Mobility Scooter user	1	0	1	1
Walking Aid user	0	0	2	2
Person with a walking impairment	1	0	5	4
Long cane user	1	0	3	2
Guide Dog user	1	1	1	0
Residual Sight user	0	0	4	2
Deaf or Hearing impairment	0	0	3	3
Acquired neurological impairment	1	1	2	1
Autism/Sensory-processing diversity	0	0	1	1
Developmental Impairment	2	0	3	2

	<table><tr><td>Total</td><td>9</td><td>2</td><td>31</td><td>22</td></tr></table> * This score means most people in this segment would be excluded by the street characteristic in the selected configuration. ** This score means some people in this segment may be able to negotiate the street characteristic in the selected configuration, but it would significantly deplete their levels of confidence and energy, and they would be likely to give up on the journey if they had to negotiate it more than once or twice.
5. Recommended option	**Option 1 is recommended. See Appendix 4 for pictures and visuals.** 5.1 Option 1 is recommended as it creates an accessible pavement (i.e. 2m+ on the eastern side of Creechurch Lane where there are a concentration of restaurants and bars. Option 2 widens the pavement on both sides but there are remaining pinch points below 1.5 m. 5.2 Option 1 maximises the potential for pavement widening on the side of the street with active frontages, and provides opportunities for seating, tables and chairs, and greening. Option 2, whilst making small improvements to the width of pavement on both sides of the street, would leave both sides facing a number of pinch points. Option 1 does not negate all of the issues for people walking and wheeling along the whole length of the eastern pavement, but it does make a more significant difference. The only way to make the street truly accessible for people walking and wheeling would be to pedestrianise it. This is not feasible with the need to access business premises. 5.3 Improving accessibility to only one side of the street is mitigated by the accessibility improvements to the crossing points at the junctions so that people can cross to the eastern side. 5.4 Option 1will include removal of the existing parklets and planters and will also retain the existing cycling contraflow provision on Creechurch Lane. 5.5 The permanent removal of two payment parking bays is proposed where the current parklets are located. This is necessary to create space that can be used for people walking and wheeling and supports the local retail economy. The two payment parking bays have been suspended since 2021 when

	the parklets were first installed. The area has been able to operate effectively without these bays to date. 5.6 Option 1 includes the use of granite setts for the raised junction at Creechurch Lane, Mitre Street and Bury Street. This is a conservation area with an important listed church and the high-quality materials will enhance the setting of the buildings and provide a more pleasant street environment.
6. Risk	6.1 The main risks are as follows: • Underground conditions impact on project scope and cost; Due to existing underground conditions, greening interventions may need to be adapted in certain locations or may not be feasible. • Construction sites in the area impact programme; On-going development construction in the area has the potential to affect or delay the project. • Objection to traffic orders could impact the design and scope of the project. Further information is available in the risk register in the appendix 5. **Costed Risk Provision Utilised at Last Gateway**: None requested at previous gateway report. **Change in Costed Risk**: NA **Costed Risk requested:** A costed risk provision will be allocated at Gateway 5. This report recommends Executive Director delegation to approve and drawdown the funds.
7. Procurement approach	7.1 Management and coordination of the project will be undertaken by the Transport and Public Realm Projects team, in consultation with Highways, City Gardens and the City's highway term contractor. 7.2 Stages of the design work will be undertaken in-house by officers and external consultants will be brought in as required to provide specialist services. 7.3 Construction works are to be implemented by the City's highway term contractor, working in collaboration with City Gardens for the delivery of the soft landscaping elements. 7.4 Appointment of external consultants will be carried out in line with the City's procurement guidelines for capital projects.

Appendices

Appendix 1	Cover Sheet
Appendix 2	General arrangement plan
Appendix 3	Proposed parking arrangements
Appendix 4.	Pictures of the area and proposed improvements.
Appendix 5.	Risk Register
Appendix 6.	Healthy Streets Check; summary diagram
Appendix 7.	COLSAT assessment

Contact

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Email Address	Maria.herrera@cityoflondon.gov.uk
Telephone Number	07526 201100

Options Appraisal Matrix

Option Summary	*Option 1- Recommended* *(See Appendix 2-3 for plans of the area)*	*Option 2*
1. Brief description of option	The project considers improving the pedestrian environment along Creechurch Lane and at the junctions with Mitre Street and Bury Street. This will be achieved by: • Creating accessible crossing facilities at junctions, with an area of raised carriageway at the Creechurch lane/Bury Street and Mitre Street. • Providing a wider pavement along the eastern side of Creechurch lane • Resurfacing the carriageway and repave the pavements with Yorkstone. The project will investigate opportunities for tree planting and the introduction of sustainable urban drainage, subject to further site investigations of underground conditions. The ECBID have expressed strong support for the introduction of greening as part of their funding contribution. The temporary parklets currently located on Creechurch Lane have proved to be a popular amenity with the local visitors and workers. This project aims to deliver permanent changes	As per option 1, with the difference being that this option evaluated widening both, eastern and western pavement along Creechurch Lane.

Option Summary	***Option 1- Recommended*** ***(See Appendix 2-3 for plans of the area)***	***Option 2***
	following the trial to support the local retail economy and provide space for people to walk and spend time. A review of the parking/loading provision and traffic flows in the area has been undertaken. The proposed changes are as follows: • Permanent removal of two pay and display bays (CL3 and CL4) which have been out of use since 2021 where the parklets are currently located to extend the pavement and create more space for people walking, planting and to support the local businesses. • Relocation of one pay & display (CL2) which has been out of use since 2021 due to the parklets from Creechurch Lane to Mitre Street. • Relocation of a motorcycle bay (MCL1) from Creechurch Lane to Billiter Street. This revised location is better suited to accommodate motorcycle parking as it is a servicing street with loading bays to nearby office buildings. This will also help to reduce noise and air pollution in the residential and ground floor retail cluster on Creechurch	

Option Summary	*Option 1- Recommended* *(See Appendix 2-3 for plans of the area)*	*Option 2*
	Lane and provide a better street environment for users. • Relocation of a dockless bike and scooter bay from Creechurch Lane to Bury Street to consolidate the provision of space for dockless bikes and scooters in the area. • Retention of contraflow cycle lane on Creechurch Lane. Please refer to plans in appendix 2 and 3. **Materials:** • This option considers the resurfacing of Creechurch Lane in asphalt. • Providing a raised carriageway section paved in granite setts at the junction with Bury Street and Mitre Street. • Pavements are to be paved in York stone in line with the City Public Realm Toolkit (2024). The use of granite setts will enhance the setting of the conservation area and improve the setting of the listed church (St Katherin Cree). The high-quality paving materials will enforce the sense of	

Option Summary	***Option 1- Recommended*** ***(See Appendix 2-3 for plans of the area)***	***Option 2***
	place and provide an improved street environment.	
2. Scope and exclusions	Estimated cost ranges have been provided to account for detailed design, implementation, and maintenance of the project. The project includes re-paving the pavements along Creechurch Lane and at the junctions with Mitre Street and Bury Street. It also includes the resurfacing of Creechurch Lane in asphalt and creating a raised junction paved in granite setts. The scope includes consideration for areas of planting subject to underground utilities and available pavement space. See appendix 2 for scope of project and plans. The project does not include works to the entire length of Bury Street and Mitre Street. The relocation and removal of parking, motorcycle and e-scooter and dockless bays is subject to undertaking the statutory traffic management consultation process.	As per option 1. With the difference being that this option evaluates widening both pavements on Creechurch Lane.
Project Planning		

Option Summary	***Option 1- Recommended*** ***(See Appendix 2-3 for plans of the area)***	***Option 2***
3. Programme and key dates	July - December 2024: • Detailed engagement with stakeholders and occupiers to consult on proposals. • Draft traffic management orders and statutory advertising process. • Organise trial holes as required to assess the viability of planting trees. • Detailed design stage following completion of statutory consultation on traffic orders. • Submission of Gateway 5 report	As per option 1.
4. Risk implications	Overall project option risk*:* Low • Underground conditions impact on project scope and cost; Due to existing underground conditions, greening interventions may need to be adapted in certain locations or may not be feasible. • Construction sites in the area impact programme; On-going development construction in the area has the potential to affect or delay the delivery of projects. • Objection to traffic orders could impact the design and scope of the project.	As per option 1.

Option Summary	*Option 1- Recommended* *(See Appendix 2-3 for plans of the area)*	*Option 2*
	Refer to risk register in appendix 5.	
5. Stakeholders and consultees	The project is part of the City Cluster programme and has been developed in close consultation with the EC BID and the outline design has been shared with the City Cluster programme board, who oversee the development of projects in the area. An initial localised public consultation has been undertaken as part of the temporary installations and ongoing communication has been maintained to inform stakeholders on the proposed changes. Officers will continue to engage to ensure the permanent changes are communicated and discuss with businesses and residents.	As per option 1.
6. Benefits of option	1. Deliver attractive and inclusive spaces for people to walk and spend time in, with a significantly wider pavement (on the eastern side of Creechurch Lane. 2. Provide greenery and provide spaces for people to rest, creating a local destination for city workers and visitors.	1. Deliver attractive and inclusive spaces for people to walk and spend time in, with wider pavements of approximately 1.8-2m on both sides of Creechurch Lane. 2. Provide greenery and spaces for people to rest, creating a local destination for city workers and visitors.

Option Summary	***Option 1- Recommended*** ***(See Appendix 2-3 for plans of the area)***	***Option 2***
	3. Provide a high-quality environment to enhance the setting of the conservation area and listed buildings. 4. Contribute to the well-being of local users by offering outdoor spaces to rest, work and spend time in, including space for cafes to install outdoor seating. 5. This option has a lower cost due to the works being focussed on the eastern pavement.	3. Provide a high-quality environment to enhance the setting of the conservation area and listed buildings. 4. Contribute to the well-being of local users by offering outdoor spaces to rest, work and spend time in.
7. Disbenefits of option	This option will only provide a wider pavement to the eastern side of Creechurch Lane, with other surfacing improvements on the western pavement. This however is the recommended option as it will provide the space where the active frontages are located and where most people use. The western pavement has no active frontages and has the service entrance from the building.	This option is more expensive due to the desire to realign both kerbs along Creechurch lane. It also provides a marginal gain to both pavements without providing the space on the eastern side of the street, where the local activity and residential buildings are located. This option will not provide sufficient space for cafes to obtain licences for outdoor seating. This option has a higher cost due to the need to alter pavements on both sides and associated levels, drainage and utilities costs.

Option Summary	***Option 1- Recommended*** ***(See Appendix 2-3 for plans of the area)***	***Option 2***
Resource Implications		
8. Total estimated cost	Estimated cost (excluding risk): £650-£780k for the implementation including maintenance.	Estimated cost (excluding risk): £780-£950k for the implementation including maintenance.
9. Funding strategy	This project is proposed to be funded by: • S106 funding (40 Leadenhall Street) • External contribution from EC BID The forthcoming Gateway 5 report will set out detailed cost estimates, including costed risk provision funded from the same source: alongside a construction programme.	As per option 1, with a potential need to secure further funding sources due to the additional cost of realigning both pavements on Creechurch Lane.
10. Investment appraisal	*NA*	As per option 1.
11. Estimated capital value/return	*NA*	As per option 1.
12. Ongoing revenue implications	The streets under consideration are already being maintained by the city. There is a risk that maintenance costs could increase in the coming years and any new green infrastructure and	As per option 1.

Option Summary	***Option 1- Recommended*** ***(See Appendix 2-3 for plans of the area)***	***Option 2***
	paving will include a maintenance provision within the cost estimate.	
13. Affordability	Details of the funding strategy are set out above. Funding for this project is secured as part of the wider programme.	As per option 1.
14. Legal implications	A legal agreement is required to be completed with the EC BID to receive the contribution towards the project.	As per option 1.
15. Corporate property implications	*None*	As per option 1.
16. Traffic implications	Traffic management orders will be required for the proposed changes in parking provision, location of motorcycle bays, and loading restrictions.	As per option 1.
17. Sustainability and energy implications	Material specification is in line with the City Public Realm Toolkit and standards form the City's term contractor. Works on site will be managed to minimise disruption and make efficient use of paving and modules to reduce waste.	As per option 1.

Option Summary	***Option 1- Recommended*** ***(See Appendix 2-3 for plans of the area)***	***Option 2***
	Subject to underground conditions, greening and tree planting will be explored as part of the next stage of work.	
18. ARE implications	*NA*	As per option 1.
19. Equality Impact Assessment	The project will deliver more accessible and welcoming spaces for all user groups and provide areas where people can spend time outside their workplace environment. Pedestrian crossings would be improved across the project area, introducing tactile paving where required. The removal of parking is mitigated by the existence of pay&display and disabled bay in the nearby area, and the relocation of the motorcycle bay will be to a section of a street nearby. A “Test of Relevance: Equality Analysis” has been undertaken and the outcome is that given the scale and scope of the scheme a full Equalities impact assessment is not required at this stage.	The project will deliver a minor increase in footway space due to the narrow condition of the streetscape. Pedestrian crossings would be improved across the project area, introducing tactile paving where required. The removal of parking is mitigated by the existence of pay&display and disabled bay in the nearby area, and the relocation of the motorcycle bay will be to a section of a street nearby.
20. Data Protection Impact Assessment	*NA*	As per option 1.
21. Recommendation	Recommended	Not recommended

Project Coversheet

[1] Ownership & Status

UPI:
Core Project Name: Creechurch Lane area improvements
Programme Affiliation (if applicable):
Project Manager: Maria Herrera – Transport and Public Realm projects, Environment Department.

Definition of need:

- Existing pavements are narrow and in poor condition, with a lack safe pedestrian crossings.
- There is an absence of dropped kerbs or raised crossing points and this needs to be addressed, including consideration of road safety and the proximity to a local school and residents.
- Replacement of temporary parklets with a permanent design is required to enhance the public realm, provide a permanent seating area with greening.

Key measures of success:

- People are safe and feel safe
- People have equal opportunities to enrich their lives and reach their full potential.
- We have clean air, land and water and a thriving and sustainable natural environment
- Our spaces are secure, resilient and well maintained.

Expected timeframe for the project delivery: 12-18 months, subject to statutory consultation on traffic orders. Gateway 5 is estimated for November 2024.

Key Milestones:

- Detailed engagement with stakeholders
- Draft traffic management orders and statutory advertising process.
- Organise trial holes as required to assess the viability of planting trees, introducing low-level planting and a rain garden.
- Detailed design stage following completion of statutory consultation on traffic orders.

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 media attention.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note

this section is to tell the 'project story' of how we reached the current position outlined in the main report.

'Project Briefing' G1-2 report (as approved by Streets & Walkways sub committee, 26 September 2023)

- Total Estimated Cost (excluding risk): *£500-£780k*
- Costed Risk Against the Project: None at this stage.
- Estimated Programme Dates: Gateway 3-4 in Q2-2024.

Scope/Design Change and Impact: NA

'Options Appraisal and Design' G3-4 report (PENDING; submitted for approval May 2024)

- 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:

'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 [£]:<(If applicable) What is the estimated total programme cost including this project:>

Notes:

1. No information to be scaled from this drawing.

2. Works shall comply with the current City of London Specification for Highway works.

3. All road markings refer to the "Traffic Signs Regulations and General Directions 2016". Refer to drawing number 1200/16800457/RM

4. This drawing is to be read in conjunction with all relevant drawings

5. The Contractor will be held responsible for any damage caused to private highways and privately owned street furniture.

Key:

- Proposed 65mm thick (300 x 200mm) Scoutmoor York stone setts
- Proposed 150mm thick (150 x 300mm) 2 colour Mix Granite setts with Mid-Grey boarder
- Proposed HRA Carriageway surfacing
- 150 x 300mm fine picked silver grey granite kerb
- Existing kerb line
- Proposed SUDs planter

Rev No.	Date	Description	By
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY

Revision

PROJECT:

Creechurch Lane Improvement works

TITLE:

Outline Design

CLIENT:

Highway Design and Construction

Environment Department
PO Box 270
Guildhall
London
EC2P 2EJ

Tel: 020 7606 3030

City of London

Sheet:	20.06.24
Date:	23.04.24
Designed by:	OK
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Scale & Drawing Size:	1:500@A1
Revision:	--
Drawing No:	COL/000/1

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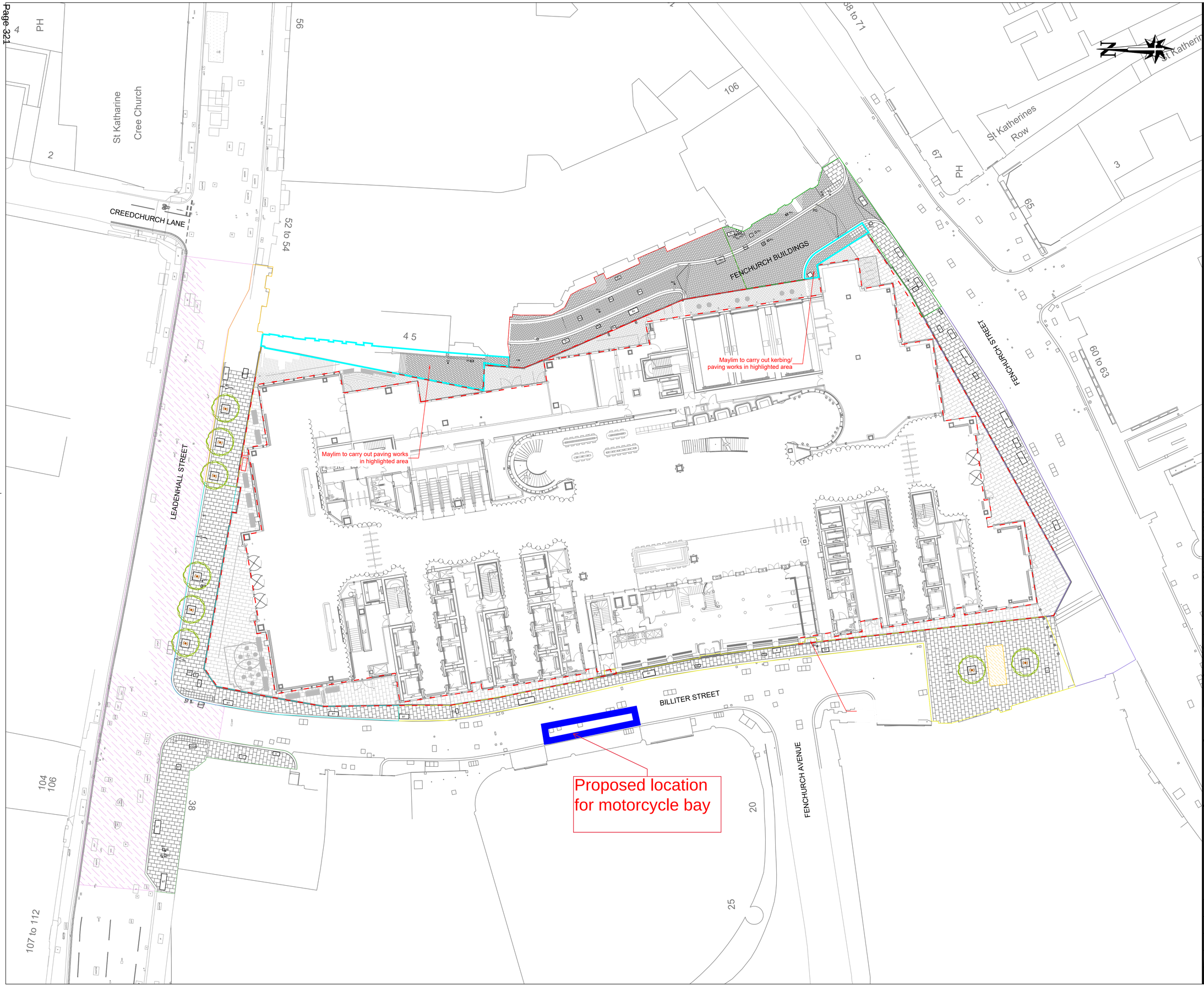

NOTES

1. Drawing based on Topographical Survey received from SES, dwg no. SES-10709-001 (Jan 2020) and Topocrew, dwg no. LES-TOP-297-2D (April 2022)
2. Works shall comply with the current City of London Specification for Highway Works.

Private works

Section 278 - To be delivered by CoL Contractor
Private Land -To be delivered by Private Contractor
Proposed Highway Boundary

Rev No.	Date	Description	By

Revision

PROJECT:

40 Leadenhall Highway Enhancement Scheme

TITLE:

Section 278 Phasing Programme

CLIENT:

Highway Design and Construction

Department of The Built Environment
PO Box 270
Guildhall
London
EC2P 2EJ

Tel: 020 7606 3030

City of London

Sheet: SHEET 1 of 1	
Date: JAN 2024	
Designed by: KE	
Checked by: BM	
Scale & Drawing Size: 1:250 @ A1	Revision: --
Drawing No: 100-16800456-PH	

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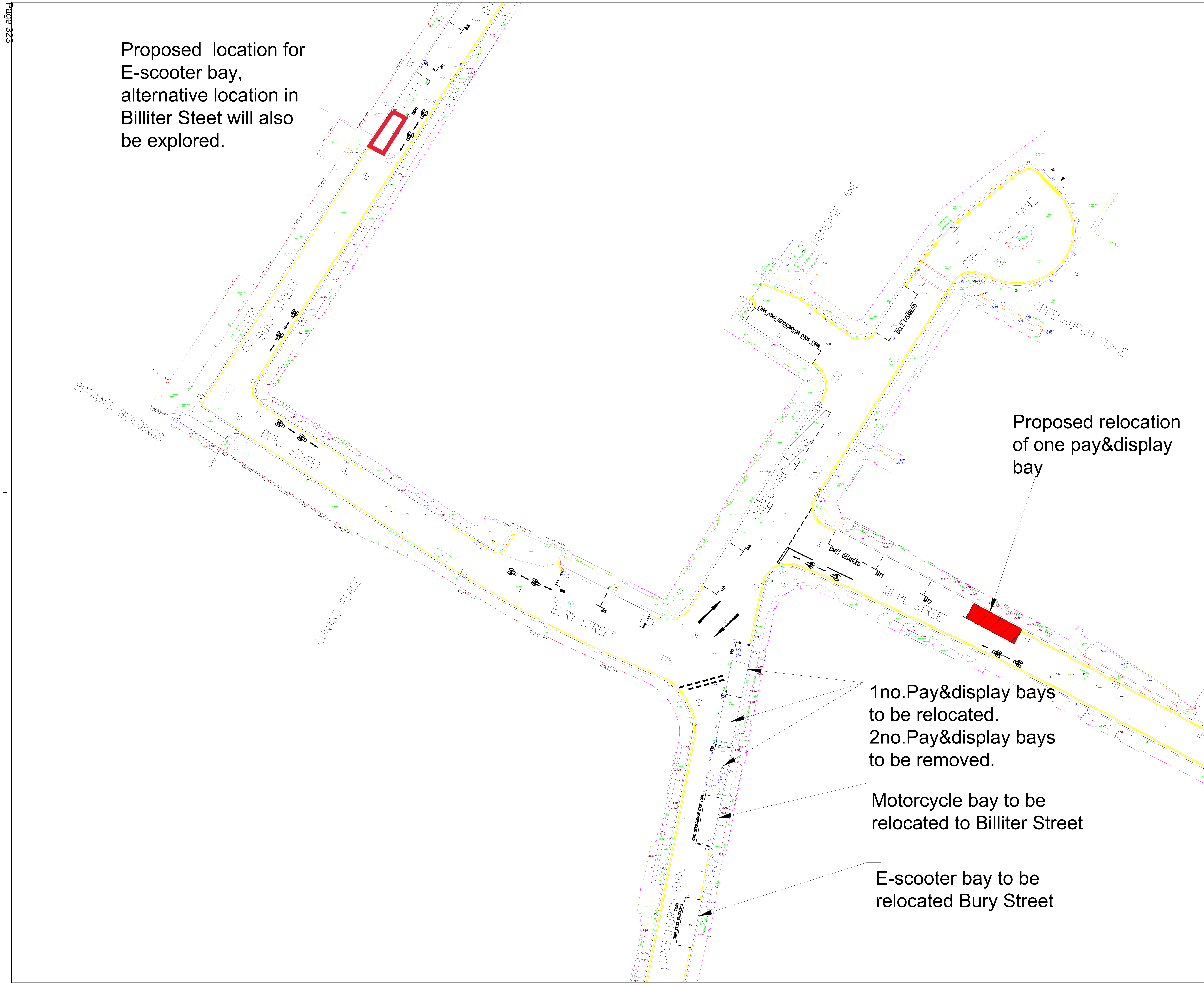

Rev No.	Date	Description	By
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY
-	DATE	DESCRIPTION_2 DESCRIPTION_2	BY

Revision

PROJECT:

CREECHURCH LANE

TITLE:

PARKING BAY PROPOSAL

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

ENVIRONMENT DEPARTMENT
PO BOX 270
GUILDHALL
LONDON
EC2P 2EJ

TEL: 020 7606 3030

DOMINE DIRIGE NOS

CITY OF LONDON

Sheet: SHEET 1 of 1

Date: 15.04.24

Designed by: OK

Checked by: BM

Scale & Drawing Size: 1:500@A1

Revision: 1

Drawing No: COL/000/1

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Appendix 4.
Creechurch Lane.

Site images and proposed improvements.

Creechurch Lane. 2019

Previous site condition, with parking along the eastern side of the street.

Creechurch Lane. Current situation.

Installation of parklets and greenery in 2020; as part of the Covid19 response strategy in order to to provide additional space for people to enjoy.

Creechurch Lane. Current situation.

Installation of parklets and greenery in 2020; as part of the Covid19 response strategy in order to to provide additional space for people to enjoy.

Creechurch Lane. Proposed permanent improvements

Looking north towards Bury Street.

- Providing wider footways along eastern footway of Creechurch Lane
- Introducing a raised crossing at the junction with Bury Street and Mitre Street
- Exploring opportunities for tree planting and a rain garden.

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Creechuchurch Lane area improvements	**PM's overall**	Low	**CRP requested this gateway**		**Average**	5.0	**Open Risks**	7
Unique project identifier:		**Total estimated cost**	£ 500,000	**Total CRP used to**	£ -	**Average mitigated**	3.6	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
ID		In line with corporate	The Officers specific description of the	If the risk is realised and becomes an	Likelihood	Of the risk should it	Calculate	The potential financial cost to		Not all risk estimations are comparable	The actions or approach which	The cost of the	Likelihood	Impact of the	The revised 'costed	Calculate					The department who	The stakeholder who	If risk has	free comment section
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	(10) Physical	Project impacted by nearby developments.	There is a possibility that the project programme could be impacted by nearby developments adjacent to the project area which are undergoing planning permission. Timescales for delivery of those projects is yet unkown.	Likely	Minor	4	£0.00			Keep in regular contact with stakeholders and planning colleagues and be informed of any changes to their programme and take actions accordingly.	£0.00	Likely	Minor	£0.00	4	£0.00		8/10/2023	DBE	Maria Herrera		
R2	2	(10) Physical	A delay in establishing vehicular servicing and parking needs in the area.	To deliver the full scope of benefits the project a traffic assessment is required of the parking, loading/unloading, and servicing needs of the area. If this wasn't completed, the project is unable to progress with a feasible design.	Unlikely	Serious	4	£0.00	N		City officers have undertaken an initial desktop assessement of the current provision of parking and servicing needs. This information will be progress further at the next stage,alongsde engagement with stakeholders.	£0.00	Unlikely	Minor	£0.00	2	£0.00		8/10/2023	DBE	Maria Herrera		
R3	2	(4) Contractual/Partnership	Procurement of materials causes delays on project delivery.	A significant delay to the receipt of materials will impact the programme for implementation.	Unlikely	Serious	4	£0.00	N		Agree priorities with the CoL Chamberlain and maintain dialogue with Highways Manager/ Term Contractor to establish procurement targets to inform the programme and meet stakeholders expectations.	£0.00	Likely	Minor	£0.00	4	£0.00		8/10/2023	DBE	Maria Herrera		
R4	2	(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers and delay the programme.	Likely	Minor	4	£0.00	N		All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered accordingly.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		
R5	2	(4) contractual / partnership	Stakeholder support is not secured.	The project includes the review of current parking and loading provision, which could change the current vehicular traffic flows.	Possible	Serious	6	£0.00	N		The CoL team wil undertake close consultatio with local occupiers to ensure their needs are accounted for as well as the needs to the functionality of the streets.	£0.00	Possible	Serious	£0.00	6	£0.00		8/10/2023	DBE	Maria Herrera		
R5	2	(4) Contractual/Partnership	External funding from EC BID is withdrawn.	External funding from the EC BID has been secured via an agreement in principle. A funding letter is yet to be completed at the next stage.	Rare	Minor	1	£0.00	N		The agreement for the additional funding has been agreed in principle by the Board of the EC BID. The letter of agreement will follow to receive the funds in due course. If funding was to be withdrawn, the project could be scaled to be delivered within the available budget.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		
R6	2	(2) Financial	CoL Capital Bid is unsuccessfull and project cannot go ahead.	The project funding strategy is subject to a capital bid being confirmed. If funding is not secured, the project will need to be re-evaluated in the context of the wider City Cluster programme of work.	Possible	Major	12	£0.00	N		A funding bid has been submitted and is due to be reviewed in Autumn 2023. All paperwork and associated informaiton has been prepared in accordance to the guidelines.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		

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Appendix 7. COLSAT assessment tool

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment below.

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

BEFORE. Creechurch Lane

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI
Crossing Point													
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	4	4
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0
~~Tactile Paving Back Edge~~	~~Back edge offset from kerb edge~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Colour~~	~~Tactile colour not as per guidance~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Tonal Contrast~~	~~Tacile without significant contrast with surounding paving~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Stem Length~~	~~Tactile stem within 0.5 m of building line~~	~~3~~	~~3~~	~~3~~	~~3~~	~~1~~	~~4~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~
~~Tactile Paving Stem Width~~	~~Tactile stem 800 mm width~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~
~~Island Type~~	~~No island~~	~~2~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~2~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~
~~Island Depth~~	~~Island depth > 1.2 m~~	~~3~~	~~4~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~3~~
Kerb Drop Slope	Kerb drop > 1/6 incline	1	1		2	1	3	3	2	3	1	3	2
Kerb Drop Tactile	Kerb drop without tactile paving	3	4	3	2	3	2	2	3	3	4	3	1
~~Signal (red/green man)~~	~~No Signal (zebra)~~	~~2~~	~~3~~	~~4~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~
~~Audible (beeping)~~	~~Audible~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Count Down~~	~~Count down~~	~~4~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Tactile Rotating Cone~~	~~Rotating cone right side only~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
Surface Material													
Surface Type	Asphalt	4	4	3	4	4	4	2	4	4	4	3	3
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4
Kerb													
Kerb Type (crossing over)	Crossing kerb 150 mm +	0	0	0	2	0	1	3	1	2	2	3	0
Kerb Type (moving alongside)	Deliniating kerb 150 mm +	2	2	3	3	2	1	3	3	3	3	3	3
Footway Width													
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	2	1
Street Furniture													
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3
Cafe Tables	Cafe tables without 'protection'	3	3	2	2	2	2	2	3	3	2	3	3
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	3	4
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3
Contrast	Low tonal contrast with paving	3	3	3	3	2	3	2	2	3	3	2	2
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	3	3
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3
Slopes													
Incline (in direction of travel)	Incline < 1/50	3	4	4	4	3	3	3	4	3	4	3	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3
Vehicle Access													
Vehicle Crossover	Crossover dropped	3	3	3	3	1	3	3	3	3	2	3	3
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4
Taxi Drop Off Kerb	Taxi drop off kerb > 150 mm	4	4	3	3	2	3	3	3	3	4	3	4
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3
Bus Stop Location	100 m to 250 m away	3	3	3	3	2	3	3	3	2	3	3	3
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3
Bus Stop Type	No shelter + seat	3	3	3	3	1	3	3	3	1	3	3	2
Toilets													
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4
Changing Places Toilets	Within 500 m	3	4	3	3	3	3	3	3	3	3	4	4

Appendix 7. COLSAT assessment tool

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment below.

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

AFTER. Creechurch Lane

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI
Crossing Point													
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	4	4
Edge Marking	800 mm deep tactile paving edge marking (partial width)	3	3	3	3	3	1	2	3	3	3	3	4
~~Tactile Paving Back Edge~~	~~Back edge offset from kerb edge~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
~~Tactie Paving Colour~~	~~Tactile colour not as per guidance~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Tonal Contrast~~	~~Tacile without significant contrast with surounding paving~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~	~~3~~	~~3~~
~~Tactile Paving Stem Length~~	~~Tactile stem within 0.5 m of building line~~	~~3~~	~~3~~	~~3~~	~~3~~	~~1~~	~~4~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~
~~Tactile Paving Stem Width~~	~~Tactile stem 800 mm width~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~
~~Island Type~~	~~No island~~	~~2~~	~~3~~	~~3~~	~~2~~	~~2~~	~~2~~	~~2~~	~~3~~	~~2~~	~~2~~	~~2~~	~~3~~
~~Island Depth~~	~~Island depth > 1.2 m~~	~~3~~	~~4~~	~~3~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~3~~
Kerb Drop Slope	Kerb drop 1/6 to 1/12 incline	3	3		3	2	3	3	3	3	2	3	3
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3
~~Signal (red/green man)~~	~~No Signal (zebra)~~	~~2~~	~~3~~	~~4~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~
~~Audible (beeping)~~	~~Audible~~	~~3~~	~~3~~	~~3~~	~~4~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Count Down~~	~~Count down~~	~~4~~	~~3~~	~~3~~	~~4~~	~~4~~	~~3~~	~~3~~	~~3~~	~~4~~	~~4~~	~~4~~	~~4~~
~~Tactile Rotating Cone~~	~~Rotating cone right side only~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~2~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~	~~3~~
Surface Material													
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3
Pattern	Pattern in paving	3	3	3	3	3	3	2	2	3	3	3	3
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4
Kerb													
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	3
Footway Width													
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	2	1
Street Furniture													
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3
Cafe Tables	Cafe tables without 'protection'	3	3	2	2	2	2	2	3	3	2	3	3
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	3	4
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	3	3
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3
Slopes													
Incline (in direction of travel)	Incline < 1/50	3	4	4	4	3	3	3	4	3	4	3	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3
Vehicle Access													
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4
Taxi Drop Off Kerb	Taxi drop off kerb > 150 mm	4	4	3	3	2	3	3	3	3	4	3	4
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3
Bus Stop Location	100 m to 250 m away	3	3	3	3	2	3	3	3	2	3	3	3
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3
Bus Stop Type	No shelter + seat	3	3	3	3	1	3	3	3	1	3	3	2
Toilets													
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4
Changing Places Toilets	Within 500 m	3	4	3	3	3	3	3	3	3	3	4	4

Committees: Streets and Walkways Sub *[for decision]* Projects and Procurement Sub *[for information]*	**Dates:** 14 May 2024 10 June 2024
Subject: Millennium Bridge House Area Improvements S278 **Unique Project Identifier: 12305**	**Gateway 3/4:** **Options Appraisal (Regular)**
Report of: Interim Executive Director Environment **Report Author:** Emmanuel Ojugo, Policy and Projects, City Operations	**For Decision**
PUBLIC	

1. Status update	**Project Description:** A public realm improvement project within the immediate perimeter and streets of the approved Millennium Bridge House development at 2 Lambeth Hill. **Next Gateway:** Gateway 5 - Authority to Start Work (Light) **RAG Status:** Green **Risk Status:** Low (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** *£150K-£300K.* **Change in Total Estimated Cost of Project (excluding risk):** The previous report to Committee in September 2021 suggested the expected cost range to implement the project was between £150K-£300K. Based on current information, the expected upper limit of delivering the project could increase to £370K, the final figure will be confirmed prior to the next reporting stage. Given the relative simplicity of this scheme which will mainly deliver new pavement in the vicinity of the Millennium Bridge House development; it is proposed to delegate approval of a subsequent Gateway 5 report to the City Operations Director (City Streets & Spaces) provided costs identified at Gateway 3/4 are not exceeded by 10% to (in accordance with the City of London's Control of Projects processes). **Spend to Date:** *£20,188* NB: In September 2021, £50K was approved at the previous Gateway (September 2021) to carry out the project evaluation stage. It is now proposed to reconfigure the remaining £29,188 to complete reach the Gateway 5 reporting stage. **Costed Risk Provision Utilised: £0** (No costed risk provision was prescribed at the previous gateway). **Slippage:** It was reported at the previous gateway, that practical completion of the development was expected by Q4 2023. However, delays to the developer's programme have reportedly extended practical

	completion of the building to Q3 2024 to fulfil their obligations related to adjacent land. This has delayed the City's access to the site to fully appraise the site and therefore delayed the project programme. <u>Gates Strategy</u> Members may recall as a condition of the developer's planning approval they were obliged to produce a Gates Strategy outlining the mechanism for relocating the HSBC Gates. Due to access requirements the existing position of the HSBC Gates, namely the southern pair closest to the Bridge would be impacted by the necessary step/ramp projection on Peter's Hill. Following two years of negotiation the Gates Strategy was approved 31st October 2023, under planning permission, 23/00180/PODC. <u>New Lift Access</u> As part of the Millennium Bridge House development the inclinator that transports visitors between Peter's Hill (at Bridge level) and the Paul's Walk (by the Riverside), is to be replaced by a vertical lift. This means there will be new footway within what was once the inclinator enclosure to the new lift. Access to the lift will interface with the new step/ramp arrangement and additional officer time is required to negotiate how these various elements are to be facilitated, in what is a constrained and busy environment.
2. Next steps and requested decisions	**Next Gateway:** Gateway 5: Authority to Start Work **Next Steps:** • Complete detailed design; Q3 2024 • Programme the City of London delivery of works, Q3 2024 • Communicate the construction design package to stakeholders Q3 2024 **Requested Decisions:** • Approve the reconfiguration of the approved evaluation budget of £50K of which £29,812 remains to reach the next reporting stage. as summarised in Table 2: *Adjustment Required to reach the next Gateway,* in paragraph 3 of this report. • Request that the Gateway 5 report (Authority to Start Work), be delegated to the Director of the Built Environment, when final costs are known, provided detailed costs of the S278 works do not exceed the maximum limit of the agreed cost range by 10% (in accordance with project procedure). • Agree that any future required allocation of Costed Risk Provision be agreed by the Executive Director Environment and the Chamberlain, and that the Executive Director Environment is delegated to authorise the future drawdown of funds from this register.

3. Resource requirements to reach next Gateway

The following tables show the current spending on the project to date and the resources required to reach the next stage. A budget adjustment is required to reflect approximately 5 months of P&T officer time to negotiate and manage the project up to Gateway 5.

Table 1: Spend to date - 16800458: Millennium Bridge House S278			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	11,000	1,188	9,812
P&T Staff Costs	19,000	19,000	-
P&T Fees	20,000	-	20,000
TOTAL	**50,000**	**20,188**	**29,812**

Table 2: Adjustment Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Adjustment Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	11,000		11,000
P&T Staff Costs	19,000	20,000	39,000
P&T Fees	20,000	(20,000)	-
TOTAL	**50,000**	**-**	**50,000**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S278	50,000	-	50,000
Total Funding Drawdown	**50,000**	**-**	**50,000**

Costed Risk Provision requested for this Gateway: X (No Costed Risk Provision is sought at this stage. A set of headline risks are recorded in the Risk Register – Appendix 2).

4. Overview of project options

4.1. The project scope is relatively simple and is essentially repaving work around the site of Millenium Bridge House. As such a single option has been discussed and agreed with stakeholders.

4.2. The works will consist of resurfacing the section of Peter's Hill (Millennium Bridge Approach) south of Queen Victoria Street, this will include tying in with new footway to the new development and new lift access; including small parcels of land on Lambeth Hill, Trig Lane (a section of public highway) and Paul's Walk. Sections of the existing steps between Peter's Hill and Paul's Walk, adjacent to Millennium Bridge House, will also be refurbished.

4.3. Currently, much of the paviours in Peter's Hill are inconsistent, both in quality and state of repair. It is proposed to relandscape this area in line with the City's current palette of materials, and in keeping with the City of London's Public Realm Toolkit (approved January 2024). This will ensure consistency of

	coverage especially in this location which is one of the main gateways into the City of London for people walking and wheeling.
5. Recommended option	Given the relative simplicity of the scheme, a single option is proposed as discussed and agreed with key stakeholders.
6. Risk	**Overall project risk:** Low • **Full cost of works unknown** *Risk response: accept* As the design develops, the detailed costs of the scheme will be established. It is expected that more information about the areas currently restricted by hoarding will become accessible to the City Engineer ahead of the Gateway 5. If that is not possible, there will be increased risk to the costs and a costed risk provision will be required, fully funded by the Developer. • **Project not delivered to programme** *Risk response: reduce* The developer requires the environmental enhancement works to be completed to coordinate with their building refurbishment which is to be completed at the end of 2024. The programme will be developed to ensure alignment with this date as much as practically possible. • **Requirements regarding the HSBC Gates prove problematic and extend the programme** *Risk response: reduce* The developer has submitted a Gates Strategy that was approved in July 2023. The strategy set out the approval mechanism that determines how the Gates relate to the S278 project and how they are to be progressed. The moving of the Gates is deliverable by the developer as a planning condition. The design and evaluation of the adjacent area to the Gates is to be carried out by the City pursuant to the S106 Agreement and delivered as part of the S278 project. This work is dependent on the developer fulfilling their obligations to have the HSBC Gates removed and relocated in conjunction with stakeholders and successfully obtaining statutory approvals. Further information available within the Risk Register (Appendix 2)
7. Procurement approach	7.1. It is anticipated that all works will be undertaken by the City's Highways term contractor. Therefore, a PT4 Procurement form is not required to be submitted for this report. 7.2. The design work is proposed to be carried out in-house by the Highways team in collaboration with the developer of Millennium Bridge House.

	7.3. The materials and specification of the design will be as per the City's standard specification, in accordance with the City of London's Public Realm Toolkit (2024).

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	Site Location Plan
Appendix 4	Site Images
Appendix 5	Test of Relevance Equality Analysis

Contact

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Telephone Number	07597 425 829

Options Appraisal Matrix

Option Summary	***Option 1***
1. Brief description of option	The works consist of resurfacing the section of Peter's Hill (Millennium Bridge Approach) south of Queen Victoria Street, including small parcels of land on Lambeth Hill, Trig Lane and Paul's Walk. Further to this, sections of the existing steps between Peter's Hill and Paul's Walk, adjacent to Millennium Bridge House, will also be refurbished and damaged treads replaced.
2. Scope and exclusions	The works are restricted to the aforementioned areas as described in *1. Brief description of option* and include - Peter's Hill (Millennium Bridge Approach) south of Queen Victoria Street, including small parcels of land on Lambeth Hill, Trig Lane and Paul's Walk. The extent of the project area is illustrated in the Appendix 4: Site Location Plan and associated maps.
Project Planning	
3. Programme and key dates	Overall project: The project works are expected to take 6-8 months to accord with the developer's programme and management of access requirements whist works are underway. to Duration of project/expected completion date Key dates: The developer is currently in the process of discharging conditions in keeping with obligations related to the terms of the planning approval; and are expected to conclude these elements by September 2024. The City's programme of improvement works are expected to begin in October 2024 subject to the developer's programme and gaining access to the works area in a timely manner.
4. Risk implications	Overall project option 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 developer is able to cover the costs. For the purposes of this report a cost range has

Option Summary	*Option 1*
	been developed that will be finalised prior to Gateway 5 when more information about areas currently restricted by hoarding will be accessible to the City Engineer. • **Project not delivered to programme** *Risk response: reduce* The developer requires the environmental enhancement works to be completed to coordinate with their building refurbishment which is to be completed at the end of 2024. The programme will be developed to ensure alignment with this date as much as practically possible. • **Requirements regarding the HSBC Gates prove problematic and extend the programme** *Risk response: reduce* The developer was submitted a Gates Strategy that was approved by July 2023. The document set out the approval mechanism that determines how this element related to the project (deliverable by the developer as a planning condition), is to be progressed. The design and evaluation of the adjacent area is to be carried out by the City pursuant to the S106 Agreement. This is dependent on the developer fulfilling their obligations to have the HSBC Gates removed and relocated in conjunction with stakeholders and successfully obtaining statutory approvals.
5. Stakeholders and consultees	• Developer of Millennium Bridge House • The Millennium Bridge Commission • Bridge House Trust • National Lottery • Sir Anthony Caro Estate • City of London School • District Surveyor • City Surveyor • Comptroller and City Solicitor

Option Summary	***Option 1***
	• Development Management Division • City Arts Initiative • The City of London Access Team
6. Benefits of option	• Improved pedestrian movement in the City is expected as a result of a new decluttered environment that improves pedestrian permeability. • Reduced maintenance burden by a using the City's standard palette of materials promoting the City's identity through consistency of coverage in accordance with current guidance in the City of London's Public Realm Toolkit (2024) and Technical Manual (2016). • The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed to a high standard prior to occupation of the development.
7. Disbenefits of option	A single option is prescribed and it has been agreed with stakeholders that, given the relative simplicity of the project this approach is a net benefit, given the location and its constraints.
Resource Implications	
8. Total estimated cost	Total estimated cost (excluding risk): *£370K Anticipated lifetime cost to deliver this project :* £275K-£370k *I am confident the project can be delivered within this range given its relative simplicity.* Total estimated cost: (including risk): *£370K – No Costed Risk is sought at this stage.*
9. Funding strategy	*This project is to be wholly funded by S106/S278 Agreement with the developer of Millennium Bridge House.*
10. Investment appraisal	*A single option is proposed for this project and is to be funded wholly by contributions from external third parties – The developer of Millennium Bridge House.*
11. Estimated capital value/return	*N/A*

Option Summary	*Option 1*
12. Ongoing revenue implications	*Cost Neutral.*
13. Affordability	*The estimated budget range has been devised with the City's Highway Engineer. The costs are considered affordable and are in keeping with the legally binding Term Contract for delivery. The final costs will be reported at the next Gateway when more information is available.*
14. Legal implications	*Delivery of this project is in keeping with the related Section 106 Agreement and is legally binding.*
15. Corporate property implications	*List key corporate property implications for each option in consultation with the City Surveyor's Corporate Property team. If there are none, state 'none'.*
16. Traffic implications	*None.*
17. Sustainability and energy implications	*It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes.*
18. IS implications	*N/A*
19. Equality Impact Assessment	*A Test of Relevance, Equality Analysis was carried out. As a result of this screening exercise it was not considered necessary to carry out a full Equality Assessment of this project.*
20. Data Protection Impact Assessment	*N/A*

Option Summary	*Option 1*
21. Recommendation	Recommended

Project Coversheet

[1] Ownership & Status

UPI: 12305
Core Project Name: Millennium Bridge House Area Improvements S278
Programme Affiliation (if applicable):
Project Manager: Emmanuel Ojugo
Definition of need:

- The project will propose enhancements to streets adjacent to the development at Millennium Bridge House to mitigate the effects of the development on the local environment. These will include, but are not necessarily restricted to, Millennium Bridge Approach at Peter's Hill, Lambeth Hill and Paul's Walk (which forms part of the Thames Path).
- Over 4 million people pass and re-pass the Millennium Bridge annually. The development will include a projection onto the City Walkway, so this pedestrian environment requires some reconfiguration if access is not to be compromised.

Key measures of success:

Improved pedestrian movement in the City is expected as a result of a new decluttered environment that improves pedestrian permeability

Reduced maintenance burden by a using the City's standard palette of materials promoting the City of London's Public Realm Toolkit (2024).

The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed to a high standard prior to occupation of the development.

Expected timeframe for the project delivery: Quarter 4 2024 and Quarter 1 2025
Key Milestones: Completion of the City Walkway Agreement and Section 278 Agreements – Quarter 3/4, 2024.

Completion of the design Quarter 3-4, 2024

Are we on track for completing the project against the expected timeframe for project delivery? Y, However this is dependant upon the developer's programme, obtaining the necessary approvals and completing legal agreements. Officers have tried to facilitate by agreeing an outline cost for works and working with the developer to obtain statutory approvals.
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: The previous report to Committee in September 2021 suggested the expected cost range to implement the project was between £150K-£300K. Based on current information, the expected upper

limit of delivering the project could increase to £370K, the final figure will be confirmed prior to the next reporting stage.

'Project Briefing' G1 report (as approved by Chief Officer 15/09/21):

- Total Estimated Cost (excluding risk): £300K
- Costed Risk Against the Project: £0
- Estimated Programme Dates: Quarter 3 2023

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC 15/09/21):

- Total Estimated Cost (excluding risk): £300K
- Resources to reach next Gateway (excluding risk) £50K
- Spend to date: N/A
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: Quarter 3 2023

Scope/Design Change and Impact: N/A

'Options Appraisal and Design' G3-4 report (as approved by PSC 10/05/24):

- Total Estimated Cost (excluding risk): £0
- Resources to reach next Gateway (excluding risk) £50K
- Spend to date: £20,188
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: Works expected to commence between Quarter 4, 2024 – Quarter 1, 2025

Scope/Design Change and Impact: Scope remains unchanged, however the developer has experienced some delays to the programme which has in turn affected the City's access to implement the works programme.

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

- Total Estimated Cost (excluding risk): To be identified and reported in GW5 report
- Resources to reach next Gateway (excluding risk) TBC at GW5
- Spend to date: TBC & GW5
- Costed Risk Against the Project: TBC & GW5
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:

Scope/Design Change and Impact: Works expected to commence between Quarter 4, 2024 – Quarter 1, 2025

Total anticipated on-going commitment post-delivery [£]: It is expected that there will be minimal ongoing post delivery costs given the simplicity of the project. The project looks to replace paving materials that are in keeping with the City's approved palette and

as such maintenance costs are expected to compare favourably with the existing maintenance regime in the area.

Programme Affiliation [£]:N/A

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City of London: Projects Procedure Corporate Risks Register

Project Name:	RWE Millennium Bridge House Area Improvements	**PM's overall risk rating:**	Low	**CRP requested this gateway**	
Unique project identifier:		**Total estimated cost (exc risk):**	£ 300,000	**Total CRP used to date**	£ -
Average unmitigated risk	4.6	**Open Risks**	5		
Average mitigated	3.2	**Closed Risks**	1		

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	(10) Physical	Project not delivered to programme	There is a possibility the project programme will be impacted by developer (Millennium Bridge House) activities adjacent to the project area. The City's programme is dependant upon obtaining access and thus the development schedule.	Likely	Minor	4	£0.00	N		Keep in regular contact with the developer/other stakeholders and be aware of any changes to their programme and communicate them in a timely manner	£0.00	Likely	Minor	£0.00	4	£0.00		01/03/21	DBE	Emmanuel Ojugo		
R2	2	(10) Physical	A delay in establishing the relocation of the HSBC Gates affects the programme	Unless a clear objective is established for the HSBC Gates being relocated this condition will not be fully discharged by the developer and affect the development	Possible	Minor	3	£0.00	N		City officers have initiated the City Arts Initiative process to decommission and recommission the HSBC Gates in accordance with the planning condition and agreed project governance	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/03/21	DBE	Emmanuel Ojugo		A way forward has been agreed. Awaiting regulatory information from the owners of the HSBC Gates to proceed to develop legal terms of agreement.
R3	2	(4) Contractual/Partnership	Delays to the Procurement of materials	A significant delay to the receipt of materials will impact the programme for implementation	Possible	Serious	6	£0.00	N		Agree priorities with the CoL Chamberlain and maintain dialogue with Highways Manager/ Term Contractor to establish procurement targets to inform the programme and meet stakeholders expectations.	£0.00	Likely	Minor	£0.00	4	£0.00		01/06/21	DBE	Emmanuel Ojugo		
R4	2	(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers and delay the programme	Likely	Minor	4	£0.00	N		All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered	£0.00	Possible	Minor	£0.00	3	£0.00		01/03/21	DBE	Emmanuel Ojugo		
R5	2	(5) H&S/Wellbeing	Impact of Covid-19 on works	Due to Covid-19 the programme may be impacted by measures that may reduce activity and extend the programme	Likely	Serious	8	£0.00	N		1. The City have develpoed a Covid-19 response. The Highway Authority and Term Contractor have agreed a Covid-19 response that is compliant that will enable works to go ahead safely. 2. Any Covid-19 related intervention measures will be incorporated into the design for Mark Lane and the wider area.	£0.00	Possible	Minor	£0.00	3	£0.00		15/03/21	DBE	Emmanuel Ojugo	31/03/23	
R6	2	(4) Contractual/Partnership	Requirements regarding the HSBC Gates prove problematic and extend the programme	HSBC Gates will not be removed unless all necessary consents (including from BHE Board and the Lottery Fund), are obtained - extending the programme	Possible	Serious	6	£0.00	N		The developer will be requied to submit a Gates Strategy to the City to establish a mechanism for seeking consent from statutory and non-statutory bodies. To inform the design of the improvement scheme. The City will reciprocate this action by pursuing the CAI process to facilitate the aspiration to remove the HSBC Gates and any necessary approvals.	£0.00	Possible	Minor	£0.00	3	£0.00		31/01/21	DBE	Emmanuel Ojugo		
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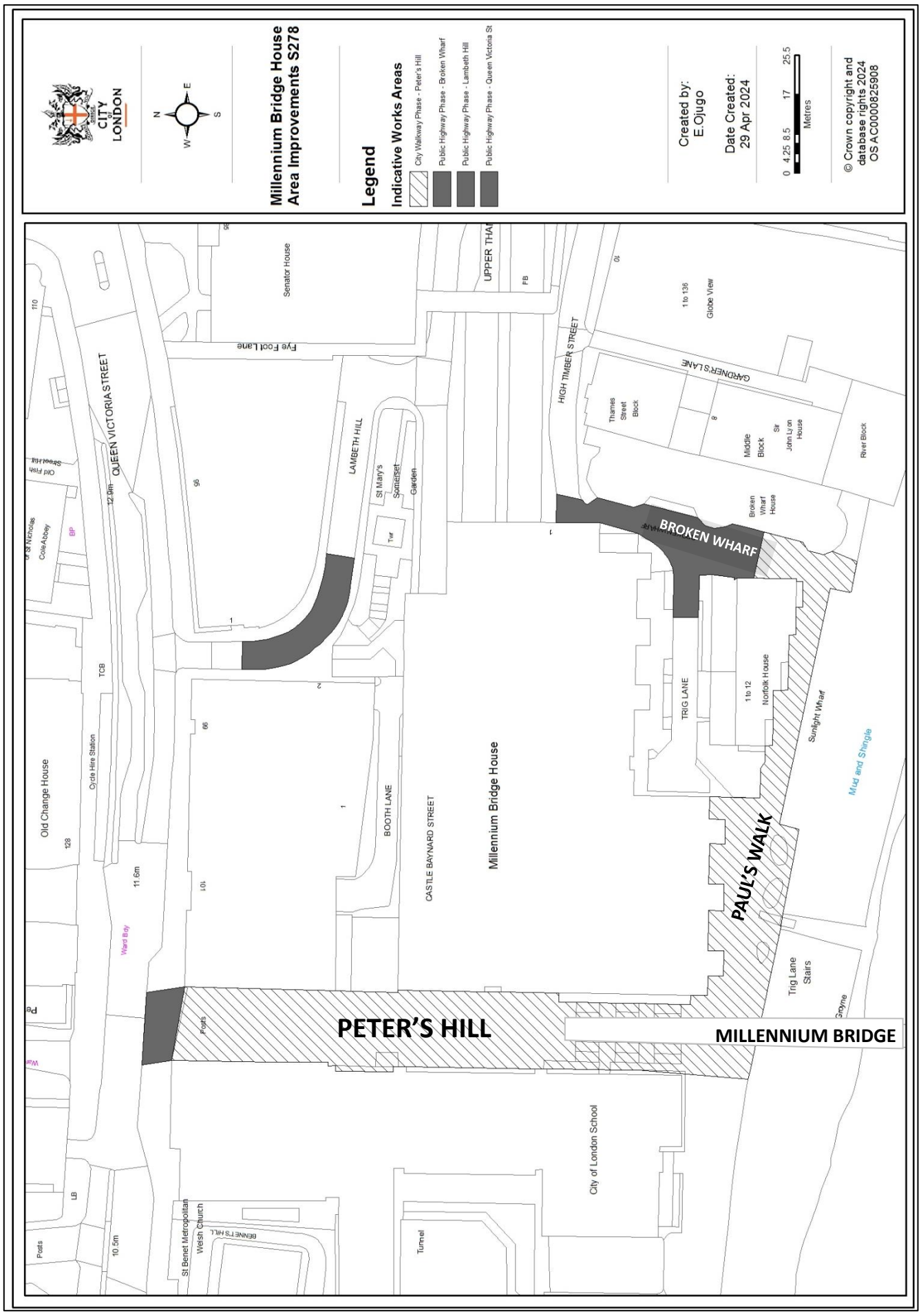
APPENDIX 3 | SITE LOCATION PLAN



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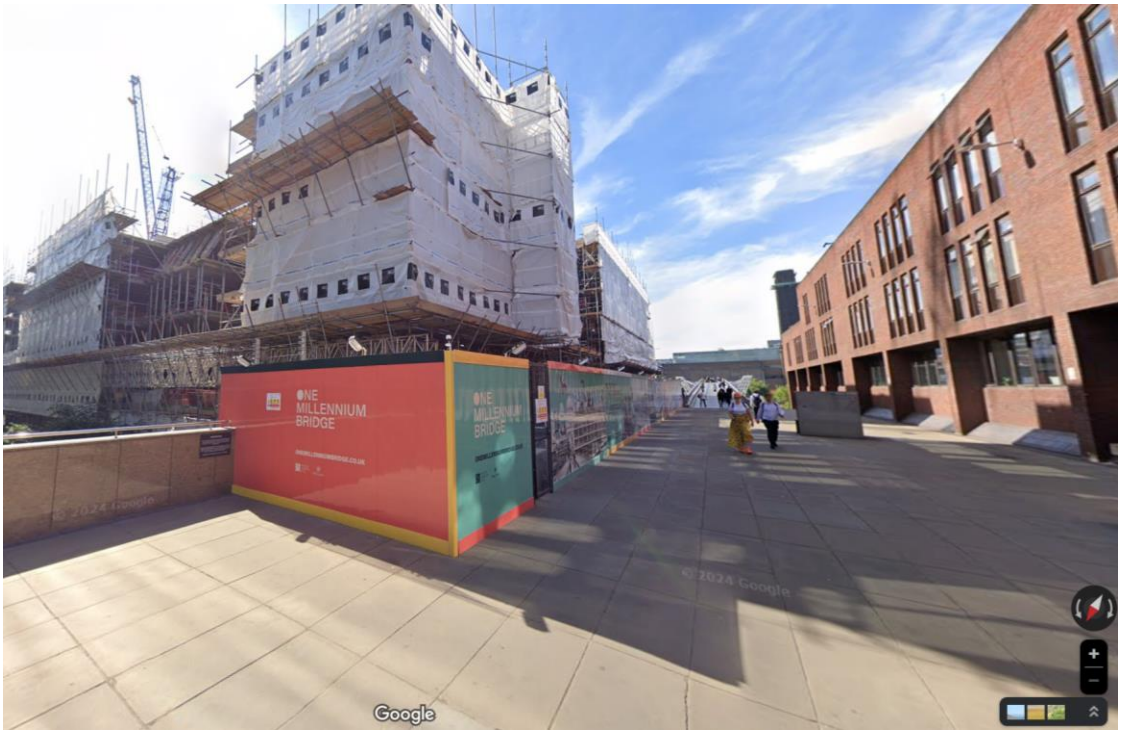
APPENDIX 4 - IMAGES



Existing | Millennium Bridge House under construction, looking south to the Bridge (circa June 2022)

Millennium Bridge House photomontage of completed development, looking south to the Bridge

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TEST OF RELEVANCE | EQUALITY ANALYSIS (EA)

Riverside Walk Enhancement Strategy | Millennium Bridge House Area Improvements S278

Introduction
The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

What is due regard?	How to demonstrate compliance
• It involves considering the aims of the duty in a way that is proportionate to the issue at hand • Ensuring that real consideration is given to the aims and the impact of policies with rigor and with an open mind in such a way that it influences the final decision • Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative. The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements. Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken. It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.	Case law has established the following principles apply to the PSED: • **Knowledge** – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind. • **Sufficient Information** – must be made available to the decision maker • **Timeliness** – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken. • **Real consideration** – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigor and with an open mind in such a way that it influences the final decision. • **Sufficient information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty • **No delegation** - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated. • **Review** – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

However there is no requirement to:

- Produce equality analysis or an equality impact assessment
- Indiscriminately collect diversity date where equalities issues are not significant
- Publish lengthy documents to show compliance
- Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met
- Make services homogeneous or to try to remove or ignore differences between people.

The key points about demonstrating compliance with the duty are to:

- Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups
- Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications
- Keep adequate records of the full decision making process

Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision-making process.

1. Proposal / Project Title: Riverside Walk Enhancement Strategy | Millennium Bridge House Area Improvements S278

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):
The project scope is relatively simple and as such a single option agreed with stakeholders is being carried forward. The works consist of resurfacing the section of Peter's Hill (Millennium Bridge Approach) south of Queen Victoria Street, including small parcels of land on Lambeth Hill, Trig Lane and Paul's Walk. Sections of the existing steps between Peter's Hill and Paul's Walk, adjacent to Millennium Bridge House, will also be refurbished.

3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:

Protected Characteristic (Equality Group) ☒	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	☐	☐	☒	The project will replace broken paviours and ensure a consistent surface throughout.
Disability	☒	☐	☐	The project will replace broken paviours and ensure a consistent surface throughout.
Gender Reassignment	☐	☐	☒	Individuals of gender reassignment are not impacted
Marriage and Civil Partnership	☐	☐	☒	Marriage or Civil Partnerships are not impacted
Pregnancy and Maternity	☒	☐	☐	Peter's Hill (Millennium Bridge Approach) is a sufficiently wide throughfare. The project will ensure a consistent surface throughout. This will compliment the developer's obligations that sees replacement of the Inclinator with a new vertical lift. Other considerations will be the removal of the two southern HSBC Gates (Sir Anthony Caro) form the main thoroughfare; mindful of the highly popular and dedicated pedestrian route to and from the City.
Race	☐	☐	☒	Individuals from different racial backgrounds are not impacted
Religion or Belief	☐	☐	☒	Individuals with specific religious/beliefs are not impacted
Sex (i.e. gender)	☐	☐	☒	Individuals of all genders are not impacted
Sexual Orientation	☐	☐	☒	Individuals with specific sexual orientation are not impacted

4. There are no negative/adverse impact(s)
Please briefly explain and provide evidence to support this decision:

The project area footprint remains unchanged. Some of the existing paviours are both inconsistent in quality and state of repair. The project will improve the area by utilising the City's approved palette of materials to ensure a uniform quality and consistency of approach, thereby improving the experience of visitors to the area.

5. Are there positive impacts of the proposal on any equality groups? Please briefly explain how these are in line with the equality aims:	Yes – There will be a positive impact on equality groups, such as disability, age and pregnancy and maternity, because the new design will have a smoother and more consistent surface.		
6. As a result of this screening, is a full EA necessary? (Please check appropriate box using ☐	**Yes** ☐	**No** ☒	**Briefly explain your answer:** The project is relatively simple and involves the resurfacing of materials. A full EA is not deemed necessary.
7. Name of Lead Officer: Emmanuel Ojugo	**Job title:** Project Manager		**Date of completion:** 12 April 2024

Signed by Service Director:	Ian Hughes	**Name:**		**Date:**	

Committees: Streets and Walkways Sub (for decision) Projects and Procurement Sub (for information)	**Dates:** 09 July 2024 15 July 2024
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 Options Appraisal**
Report of: Executive Director Environment **Report Author:** Marta Woloszczuk, Policy and Projects, City Operations	**For Information**
PUBLIC	

1. Status update	**Project Description** 1.1. Cool Streets and Greening is a £6.8m Climate Action Strategy programme to pilot climate resilient streets and open spaces in the Square Mile. 1.2. In November 2023 a Gateway 4 report was approved for Phase 4 which set out proposals for six SuDS projects. This report specified that further details of the designs for Ludgate Broadway, St Andrew's Hill and Lloyds Avenue would be brought back to this Committee for consideration. 1.3. Detailed designs for Ludgate Broadway and St Andrew's Hill have now been prepared and this report seeks approval to progress these to Gateway 5. A separate Gateway 4 report for Lloyds Avenue will follow in the autumn. 1.4. **Ludgate Broadway** Replacing the current temporary 'parklet' with a permanent design comprising a widened pavement, a raingarden and tree planting. Associated accessibility and paving works with a raised carriageway and new raised crossing points at Pilgrim Street and Carter Lane junctions are also included. Two options have been prepared for Members

	consideration – set out in the Options appraisal section. 1.5. **St Andrew's Hill** Introduction of a rain garden and tree planting, with associated pavement adjustments. This project requires the relocation of a parking bay to facilitate the rain garden. **RAG Status:** Green (Amber at last report to Committee) **Risk Status:** Medium (Medium at last report to committee) **Total Estimated Cost of Project post-Gateway 5 (excluding risk):** *Ludgate Broadway: £440,000 - £475,000 (Option 1)* *St Andrew's Hill: £190,000 – £220,000* **Change in Total Estimated Cost of Project (excluding risk):** N/A **Spend to Date:** £594,824 as part of the whole Cool Streets and Greening programme preparation and design **Costed Risk Provision Utilised:** None **Funding Source:** Cool Streets & Greening Programme (OSPR), S106, S278 **Slippage:** The project has been delayed due to the need to assess design options in more detail, to ensure that proposed option best meets the needs of all users. The projects are now expected to be completed by spring 2025.
2. Next steps and requested decisions	**Next Gateway:** Gateway 5 (Authority to start work) – delegated to Chief Officer **Next Steps:** • Finalise construction package produced in collaboration with Highways Team • Undertake and finalise the legal processes including statutory public consultation to relocate the parking bays and introduce waiting and loading restrictions for the raised carriageway. • Undertake trial holes and infiltration tests to confirm the design of the raingardens • Develop construction programme with the City's Highways Term contractor. • Gateway 5 approval (October 2024) • Construction – start on site early 2025 utilising City's Highways Term contractor **Requested Decisions:** It is recommended that the Streets and Walkways Sub-Committee:

	I. Approve the budget adjustment/increase as per the Table 2 in Appendix 4 in order to fund the staff costs and fees required to reach the next gateway (£35K budget adjustment and £40K budget increase). II. Approve the design of the projects as set out in this report, including recommended option 1 for Ludgate Broadway; III. Approve the funding strategy for the Ludgate Broadway project as set out in Table 4 in Appendix 4 and note the total estimated project cost (excluding risk) is £440,000 - £475,000 for Option 1. IV. Note that the cost of the improvements at St Andrew's Hill is £190,000 – £220,000. V. Delegate approval and drawdown of the Costed Risk Provision to the Chief Officer if sought at Gateway 5. VI. Approve to undertake and complete the statutory processes and consultation for the proposed relocation of parking bays, changes to the waiting and loading restrictions and the raised carriageways, as set out in this report. VII. Authorise the Executive Director Environment to consider responses to the traffic order consultation and if they consider it appropriate, to make the Order.
3. Resource requirements to reach next Gateway	**Table 2: Adjustment Required to reach the next Gateway**

Description	Approved Budget (£)	Adjustment Resources Required (£)	Revised Budget (£)
16800454: CAS - Cool Streets & Greening			
Env Servs Staff Costs	101,000	10,000	111,000
Open Spaces Staff Costs	15,000	-	15,000
P&T Staff Costs	140,000	10,000	150,000
P&T Fees	379,000	13,000	392,000
Smart Sensors	165,000	(35,000)	130,000
Total 16800454	**800,000**	**(2,000)**	**798,000**
16100454: CAS - Cool Streets & Greening			
P&T Fees	10,000	-	10,000
Total 16100454	**10,000**	**-**	

				10,000
Ludgate Broadway SUDs				
Env Servs Staff Costs		-	10,000	10,000
P&T Staff Costs		-	10,000	10,000
P&T Fees		-	22,000	22,000
Total Ludgate Broadway		**-**	**42,000**	**42,000**
GRAND TOTAL		**810,000**	**40,000**	**850,000**

Additional fees and staff costs are required to reach the next gateway. This will include trial holes and infiltration tests as well as engagement with local occupiers, project management and finalisation of design.

Costed Risk Provision requested for this Gateway: None

4. Overview of project options

4.1. ***Ludgate Broadway***

Both options include replacing the current temporary 'parklet' with a permanent design comprising a widened pavement, a raingarden and tree planting. Various configurations have been worked through to optimise the space available for people walking and wheeling, whilst also providing greenery, sustainable drainage and space for tables and chairs from the adjacent cafes. Essential space for on-street loading has also been retained. It is acknowledged that there are a lot of competing demands within this small area for kerbside space.

During the design development, an option was considered to omit the raingarden and instead provide more pavement space for people walking and wheeling, or to accommodate more café tables and chairs. However, additional greenery in this location will enhance the local environment and introduce climate resilience into the streetscape which is a key objective of the Climate Action Strategy and Corporate Plan. Greening in this location was also strongly supported in the recent consultation on the Fleet Street Healthy Streets Plan where comments were also made about encouraging a 'public space' feel in the street. It is acknowledged that a wider pavement here will provide more space for walking or for café tables and chairs. However, on balance, it is considered that the modestly-sized raingarden provides additional environmental and public realm benefits and therefore, this proposal is recommended.

Both options in this report include raising and resurfacing

	the carriageway along the entire length of Ludgate Broadway, to create an accessible and more comfortable street environment for people walking and wheeling. This encompasses the junction with Carter Lane at the southern section and both junctions with Pilgrim Street at the northern section. The resurfacing material options for the carriageway that are being considered are granite setts or asphalt (see options below). This scheme is proposed to be delivered using a mix of different funding sources. The Cool Streets and Greening programme will fund the raingarden, planting and associated pavement alterations. The Pilgrim Street S278 project (which has already been approved and the scope is fully incorporated within the design of this project) will fund the raised crossing and associated changes at the junction with Pilgrim Street and the remainder of the costs will be funded from S106 receipts that have been allocated to the Fleet Street area programme along with an underspend from the Barts Close S106 that the developer has agreed can be used for this project. The funding strategy and the various funding sources are detailed in Appendix 4. *4.2.* ***Option 1*** <u>Recommended:</u> Ludgate Broadway carriageway resurfacing is recommended to be finished in granite setts and raised. There are three areas adjacent to Ludgate Broadway that already have granite setts, so the recommendation is to keep a consistent design throughout the scheme. Also, the S278 for Pilgrim Street has already been agreed as granite sets. Furthermore, this is a conservation area, so traditional, high-quality granite setts are more appropriate here. A maintenance sum for granite setts is included in the budget. Some of the existing granite setts are planned to be relayed to get a more uniform finish which will assist with maintenance in the future. This also aligns with the circular economy approach. *4.3.* ***Option 2*** <u>Not recommended:</u> Ludgate Broadway carriageway resurfacing to be done as asphalt and raised. This option is a lower-cost option (by approx. £65K). However, it is not recommended as it will not enable the 'joining up' of the existing areas of granite setts thereby resulting in a patchwork appearance that is not ideal for this conservation area.

4.4. ***Ludgate Broadway and Pilgrim Street: Healthy Streets Design Check (refer to Appendix 5):***

The current condition of the streets and the proposed changes were assessed using the Healthy Streets Design Check.

The evaluation has concluded that the Healthy Streets scoring of the area will be improved as a result of providing wider pavements, raised crossing points with tactile paving and an improved quality and finish of the paving materials. The introduction of permanent greenery and seating also improved the outcome of the Healthy streets assessment.

There are remaining 0 scores in the assessment as a result of some sections of the pavement still being less than 1.5m wide. These cannot be addressed because of the narrow width of the streets and the continued need for vehicle access which does not leave enough space to widen the pavements.

4.5. ***Ludgate Broadway and Pilgrim Street: City of London Street Accessibility Tool (CoLSAT):***

The proposed changes will provide a more accessible street environment, with raised pedestrian crossings, tactile paving and improved finishes. The summary of the CoLSAT evaluation is included in the table below.

The remaining 0 and 1 scores are largely a result of the remaining sections of narrow pavement as mentioned above in the Healthy Streets analysis. The carriageway has been raised to mitigate the impacts of the narrow pavements. However, it is recognised that the raised carriageway and resultant removal of the kerb upstand will result in a 0 score for long cane users walking alongside the flush kerb. However, this short street has very low vehicle numbers and vehicle speeds and tactile paving is being introduced at crossing points.

The proposals for Pilgrim Street crossings also result in a notable improvement for most users.

Table 1 - CoLSAT Summary Results Table. Ludgate Broadway improvements

	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	**After**	Before	**After**
Electric Wheelchair user	0	0	3	3

Manual Wheelchair user	0	0	2	2
Mobility Scooter user	0	0	1	1
Walking Aid user	0	0	2	2
Person with a walking impairment	0	0	4	3
Long cane user	1	1	2	2
Guide Dog user	1	1	1	1
Residual Sight user	0	0	3	2
Deaf or Hearing impairment	0	0	4	3
Acquired neurological impairment	1	1	1	1
Autism/Sensory-processing diversity	0	0	2	2
Developmental Impairment	1	0	4	5
Total	**4**	**3**	**29**	**27**

Table 2 - CoLSAT Summary Results Table. Pilgrim Street improvements

	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	**After**	Before	**After**
Electric Wheelchair user	0	0	4	3
Manual Wheelchair user	0	0	3	2
Mobility Scooter user	0	0	1	1
Walking Aid user	0	0	2	2
Person with a walking impairment	0	0	5	3
Long cane user	2	1	2	2
Guide Dog user	2	1	1	1
Residual Sight user	0	0	4	2

Deaf or Hearing impairment	0	0	4	3
Acquired neurological impairment	1	1	2	1
Autism/Sensory-processing diversity	0	0	2	2
Developmental Impairment	1	0	6	5
Total	**6**	**3**	**36**	**27**

4.6. ***St Andrew's Hill***

The proposal incorporates a raingarden, a tree (subject to trail hole) and widened pavement on the western side, along with the re-positioning of cycle racks. The location of the interventions is in the central section of the street adjacent to the existing motor vehicle closure point. The raingarden will extend into an existing parking bay, which will be relocated to the northern part of St Andrew's Hill, thereby providing the space needed for the raingarden whilst still retaining space for loading/unloading. The proposal also retains pedal cycle access. Subject to further investigation, a new tree will be planted in the pavement on the south side of the raingarden. A single seat will also be provided. There is also an opportunity to introduce permeable paving (subject to underground utilities). This proposal is a relatively simple intervention, therefore only one option is being proposed.

It is recognised that there is a need to carry out further accessibility improvements on this street. However, at present there are no funds allocated for these works. Funding sources will be investigated as part of the ongoing Fleet Street area programme.

4.7. ***St Andrews Hill: Healthy Streets Design Check (refer to Appendix 5):***

The current condition of the street and the impact of the proposals were assessed utilising the Healthy Streets Design Check. The evaluation concluded that the Healthy Streets scoring of the area will be improved as a result of providing greenery and seating.

There are remaining 0 scores as a result of some sections of the pavement still being less than 1.5m wide. These cannot be addressed because of the narrow width of the street and the continued need for vehicle access and parking which does not leave enough space to widen the

pavements.

4.8. ***St Andrews Hill: City of London Street Accessibility Tool (CoLSAT):***

A CoLSAT evaluation has been undertaken which has shown little change to the scores because of the minor nature of the changes to the small section of the street. However, the provision of seating and some widening of the pavements will provide more space to walk, wheel and rest which is an improvement over the existing street layout.

Table 3 - CoLSAT Summary Results Table. St Andrews Hill improvements

	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	**After**	Before	**After**
Electric Wheelchair user	0	0	3	3
Manual Wheelchair user	0	0	2	2
Mobility Scooter user	0	0	1	1
Walking Aid user	0	0	2	2
Person with a walking impairment	0	0	2	2
Long cane user	3	3	1	1
Guide Dog user	2	2	2	2
Residual Sight user	0	0	4	4
Deaf or Hearing impairment	0	0	3	3
Acquired neurological impairment	1	1	1	1
Autism/Sensory-processing diversity	0	0	2	2
Developmental Impairment	1	1	6	6
Total	**7**	**7**	**29**	**29**

5. Recommendation

5.1. Ludgate Broadway: Option 1 is recommended for the reasons set out above.

5.2. St Andrew's Hill: Approval is also sought for the design to be taken forward to the next gateway.

6. Risk	6.1. 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 and paving. 6.2. Costed Risk Provision Utilised at Last Gateway: None Change in Costed Risk: None Further information is available in the Risk Register (Appendix 2)
7. Procurement strategy	7.1. A procurement exercise will be undertaken to appoint a SuDS consultant to provide technical advice on the design. 7.2. All works will be undertaken by the City's highway term contractor FM Conway

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Plans and Sketches
Appendix 4	Finance Tables
Appendix 5	Healthy Street Assessment
Appendix 6	CoLSAT Summary

Contact

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Options Appraisal Matrix – For Ludgate Broadway only (there is only one option proposed for St Andrew's Hill)

Option Summary	***Option 1***	***Option 2***
1. Brief description of option	This option proposes a raised carriageway in granite setts. The scheme aims to replace the current temporary 'parklet' with a permanent design comprising a widened pavement, a raingarden and tree planting. Associated accessibility, increased waiting and loading restrictions and paving works with a raised carriageway are proposed in granite sets. Additionally, there are new raised crossing points at Pilgrim Street (approved for implementation) and Carter Lane junctions also proposed in granite sets.	This option proposes a raised carriageway in asphalt. The scheme aims to replace the current temporary 'parklet' with a permanent design comprising a widened pavement, a raingarden and tree planting. Associated accessibility, increased waiting and loading restrictions, and paving works with a raised carriageway are proposed in asphalt. Additionally, there would be new raised crossing points at Pilgrim Street (approved for implementation) and Carter Lane junctions proposed in asphalt.
2. Scope and exclusions	Please see plans and sketches in Appendix 3	A separate plan has not been produced for this option as the difference in design only relates to materials
Project Planning		
3. Programme and key dates	Key dates: • Finalise drawings and surveys – September 2024 • Traffic Order Process – July - October 2024 • Gateway 5 delegated to Chief Officer – October 2024	Same as Option 1

Option Summary	*Option 1*	*Option 2*
	• Start on site early 2025	
4. Risk implications	Please refer to the main report	Same as Option 1
5. Stakeholders and consultees	Local occupiers and stakeholders were consulted in autumn 2023 on the concept design and further consultation will be carried out in July 2024 on the detailed design once approved. This includes letters posted to all local occupiers and information on the website.	Same as Option 1
6. Benefits of option	This option proposes granite setts to the carriageway and a raised carriageway to provide one level. The benefits of this option are as follows: - A consistent design approach to join up existing areas of granite setts at Carter Lane and Blackfriars Lane. - Raised carriageway enables people walking or wheeling to get past narrow pavements. - The S278 design for Pilgrim Street junction has already been agreed as granite setts - This is a conservation area and so traditional high-quality materials are more appropriate here - This area has a very low amount of traffic and is not a through-route. It also has a number of retail and café facilities, therefore the granite setts will create an enhanced public realm and pedestrian environment. - The waiting and loading restrictions keep	This option proposes standard asphalt to the carriageway and a raised carriageway to provide one level. The benefits of this option are as follows: - This is a lower cost option (approx. £65K less than Option 1) - Raised carriageway enables people walking or wheeling to get past narrow pavements. - Black asphalt provides a higher visual contrast with York Stone which is beneficial for people with certain visual impairments. - The waiting and loading restrictions keep essential crossing areas clear of obstruction particularly for people crossing. - Space is retained to accommodate local servicing requirements.

Option Summary	*Option 1*	*Option 2*
	essential crossing areas clear of obstruction particularly for people crossing. - Space is retained to accommodate local servicing requirements.	
7. Disbenefits of option	This option proposes granite sets to the carriageway. The disbenefits of this option are as follows: - Higher cost (approx. £65K higher than Option 2) - Lower visual contrast with York Stone (for those that require visual contrast to navigate the streets) - More expensive and disruptive to maintain.	This option proposes standard asphalt to the carriageway. The disbenefits of this option are as follows: - The opportunity to provide a consistent material and appearance to join up the existing areas of granite sets will be missed resulting in a patchwork appearance - This is a conservation area and the aesthetics of this finish are less attractive than higher-quality granite setts - The design for the S278 for Pilgrim Street has already been agreed to be constructed in granite sets
Resource Implications		
8. Total estimated cost	Total estimated cost post Gateway 5 (excluding risk): £440,000 - £475,000	Total estimated cost post Gateway 5 (excluding risk): £385,000 - £410,000

<table>
<tr><th>Option Summary</th><th>Option 1</th><th>Option 2</th></tr>
<tr><td>9. Funding strategy</td><td>The table below sets out the funding strategy for the project post Gateway 5:

<table>
<tr><th colspan="2">Table 4: Funding Strategy - Ludgate Broadway</th></tr>
<tr><th>Funding Source</th><th>Amount (£)</th></tr>
<tr><td>OSPR - CAS: Cool Streets and Greening</td><td>250,000</td></tr>
<tr><td>Pilgrim Street S278</td><td>150,000</td></tr>
<tr><td>S106 - Barts Close - 12/00256/FULEIA - Transport</td><td>66,156</td></tr>
<tr><td>S106 earmarked for Fleet Street Area Healthy Streets Plan Delivery*</td><td>8,844</td></tr>
<tr><td>TOTAL</td><td>475,000</td></tr>
</table>

*This is the funding source identified for the CRP if one is required at Gateway 5</td><td>If this option is chosen the Cool Streets and Greening Programme allocation and S278 allocation will be reduced</td></tr>
<tr><td>10. Investment appraisal</td><td>N/A</td><td>N/A</td></tr>
<tr><td>11. Estimated capital value/return</td><td>N/A</td><td>N/A</td></tr>
</table>

Option Summary	*Option 1*	*Option 2*
12. Ongoing revenue implications	The cost estimate includes maintenance for 20 years	The cost estimate includes maintenance for 20 years
13. Affordability	The funding strategy has been agreed through the previous committee approvals.	The funding strategy has been agreed through the previous committee approvals.
14. Legal implications	N/A	If the asphalt option is chosen the S278 for Pilgrim Street will need to be renegotiated
15. Corporate property implications	None	None
16. Traffic implications	Loading and waiting restrictions are proposed to ensure crossing points are key areas are not obstructed by vehicles. The area available for loading and unloading has reduced but it is envisaged that remaining space together with those available nearby should be sufficient to accommodate the demand.	Loading and waiting restrictions are proposed to ensure crossing points are key areas not obstructed by vehicles. The area available for loading and unloading has reduced but it is envisaged that remaining space together with those available nearby should be sufficient to accommodate the demand.
17. Sustainability and energy implications	Rain gardens 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, support climate resilience and enhance biodiversity.	Rain gardens 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, support climate resilience and enhance biodiversity.

Option Summary	*Option 1*	*Option 2*
	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. These features aim to reduce the rates of surface water entering the combined sewer systems, reducing the impact of intense rainfall.	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. These features aim to reduce the rates of surface water entering the combined sewer systems, reducing the impact of intense rainfall.
18. IS implications	N/A	N/A
19. Equality Impact Assessment	The Equality Impact Assessment has been completed and the design adapted to take it into account. The proposed improvements are likely to positively benefit people of all ages, including the elderly and younger people. The proposals to improve the pavements and crossings along Ludgate Broadway, would benefit both elderly and younger users and help to address some of the key barriers to active travel for the elderly population. The flush surfaces of the raised carriageway sections will also benefit all users but particularly those who have limited mobility, are reliant on mobility aids or are travelling with young children in pushchairs.	The Equality Impact Assessment has been completed and the design adapted to take it into account. The proposed improvements are likely to positively benefit people of all ages, including the elderly and younger people. The proposals to improve the pavements and crossings along Ludgate Broadway, would benefit both elderly and younger users and help to address some of the key barriers to active travel for the elderly population. The flush surfaces of the raised carriageway sections will also benefit all users but particularly those who have limited mobility, are reliant on mobility aids or are travelling with young children in pushchairs.

Option Summary	*Option 1*	*Option 2*
20. Data Protection Impact Assessment	N/A	N/A
21. Recommendation	Recommended	Not recommended

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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 and Fleet Street Programme
Project Manager: Marta Woloszczuk
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. This report (July 2024) focuses on two projects, Ludgate Broadway and St Andrew's Hill.
Key measures of success: Installation of SuDS and climate resilience measures, widening the pavement and improving accessibility.
Expected timeframe for the project delivery: 2022-2025
Key Milestones:

- GW2/3 – November 2022 Programme level
- GW 4 – Summer 2023 Programme level (delayed to Nov 2023 as a result of survey delays and site constraints)
- GW 4 – Ludgate Broadway and St Andrew's Hill (July 2024)
- GW5 – Autumn 2024
- Implementation early 2025

Are we on track for completing the project against the expected timeframe for project delivery? N
The project has been delayed as a result of survey delays, site constraints and internal design reviews.
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 23/11/22):

- 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 (as approved by S&W 07/11/23):

- 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

Detailed Design' G4 report Ludgate Bradway and St Andrew's Hill (this report):

- Total Estimated Cost (excluding risk): £630,000 - £695,000
- Resources to reach next Gateway (excluding risk: £75K
- Spend to date: £594,824 as part of the development for Cool Streets and Greening programme
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: 2024-2025

Scope/Design Change and Impact: This report focuses only on Ludgate Broadway and St Andrew's Hill and includes detailed design approval.

Total anticipated on-going commitment post-delivery [£]: Included in the project cost range

Programme Affiliation [£]: Cool Streets and Greening £6.8m programme, Fleet Street Area 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**	10
Unique project identifier:	PV12267	**Total estimated cost (exc risk):**	£ 1,700,000	**Total CRP used to date**	£ -	**Average mitigated**	1.7	**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	0	04/09/2023	DBE	Gordon Roy		
R09	4	(2) Financial	Utilities relocation cost	Utilities relocation cost may be more costly than expected	Possible	Serious	6	£0.00	N	A – Very Confident	Ensure ongoing engagement with utility companies to establish the cost	£0.00	Rare	Serious	£0.00	2	£0.00	0	11/06/2024	DBE	Gordon Roy		
R10	4	(1) Compliance/Regulatory	The traffic orders may cause a public enquiry to be held	Public objection to the new traffic orders	Unlikely	Serious	4	£0.00	N	A – Very Confident	Ongoing public engagement	£0.00	Rare	Serious	£0.00	2	£0.00	0	11/06/2024	DBE	Gordon Roy		
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						

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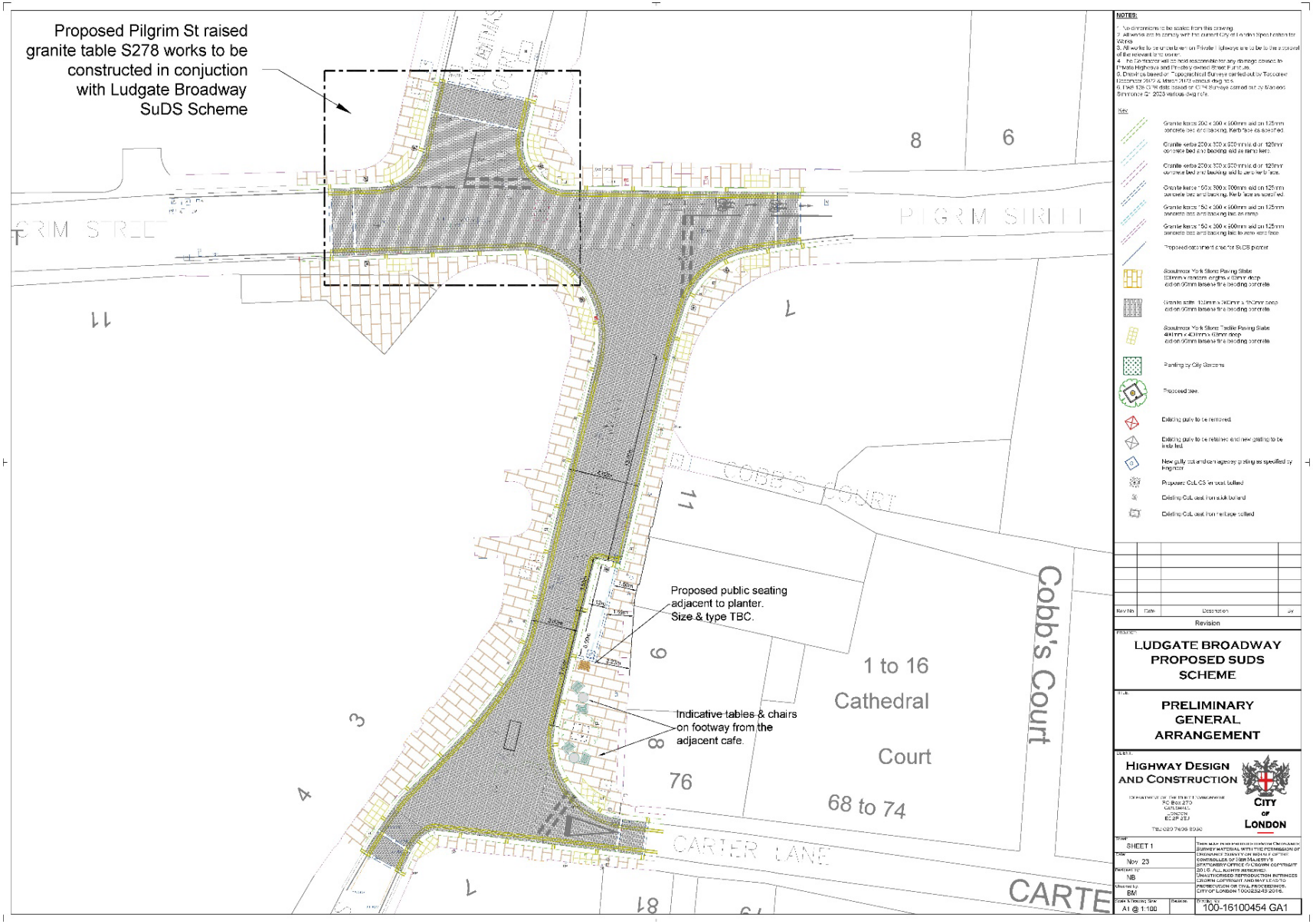
Appendix 3 Plan and Sketches

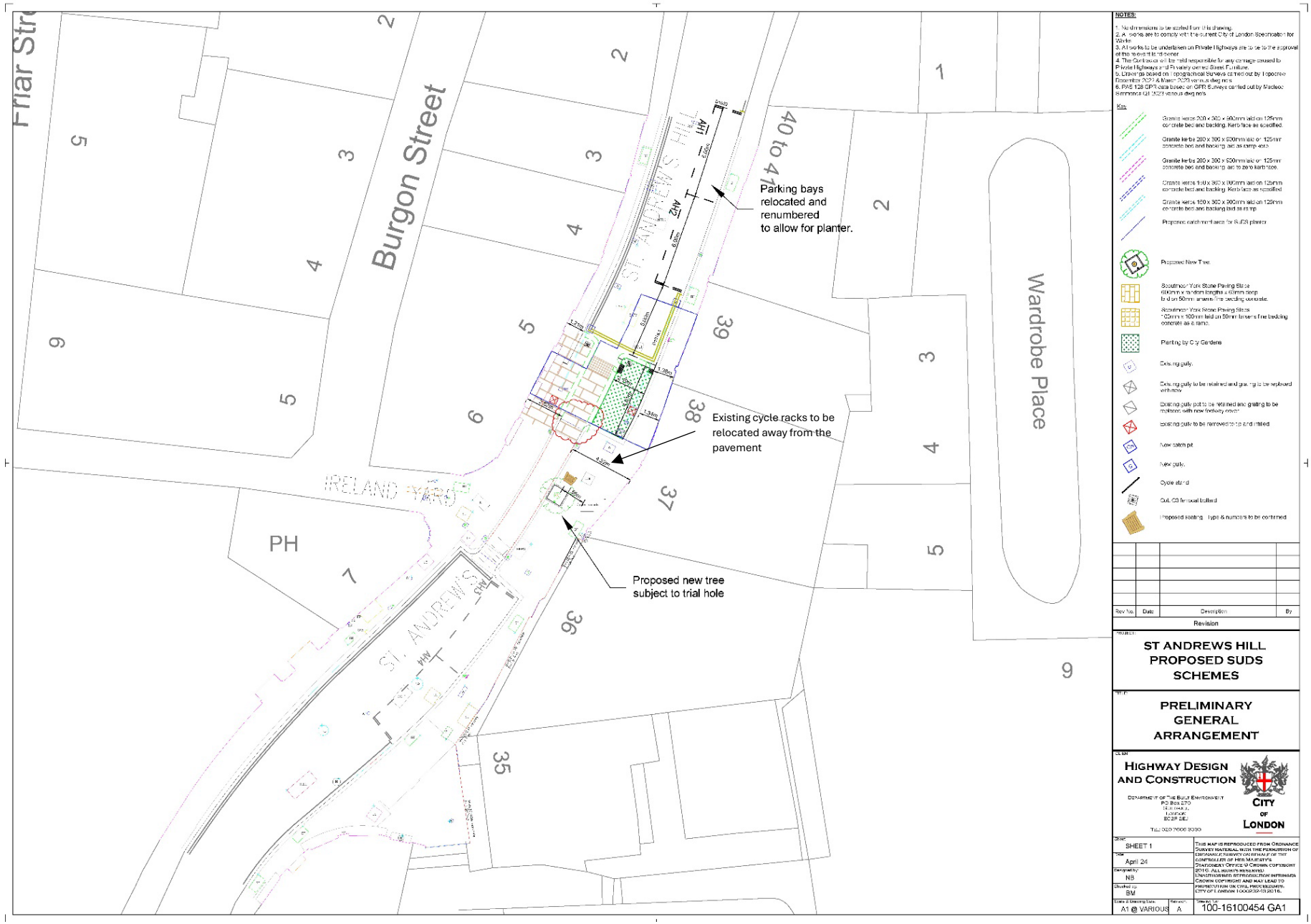
Ludgate Broadway / Pilgrim Street - GA



Ludgate Broadway / Pilgrim Street - Sketch

Ludgate Broadway Street looking northeast

St Andrew's Hill - GA



St Andrew's Hill Sketch

Appendix 4: Finance Tables

Table 1: Expenditure to Date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800454: CAS - Cool Streets & Greening			
Env Servs Staff Costs	101,000	79,837	21,163
Open Spaces Staff Costs	15,000	10,964	4,036
P&T Staff Costs	140,000	87,751	52,249
P&T Fees	379,000	332,893	46,107
Smart Sensors	165,000	83,379	81,621
Total 16800454	**800,000**	**594,824**	**205,176**
16100454: CAS - Cool Streets & Greening			
P&T Fees	10,000	-	10,000
Total 16100454	**10,000**	**-**	**10,000**
GRAND TOTAL	**810,000**	**594,824**	**215,176**

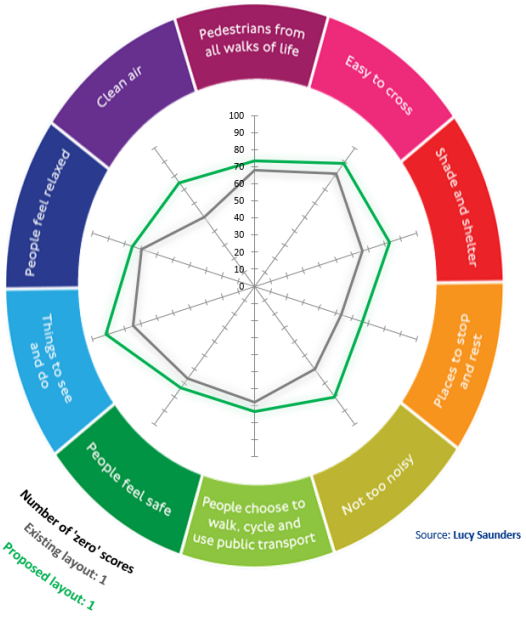
Table 2: Adjustment Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Adjustment Resources Required (£)**	**Revised Budget (£)**
16800454: CAS - Cool Streets & Greening			
Env Servs Staff Costs	101,000	10,000	111,000
Open Spaces Staff Costs	15,000	-	15,000
P&T Staff Costs	140,000	10,000	150,000
P&T Fees	379,000	13,000	392,000
Smart Sensors	165,000	(35,000)	130,000
Total 16800454	**800,000**	**(2,000)**	**798,000**
16100454: CAS - Cool Streets & Greening			
P&T Fees	10,000	-	10,000
Total 16100454	**10,000**	**-**	**10,000**
Ludgate Broadway SUDs			
Env Servs Staff Costs	-	10,000	10,000
P&T Staff Costs	-	10,000	10,000
P&T Fees	-	22,000	22,000
Total Ludgate Broadway	**-**	**42,000**	**42,000**
GRAND TOTAL	**810,000**	**40,000**	**850,000**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
16800454: CAS - Cool Streets & Greening			
OSPR - CAS: Cool Streets and Greening	800,000	(2,000)	798,000
Total 16800454	**800,000**	**(2,000)**	**798,000**
16100454: CAS - Cool Streets & Greening			
OSPR - CAS: Cool Streets and Greening	10,000	-	10,000
Total 16100454	**10,000**	**-**	**10,000**
Ludgate Broadway SUDs			
OSPR - CAS: Cool Streets and Greening	-	2,000	2,000
S106 - Barts Close - 12/00256/FULEIA - Transport	-	40,000	40,000
Total Ludgate Broadway	**-**	**42,000**	**42,000**
TOTAL	**810,000**	**40,000**	**850,000**

Table 4: Funding Strategy - Ludgate Broadway	
Funding Source	**Amount (£)**
OSPR - CAS: Cool Streets and Greening	250,000
Pilgrim Street S278	150,000
S106 - Barts Close - 12/00256/FULEIA - Transport	66,156
S106 earmarked for Fleet Street Area Healthy Streets Plan Delivery	8,844
TOTAL	**475,000**

Appendix 5 – Healthy Street Check

Ludgate Broadway

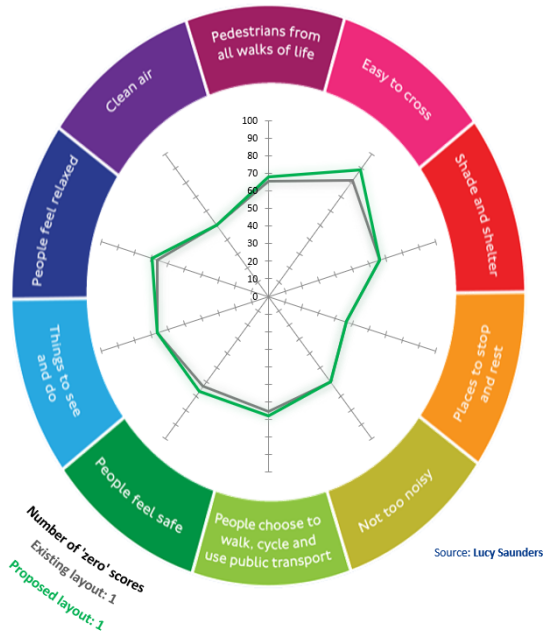


Healthy Streets Indicators' scores (%)

(Results will only display once all metrics have been scored)

	Existing layout	Proposed layout
Pedestrians from all walks of life	68	74
Easy to cross	81	89
Shade and shelter	67	83
Places to stop and rest	53	67
Not too noisy	60	80
People choose to walk, cycle and use public transport	68	74
People feel safe	67	74
Things to see and do	75	92
People feel relaxed	70	75
Clean Air	50	75
Overall Healthy Streets Check score	68	76
Number of 'zero' scores	1	1
(Proposed layout score from applicable metrics)		20.00%

Pilgrim Street

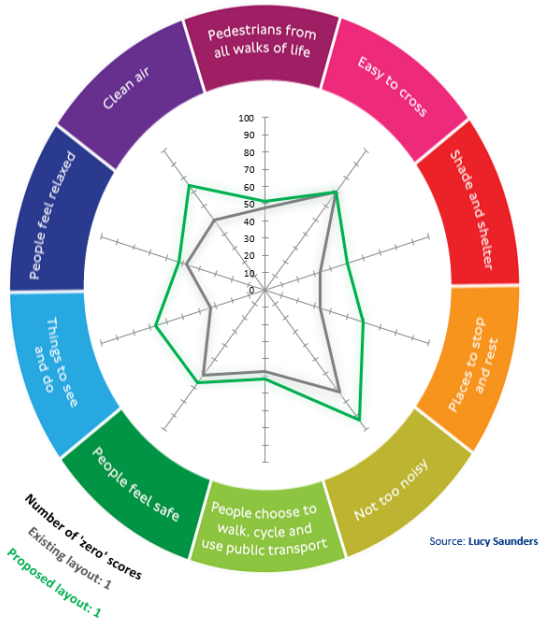


Healthy Streets Indicators' scores (%)

(Results will only display once all metrics have been scored)

	Existing layout	Proposed layout
Pedestrians from all walks of life	65	68
Easy to cross	81	89
Shade and shelter	67	67
Places to stop and rest	47	47
Not too noisy	60	60
People choose to walk, cycle and use public transport	65	68
People feel safe	63	67
Things to see and do	67	67
People feel relaxed	67	70
Clean Air	50	50
Overall Healthy Streets Check score	65	68
Number of 'zero' scores	1	1
(Proposed layout score from applicable metrics)		9.09%

St Andrew's Hill



Healthy Streets Indicators' scores (%)

(Results will only display once all metrics have been scored)

	Existing layout	Proposed layout
Pedestrians from all walks of life	47	52
Easy to cross	70	70
Shade and shelter	33	50
Places to stop and rest	33	60
Not too noisy	73	93
People choose to walk, cycle and use public transport	47	52
People feel safe	61	67
Things to see and do	33	67
People feel relaxed	48	52
Clean Air	50	75
Overall Healthy Streets Check score	51	58
Number of 'zero' scores	1	1
(Proposed layout score from applicable metrics)		14.29%

Appendix 6 - COLSAT Assessments SuDSs

Ludgate Broadway - Existing

COLSAT City of London Street Accessibility Tool v 1.2

Step 1 Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2 Review the results for each needs segment b

Step 3 Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	~3m uncontrolled crossing at the Ludgate Broadway junction with Carter Lane, with no entry for motor vehicles via Carter Lane (except cycles).
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	No protected space for cyclists throughout, noted that cyclists would bike directly along the Ludgate Broadway carriageway during the site visit.
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	No tactile edge marking at the Ludgate Broadway junction with Carter Lane. Raised table present at this junction, making the carriageway and footway flush (setts).
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tactile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	Note: CoL Standard Details 11 (SD 11) suggest max fall of 1:12, ideal fall of 1:20.
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	York Stone with gaps/bumps	2	2	2	2	1	2	2	2	1	2	3	3	York Stone along the majority of the footway along Ludgate Broadway along the western side, with asphalt paving along the footway on the eastern side.
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	York Stone and asphalt paving is varying in colour.
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3	High contrast between York Stone and asphalt paved carriageway. Lower contrast between asphalt used on footway and carriageway.
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	Single yellow lines present along all road edges with the exception of Carter Lane which changes into double yellow lines.
Kerb														
Kerb Type (crossing over)	Crossing Upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3	Footway is flush with carriageway with a raised table at the Ludgate Broadway junction with Carter Lane (uncontrolled crossing point).
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1	~1.2m minimum footway width along both sides of Ludgate Broadway.
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	~1.8m between building line and bollard.
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	C3 bollards located along Ludgate Broadway.
Cafe Tables	Cafe tables without 'protection'	3	3	2	2	2	2	2	3	3	2	3	3	
Temporary Items	Temporary, obstructions, non chapter 8	2	2	3	2	3	1	2	2	2	2	2	2	Multiple dockless bikeshare bikes parked on Ludgate Broadway carriageway, adjacent to seating. C3 bollards along both sides of Ludgate Broadway, and temorary bollards adjacent to benches and planters on the eastern side of the Ludgate Broadway carriageway.
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	Black C3 bollards contrast with York Stone and asphalt.
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	Benches located directly along the eastern side of the Ludgate Broadway carriageway and footway.
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	Three benches on the Ludgate Broadway carriageway, three individual moveable timber seats without backing, and an additional three backless benches along the footway adjacent to the restaurants.
Bench Seat Height	Benches seat height > 50 cm	3	3	3	3	1	3	3	3	3	3	3	3	
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3	Located near to Ludgate Hill which is a major through route with high traffic flows and poor air quality. In addition to this the benches are located within the carriageway boundary, although it is important to note that the number of vehicles (vpd) using Ludgate Broadway is likely to be minimal.
Slopes														
Gradient (in direction of travel)	Gradient 1/20 to 1/50	3	3	3	3	3	3	3	3	3	3	3	3	Assumption based on site visit and google.
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3	Assumption based on site visit and google.
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	One disabled parking bay is present on Black Friars Lane, located approximately 140m from the Ludgate Broadway junction with Carter Lane. Two disabled parking bays are present on Playhouse Yard, located approximately 130m from the Ludgate Broadway junction with Carter Lane. See here for more details: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Blue%20Badge%20Bays%20layers
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	Taxis are permitted to drop off on the single yellow lines along Ludgate Broadway.
Taxi Drop Off Kerb	Taxi drop off kerb < 100 mm	1	2	3	3	3	3	3	3	3	2	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	Nearest bus stop is located on Ludgate Hill (140m / 4-minute walk) from the Ludgate Broadway junction with Carter Lane.
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	Accessible toilets are available at the Manoj Coffee and Cuts which is located 15m (1-minute walk) away from the Ludgate Broadway junction with Carter Lane, found using the following tool: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Toilets%20layers
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	Changing Places toilets are available at the Tate Modern which is 850m (12-minute walk) away from the Ludgate Broadway junction with Carter Lane, found using the following tool: https://www.changing-places.org/find

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Ludgate Broadway - Proposed

COLSAT City of London Street Accessibility Tool v 1.2

Step 1 Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2 Review the results for each needs segment b

Step 3 Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	No controlled or uncontrolled crossing along this section.
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	No protected space for cyclists throughout.
Edge Marking	800 mm deep tactile paving edge marking (partial width)	3	3	3	3	3	1	2	3	3	3	3	4	No controlled or uncontrolled crossing along this section.
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	4	3	3	2	2	4	4	
Tactile Paving Colour	Tactile colour as per guidance (red at contr. buff at uncontr.)	3	3	3	3	3	3	3	3	3	3	3	3	
Tactile Paving Tonal Contrast	Tactile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	No dropped kerbs.
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	3	3	4	4	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	Scoutmoor York Stone Tactile Paving Slabs (400mm x 400mm x 63mm deep) laid on 50mm larsens fine bedding concrete placed along all footways. New scoutmoor York Stone Tactile Paving Slabs (400mm x 400mm x 63mm deep) laid on 50mm larsens fine bedding concrete placed along all footways.
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	High contrast between York Stone and granite setts on carriageway. Uniform on both sides of footway.
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	Single yellow lines present along all road edges with the exception of the eastern side of Ludgate Broadway adjacent to the SUDs and Carter Lane which changes into double yellow lines.
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3	
Kerb Type (moving alongside)	Deliniating upstand 0 mm to 3 mm (undelineated)	3	4	3	2	2	0	1	3	3	2	2	1	
Footway Width														
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1	~1.5m minimum footway width along both sides of Ludgate Broadway (pinch point adjacent to SuDS). This does go up to 1.6m and 2.23m further south, still adjcent to the SuDS.
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	~1.5m as bollards have been removed in the proposed scheme.
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	Scheme proposes to remove existing bollards.
Cafe Tables	Cafe tables without 'protection'	3	3	2	2	2	2	2	3	3	2	3	3	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	Recommended that dedicated parking bays are explored to avoid obstructions from dockless bikes/scooters.
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	Public seating proposed adjacent to the SuDS. Existing benches also located adjacent to cafés and restaurant on the eastern side of Ludgate Broadway. Proposed public seating adjacent to SuDS will have arms and backrests. Benches located adjacent to cafés and restaurant on the eastern side of Ludgate Broadway, do not have arms and backrests.
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	Estimated.
Bench Sensory Experience	Good sensory experience (textures, planting, sound, colour)	3	3	3	3	3	3	3	3	4	3	4	3	Located near to Ludgate Hill which is a major through route with high traffic flows and poor air quality. However, some improvements to the sensory experience with addition of seating, SUDs and associated planting which creates a barrier between the benches and the carriageway. Carriageway is narrowed also which reduces dominance of vehicles, improving the pedestrian experience.
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	One disabled parking bay is present on Black Friars Lane, located approximately 140m from the Ludgate Broadway junction with Carter Lane. Two disabled parking bays are present on Playhouse Yard, located approximately 130m from the Ludgate Broadway junction with Carter Lane. See here for more details: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Blue%20Badge%20Bays%20layers
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	Taxis are permitted to drop off on the single yellow lines along Ludgate Broadway; single yellow lines retained in proposal.
Taxi Drop Off Kerb	Taxi drop off kerb < 100 mm	1	2	3	3	3	3	3	3	3	2	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	Nearest bus stop is located on Ludgate Hill (140m / 4-minute walk) from the Ludgate Broadway junction with Carter Lane.
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	Accessible toilets are available at the Manoj Coffee and Cuts which is located 15m (1-minute walk) away from the Ludgate Broadway junction with Carter Lane, found using the following tool: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Toilets%20layers
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	Changing Places toilets are available at the Tate Modern which is 850m (12-minute walk) away from the Ludgate Broadway junction with Carter Lane, found using the following tool: https://www.changing-places.org/find

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Pilgrim Street - Existing

CoLSAT City of London Street Accessibility Tool v 1.2

Step 1 Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2 Review the results for each needs segment b

Step 3 Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	3	3	3	2	2	2	3	2	3	2	Uncontrolled crossing at the Pilgrim Street junction with Pageantmaster Court is approximately 9m. No protected space for cyclists throughout. Contraflow cycle facility starts on Pilgrim Street at the junction with Ludgate Broadway (no protection). No tactile paving present at the Pilgrim Street junction with Pageantmaster Court.
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tacile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop > 1/6, 9.5 deg, 17% incline	1	1		2	1	3	3	2	3	1	3	2	Steep incline along eastern kerb at the Pilgrim Street junction with Pageantmaster Court. (Note: CoL Standard Details 11 (SD 11) suggest max fall of 1:12, ideal fall of 1:20).
Kerb Drop Tactile	Kerb drop without tactile paving	3	4	3	2	3	2	2	3	3	4	3	1	Dropped kerb without tactiles at the Pageantmaster Court junction with Pilgrim Street.
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	York Stone with gaps/bumps	2	2	2	2	1	2	2	2	1	2	3	3	York Stone along the majority of the footway along Pilgrim Street within the section, with the york stone changing to asphalt paving on the eastern side of Pilgrim Street.
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	Some variation given asphalt and York Stone are used.
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	York Stone footway has a high contrast with asphalt carriageway paving, however the asphalt footway on the eastern side of Pilgrim Street has a lower contrast with the asphalt carriageway paving.
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	Single yellow lines at road edge.
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm (undelineated)	3	4	3	3	4	0	0	1	2	4	2	1	Dropped kerb at the Pilgrim Street junction with Pageantmaster Court (no tactile paving).
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1	~2m footway width along Pilgrim Street and Pageantmaster Court.
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	~1.6m between building line and bollard.
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	C3 bollards at the Pilgrim Street junction with Pageantmaster Court junction approximately 0.5m away from kerb.
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	Temporary, obstructions, non chapter 8	2	2	3	2	3	1	2	2	2	2	2	2	Dockless bikeshare bike left on Pageantmaster Court footway, thus narrowing footway.
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	C3 bollards along Pageantmaster Court and Pilgrim Street > 0.9m in height.
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	Black C3 bollards contrast with York Stone paving.
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	Benches located along Ludgate Broadway approximately 35m (1-minute walk) from the Pilgrim Street junction with Pageantmaster Court.
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	Three benches on the Ludgate Broadway carriageway, three individual moveable timber seats without backing, and an additional three backless benches along the footway adjacent to the restaurants.
Bench Seat Height	Benches seat height > 50 cm	3	3	3	3	1	3	3	3	3	3	3	3	
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3	Located near to Ludgate Hill which is a major through route with high traffic flows and poor air quality. In addition to this the benches are located within the carriageway boundary, although it is important to note that the number of vehicles (vpd) using Ludgate Broadway is likely to be minimal.
Slopes														
Gradient (in direction of travel)	Gradient 1/20 to 1/50	3	3	3	3	3	3	3	3	3	3	3	3	Assumption based on site visit and google.
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3	Assumption based on site visit and google.
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	One disabled parking bay is present on Black Friars Lane, located approximately 190m from the Pilgrim Street junction with Pageantmaster Court. Two disabled parking bays are present on Playhouse Yard, located approximately 180m from the Pilgrim Street junction with Pageantmaster Court. See here for more details: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Blue%20Badge%20Bays%20layers
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	Taxis are permitted to drop off on the single yellow lines along Pilgrim Street.
Taxi Drop Off Kerb	Taxi drop off kerb < 100 mm	1	2	3	3	3	3	3	3	3	2	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	Nearest bus stop is located on Ludgate Hill (120m / 2-minute walk) from the Pilgrim Street junction with Pageantmaster Court.
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	Accessible toilets are available at the Manoj Coffee and Cuts which is located 33m (1-minute walk) away from the Pilgrim Street junction with Pageantmaster Court, found using the following tool: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Toilets%20layers
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	Changing Places toilets are available at the Tate Modern which is 1.0km (14-minute walk) away from the Pilgrim Street junction with Pageantmaster Court, found using the following tool: https://www.changing-places.org/find

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Pilgrim Street - Proposed

COLSAT City of London Street Accessibility Tool v 1.2

Step 1 Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2 Review the results for each needs segment b

Step 3 Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	3	3	3	2	2	2	3	2	3	2	Uncontrolled crossing at the Pilgrim Street junction with Pageantmaster Court is approximately 8m. The proposed uncontrolled crossing at the northern end of Ludgate Broadway is roughly 8m also. No protected space for cyclists throughout. Contraflow cycle facility will be retained, which starts on Pilgrim Street at the junction with Ludgate Broadway (no protection). No cycle infrastructure proposed as part of these works.
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	800 mm deep tactile paving edge marking (partial width)	3	3	3	3	3	1	2	3	3	3	3	4	Tactile edge markings provided along both sides of Pilgrim Street uncontrolled junction with Pageantmaster Court, and at the northern end of Ludgate Broadway. This entire section will be a raised table (flush carriageway and footway) therefore the tactiles only cover a small section of the flush area - this can be a significant issue for those who are visually impaired as they're unable to detect where the footway stops and where the carriageway begins.
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	4	3	3	2	2	4	4	
Tactile Paving Colour	Tactile colour as per guidance (red at contr. buff at uncontr.)	3	3	3	3	3	3	3	3	3	3	3	3	Buff Scoutmoor York Stone paving at uncontrolled crossing.
Tactile Paving Tonal Contrast	Tacile without significant contrast with surrounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	Entire section is flush.
Kerb Drop Tactile	Kerb drop without tactile paving	3	4	3	2	3	2	2	3	3	4	3	1	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	Scoutmoor York Stone Tactile Paving Slabs (400mm x 400mm x 63mm deep) laid on 50mm larsens fine bedding concrete placed along all footways. New Scoutmoor York Stone Tactile Paving Slabs (400mm x 400mm x 63mm deep) laid on 50mm larsens fine bedding concrete placed along all footways.
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	High contrast between York Stone and granite setts on carriageway. Uniform on both sides of footway.
Lines	Yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	Double yellow lines are proposed to replace the existing single yellow line markings. Double kerb blips proposed also.
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3	Raised granite table is proposed on Pilgrim Street means footway and carriageway will be flush.
Kerb Type (moving alongside)	Deliniating upstand 0 mm to 3 mm (undelineated)	3	4	3	2	2	0	1	3	3	2	2	1	
Footway Width														
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1	~2m footway width along Pilgrim Street and Pageantmaster Court.
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	~2m footway width along Pilgrim Street and Pageantmaster Court as bollards have been removed in the proposed scheme.
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	Scheme proposes to remove existing bollards, retaining some at the junctions only.
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	Recommended that dedicated parking bays are explored to avoid obstructions from dockless bikes/scooters.
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	Benches located adjacent to cafés and restaurant on the eastern side of Ludgate Broadway.
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	Benches located adjacent to cafés and restaurant on the eastern side of Ludgate Broadway.
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Good sensory experience (textures, planting, sound, colour)	3	3	3	3	3	3	3	3	4	3	4	3	Located near to Ludgate Hill which is a major through route with high traffic flows and poor air quality. However, some improvements to the sensory experience with addition of SUDs and associatged planting which creates a barrier between the benches and the carriageway. Carriageway is narrowed also which reduces dominance of vehicles, improving the pedestrian experience.
Slopes														
Gradient (in direction of travel)	Gradient 1/20 to 1/50	3	3	3	3	3	3	3	3	3	3	3	3	
Camber (across footway)	Camber 1/20 to 1/50	3	2	3	3	3	3	3	3	3	3	3	3	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	One disabled parking bay is present on Black Friars Lane, located approximately 190m from the Pilgrim Street junction with Pageantmaster Court. Two disabled parking bays are present on Playhouse Yard, located approximately 180m from the Pilgrim Street junction with Pageantmaster Court. See here for more details: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Blue%20Badge%20Bays%20layers
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	Taxis are permitted to drop off on the single yellow lines along Pilgrim Street which are being retained as part of the proposed scheme.
Taxi Drop Off Kerb	Taxi drop off kerb < 100 mm	1	2	3	3	3	3	3	3	3	2	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	Nearest bus stop is located on Ludgate Hill (120m / 2-minute walk) from the Pilgrim Street junction with Pageantmaster Court.
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	Accessible toilets are available at the Manoj Coffee and Cuts which is located 33m (1-minute walk) away from the Pilgrim Street junction with Pageantmaster Court, found using the following tool: https://www.mapping.cityoflondon.gov.uk/geocortex/mapping/?viewer=compass&runworkflowbyid=Switch_layer_themes&LayerTheme=Show%20the%20Toilets%20layers
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	Changing Places toilets are available at the Tate Modern which is 1.0km (14-minute walk) away from the Pilgrim Street junction with Pageantmaster Court, found using the following tool: https://www.changing-places.org/find

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Ross Atkin Associates

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St Andrew's Hill - Existing

CoLSAT City of London Street Accessibility Tool v 1.2

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment b

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	Crossing point at modal filter is less than 6m.
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	Mixed traffic. Shared use within the filtered section. Nothing delineating the cycle facility within the shared use section and the footway.
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tacile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	Existing is smooth Yorkstone, with some minor defects.
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	Uniform - all Yorkstone.
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	Single and double yellow lines.
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm (undelineated)	3	4	3	3	4	0	0	1	2	4	2	1	Shared use is all one level, no delineation between cycle facility and the footway.
Kerb Type (moving alongside)	Deliniating upstand 0 mm to 3 mm (undelineated)	3	4	3	2	2	0	1	3	3	2	2	1	As above.
Footway Width														
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1	The minimum width is less than 1.5m
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	Sections of footway are obstructed with either bollards or lamp columns.
Street Furniture														
Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	3	3	2	2	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	Bollards >0.9m in height.
Contrast	Low tonal contrast with paving	3	3	3	3	2	3	2	2	3	3	2	2	Black bollards contrast with york stone paving.
Bench Spacing	Bench between 150 m and 400 m away	3	3	3	2	2	3	3	3	3	3	3	3	Public seating is provided in the St Andrew by the Wardrobe Churchyard
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Good sensory experience (textures, planting, sound, colour)	3	3	3	3	3	3	3	3	4	3	4	3	Benches are adjacent to busy junction however small green space with trees and vegetation planted creates a positive sensory experience, especially as the benches are set back from the road by >6m.
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	Blue Badge parking on Queen Victoria Street, Knightrider Crescent, Blackfriars Lane, Playhouse Yard.
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	Taxis permitted to drop off on the double yellow/single yellows on St Andrew's Hill. Taxi rank southeast of St Andrew's Hill on Queen Victoria Street also.
Taxi Drop Off Kerb	Taxi drop off kerb < 100 mm	1	2	3	3	3	3	3	3	3	2	3	2	
Dedicated Taxi Drop Off	Dedicated taxi drop off point / taxi rank	3	3	4	4	4	3	3	4	3	4	4	4	As above.
Bus Stop Location	Within 100 m	3	4	4	4	3	4	3	4	3	4	3	3	On Queen Victoria St.
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	Within 100 m	4	4	3	4	4	3	3	4	4	4	3	3	Accessible toilet in The Rising Sun pub on Carter Lane.
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	The nearest Changing Places toilets are in Tate Modern

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St Andrew's Hill - Proposed

COLSAT City of London Street Accessibility Tool v 1.2

Step 1 Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2 Review the results for each needs segment b

Step 3 Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	Crossing point at modal filter is less than 6m.
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	Mixed traffic. Shared use within the filtered section. Remains unchanged from existing. Cycle facility lacks delineation with the footway within the shared use section.
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tactile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	4	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	Proposals to repave some sections to smooth York Stone.
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	Uniform - all York Stone.
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	Single and double yellow lines.
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm (undelineated)	3	4	3	3	4	0	0	1	2	4	2	1	Shared use is all one level, no delineation between cycle facility and the footway. Largely unchanged from existing.
Kerb Type (moving alongside)	Deliniating upstand 0 mm to 3 mm (undelineated)	3	4	3	2	2	0	1	3	3	2	2	1	As above.
Footway Width														
Width	Footway width < 1.5 m	1	1	2	1	1	1	2	1	1	0	1	1	The minimum width is less than 1.5m Sections of footway are obstructed with either bollards or lamp columns. Two additional bollards proposed at the northern end of the extended shared use, adjacent to the planter.
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	
Street Furniture														
Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	3	3	2	2	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	Remains unchanged from existing - no tables proposed.
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	Bollards >0.9m in height.
Contrast	Low tonal contrast with paving	3	3	3	3	2	3	2	2	3	3	2	2	Black bollards contrast with york stone paving. Seating proposed as part of the design. Type and numbers to be confirmed.
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	As above.
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	As above.
Bench Sensory Experience	Good sensory experience (textures, planting, sound, colour)	3	3	3	3	3	3	3	3	4	3	4	3	Good sensory experience expected due to this being a no through route for motorised traffic. Seating is adjacent to a tree and new planter also.
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	Blue Badge parking on Queen Victoria Street, Knightrider Crescent, Blackfriars Lane, Playhouse Yard.
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	Taxis permitted to drop off on the double yellow/single yellows on St Andrew's Hill. Taxi rank southeast of St Andrew's Hill on Queen Victoria Street also.
Taxi Drop Off Kerb	Taxi drop off kerb < 100 mm	1	2	3	3	3	3	3	3	3	2	3	2	
Dedicated Taxi Drop Off	Dedicated taxi drop off point / taxi rank	3	3	4	4	4	3	3	4	3	4	4	4	As above.
Bus Stop Location	Within 100 m	3	4	4	4	3	4	3	4	3	4	3	3	On Queen Victoria St.
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	Within 100 m	4	4	3	4	4	3	3	4	4	4	3	3	Accessible toilet in The Rising Sun pub on Carter Lane.
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	The nearest Changing Places toilets are in Tate Modern

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Ross Atkin Associates

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Committees: Finance and Risk Committee of the Barbican Board *for decision* Barbican Centre Board *for information* Projects and Procurement Sub Committee *for information*	**Dates:** 01 July 2024 17 July 2024 15 July 2024
Subject: Car Park & Other Signage Phase 3 (02800100) **Unique Project Identifier:** *11518*	**Gateway 6: Outcome Report** Light
Report of: Barbican Centre **Report Author:** Alice Lassey	**For Information**
PUBLIC	

Summary

1. Status update	**Project Description:** *Phase 3 of the signage project aimed to align the external signage at the Centre's entrances with its new visual identity, introduced in 2012. This was an important part of the centre's brand management strategy, ensuring all audience touchpoints were in keeping with the new look and removing old branding that now looked dated.* **RAG Status:** Green (Green at last report to committee) **Risk Status:** Low (Low at last report to committee) **Costed Risk Provision Utilised:** CRP had not been introduced to the project when this project entered the gateway process. **Final Outturn Cost:** *£96,979.00*
2. Next steps and requested decisions	**Requested Decisions:** To note the lessons learned section of this report and approve formal closure of this project.
3. Key conclusions	The project was completed on time and to budget. The success criteria stated in the Gateway 1/2 Report was the 'replacement or modification of specific external signage to align with the Barbican's new visual identity, giving an up-to-date, consistent image across the Barbican Centre and its

	communication materials. [There is a] clear image of the Barbican brand to patrons across all platforms.' On assessment of the project outcomes, it is fair to say that this criteria has been met, if to a somewhat limited degree. Of the eight signs identified for replacement in this project, only six were in fact replaced, due to significant objection to the replacement of the historical 4Bs signage outside Silk Street entrance and in the Sculpture Court. As a result, there is significant brand consistency across signage in major public use areas – such as lakeside, the main Silk Street entrance, and the entrance to Beech Street cinemas. However, the heritage branding still remains in prominent areas, and consequently key opportunities to further reinforce the Barbican brand in the minds of visitors are missed. In addition, it is worth noting that the aim to provide a 'clear image of the Barbican brand to patrons across all platforms' was from the start a goal that was not fully achievable in a project with as limited a scope as this one. Though arguably the most important signage has been replaced, as of 2024, the previous 'orange circle' branding still remains on signage such as the freestanding sign outside Beech Street cinemas and the donation point beside the entrance to the Curve Gallery. The even older '4Bs' branding is visible not only in the signs intended to be replaced, but also on glass doors in Frobisher Crescent, and the brass sign by the Sculpture Court Conservatory entrance. The six signs that were successfully installed were installed later than the planned dates stated on the Gateway 5 report, which stated works would be completed by June 2017. In fact, the works did not *begin* until approximately 2nd November that year, based on the date the Authority to Start on Site form was signed. This is a notable delay, but not one that appears to have had particular negative impact on the project. For future projects, it is recommended that, where applicable, residents' views are taken into consideration from the very beginning of the project to avoid the setbacks this project encountered. At the least, this would avoid wasting resources on projects or elements of projects that could not gain planning approval, and at best could potentially allow for the creation of a plan that would be agreed upon by all parties. In addition, the repetition in the resident's objection letters of the fact that they do not trust the Centre to stick to the proposed times for the illumination of the Silk Street sign speaks to a serious lack of

	trust that it would be in the Centre's interest to fix. This is a long-term issue that requires a long-term solution, but the aforementioned early consultation could tie into any strategy regarding building trust with the Barbican residents.

Main Report

Design & Delivery Review

4. Design into delivery	The design for signs 1-5 and 8 were adequately prepared for the delivery of this project. The designs for signs 6 and 7 were not, as they were considered unacceptable to a significant number of residents, whose complaints eventually led to the withdrawal of the application for listed building consent (LBC). Complaints largely had two themes: a feeling that the original '4Bs' signs were 'iconic' and 'fit the character of the estate,' and replacing them would take away part of the centre's heritage; and that the signs being illuminated would contribute to light pollution and shine unwanted light into the flats of Defoe House. It is possible that earlier consultation with residents could have led to the creation of a design more acceptable to them, and that less complaints being received would have allowed LBC to be granted. However, this is far from certain, as the Centre's attempts to find a compromise – such as keeping the original '4Bs' sign intact and displayed in a different location – were considered unacceptable to the residents; keeping the original sign as the residents wished was diametrically opposed to the project's aim of unifying the Centre's branding.
5. Options appraisal	The Gateway 1/2 report outlined possible options for this project. The recommended and accepted option (Option 2) was to replace only key external signage with the new Barbican branding. Another option was to replace all external signage, which naturally would have fulfilled the project aims more fully. That said, once the key external signage identified in Option 2 were replaced, it is likely the replacement of further signs would have resulted in diminishing returns, due to their lesser prominence throughout the centre. Therefore, the chosen option is considered an efficient compromise to balance fulfilment of the project aims with value for money for the Centre. The effectiveness of this option was decreased by scope change when the LBC application was withdrawn as a result of resident complaints. This outcome would be unchanged had the more comprehensive Option 3 been chosen instead.

6. Procurement route	Services were procured through a tendering process. Four tenders were received and were assessed on a quality/price matrix of 60:40. Of the four suppliers, John Anthony Signs ranked third of four on price, but were first by a significant lead on quality. Therefore, John Anthony Signs were awarded the contract. No procurement reference number could be found for this project.
7. Skills base	The City of London project team had the required skills and experience to deliver this project. The consultants and contractors similarly had the required skills and expertise to carry out these works satisfactorily.
8. Stakeholders	Stakeholders noted in the Gateway 1/2 report were managed well and pleased with the results of the project. Residents of the Barbican Estate were not noted as a stakeholder in the Gateway 1/2 report, but it was the complaints of this group that eventually lead to the project being closed prematurely. It is possible, though far from assured, that a more proactive approach to involving residents may have identified these issues earlier, potentially allowing for mitigation efforts to be undertaken.

Variation Review

9. Assessment of project against key milestones	The expected completion date at Gateway 5 was November 2017; in actuality, no works were completed *after* this date, but a significant portion of the planned programme did not go ahead, with two of the eight signs being abandoned after a lengthy planning process. This was a result of the unexpectedly large volume of objections received in response to the application for listed building consent for signs 6 and 7. This application was eventually withdrawn in 2020. This outcome report has been further delayed by approximately four years as a result of staff turnaround, with a number of projects having their final account and outcome reports outstanding at the time of their project manger's departure. This created a backlog of work that was low priority during a time of reduced staff numbers, as well as complicating matters as new project managers have been required to complete these without pre-existing knowledge of the project. This has required extra time to read through reports and correspondence to gain an accurate picture of the project and its outcomes.
10. Assessment of project against Scope	The project was completed to scope with the sizable exception of the eventual exclusion of signs 6 and 7, abandoned after a large volume of complaints from residents made LBC approval unlikely.

	The result is that the external branding remains inconsistent, though to a lesser extent than before the project.
11. Risks and issues	When applying for listed building consent, the City of London Planning department raised the likelihood of residents objecting to the new signs, especially in regard to the illumination on some of them. However, though this risk was identified, it was likely underestimated; it was not foreseen that the objections would be of a number to make the application untenable. These complaints led to the application for signs 6 and 7 being withdrawn. The effect was that only six of the originally planned eight signs were installed as part of the project, meaning the original aim of unifying the Centre's branding across the main external signage has not been as fully realised as if these signs were able to be part of the works.
12. Transition to BAU	The project had a clear plan for transfer to business as usual. The areas in which works were carried out were available for use immediately after the contractors' departure. The powered lights are to be maintained by the Barbican centre engineering department.

Value Review

13. Budget	<table><tr><th></th><th>*At Authority to Start work (G5)*</th><th>*Final Outturn Cost*</th></tr><tr><td>*Fees*</td><td>*£56,415*</td><td>*£44,439*</td></tr><tr><td>*Works*</td><td>*£68,088*</td><td>*£52,540*</td></tr><tr><td>***Total***</td><td>***£124,503***</td><td>***£96,979***</td></tr><tr><td>*Staff Costs*</td><td>*£12,000*</td><td>*£0*</td></tr></table> This projects was funded from City Fund as part of the Capital Cap Programme. Staff costs were not recorded for this project. **Please confirm whether or not the Final Account for this project has been verified.*** The Final Account for this project has been verified.
14. Investment	*N/A*
15. Assessment of project against	No SMART objectives were identified in the Gateway 2 report.

SMART objectives	
16. Key benefits realised	Much of the key external signage now aligns with the Barbican's new visual identity, meaning there is a more consistent image across the Barbican Centre and its communication materials. However, this is not to the extent expected at the beginning of the project due to the cancellation of signs 6 & 7.

Lessons Learned and Recommendations

17. Positive reflections	The procurement route allowed for numerous suppliers to submit a tender, increasing the chances of being able to find a supplier capable of delivering the project. The overall performance of the specialist contractor chosen was good.
18. Improvement reflections	Having a better general understanding of residents' priorities, views, and issues before the project started could have at the least saved the time and work put into the design and planning application for two signs that ultimately the project could not go ahead with. At best, being able to anticipate residents' concerns could have allowed for those efforts to be directed into creating a proposal able to achieve planning approval.
19. Sharing best practice	Considering residents' perspectives earlier on in the project process would help create a better understanding of the ways residents are invested in the outcomes of projects and have some level of power over those outcomes in certain situations. In addition, to make this level of conflict with residents less likely, thought should be put in to how we can build trust between them and the Centre – many objections to the planning application spoke of not trusting the Centre to stick to the given times for illumination of the signs. Them believing we mean what we say would go some way to preventing unwarranted complaints and perhaps a greater willingness to accept compromises.
20. AOB	• The staff costs noted in this report are estimates as there is currently no way to record these with accuracy. • Due to staff turnover, the writer of this report was not involved in the project until the final account stage.

Appendices

Appendix 1	Project Coversheet

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 11518
Core Project Name: Car Park & Other Signage - Phase 3

Programme Affiliation:
Project Manager: ~~Richard O'Callaghan/Harry Gravett~~/Alice Lassey
Definition of need: Following the development of a new visual identity for the Barbican brand in 2012, the signage across the site became out-of-date and out of step with the new branding used across the Centre's website and print marketing. To ensure the Centre adheres to basic brand management principles, it was essential that all touchpoints for audiences were aligned, correctly reflecting the new brand identity. This required the replacement of many external signs that displayed older logos and branding, which was the aim of this project.

Key measures of success:

1. A consistent brand image is displayed across the Barbican Centre site.
2. Branding seen across the buildings matches that on the Centre's website and hard copy literature.
3. Project completed to specification, on time, and in budget, without disrupting the use of the Centre.

Expected timeframe for the project delivery: November 2017 – February 2018

Key Milestones:
Gateway 1-2: 31 October 2014
Issue Report 1 approved: 7 June 2016
Issue Report 2 approved: 1 November 2016
Issue Report 3 approved: 15 February 2017
Gateway 5: 30 March 2017
Issue Report 4 approved: October 2017
Works: October - November 2017
Planning application for signs 6 and 7 submitted: 8 May 2018
Planning application for signs 6 and 7 withdrawn: 7 February 2020
Gateway 6: March 2024

Are we on track for completing the project against the expected timeframe for project delivery?
This project was completed in November 2017.

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 and 2 combined report (as approved by Chief Officer)

- Total Estimated Cost: £49k - £100k
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: October 2014 – April 2015

Scope/Design Change and Impact:
N/A

Issue Report 1 (as approved by Chief Officer)

- Approval for a £6,294 uplift of the fee to North Associates to cover Listed Building, Planning, and Advertising consent applications.

Issue Report 2 (as approved by Chief Officer)

- Approval for a single tender action to appoint North Associates as consultants, allowing them to produce the project tender documentation.

Issue Report 3 (as approved by Chief Officer)

- Approval for a £2,440 uplift of the fee for North Associates to cover preparation of an additional planning application to submit signs 6 and 7 separately.

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

- Total Estimated Cost (excluding risk): £136,503
- Spend to date: £41,317
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2014 – December 2017

Scope/Design Change and Impact:
Works to begin on installation of 6 of the 8 signs while Listed Building Consent for the final two was still being sought.
Proposed that space be found within the Centre to display the old '4Bs' signs after they had been removed *(did not go ahead).*

Issue Report 4 (as approved by Chief Officer)

- Approval for a £3,784 uplift of the fee for John Anthony Signs for additional works to the light source for the illuminated sign.

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

Committees: Streets and Walkways Sub-Committee *[for decision]* *Projects and Procurement Sub-Committee [for information]*	**Dates:** 09 July 2024 15 July 2024
Subject: 21 Moorfields and Fore Street Avenue S278 Moor Lane Environmental Enhancements (Area A - S278) **Unique Project Identifier:** 12252 9441	**Gateway 6: Outcome Report** Regular
Report of: Interim Director of Environment **Report Author:** Andrea Moravicova	**For Decision**
PUBLIC	

Summary

1. Status update	21 Moorfields and Fore Street Avenue Section 278 project and Area A – Section 278 part of the Moor Lane Environmental Enhancement project are associated with the 21 Moorfields development. The related works, fully funded by the developer through Section 278 agreement, have now been implemented.	
	21 Moorfields and Fore Street Avenue Section 278 project **Project Description:** Enhancements to pedestrian environment without compromising the required security in Moorfields and Fore Street Avenue. **RAG Status:** Green (Amber at the last report to Committee) **Risk Status:** Low (Medium at last report to committee) **Costed Risk Provision Utilised:** None **Final Outturn Cost: £596,964**	**Moor Lane Environmental Enhancement (Area A – S278)** **Project Description:** Public realm enhancements in Moor Lane to provide greening and improve the walking environment. The scope, as approved in December 2020, includes S278 works delivering security for the 21 Moorfields development on Moor Lane (referred to as Area A and subject of this report). **RAG Status:** Green (Green at the last report to Committee) **Risk Status:** Low (Medium at last report to committee) **Costed Risk Provision Utilised:** None **Final Outturn Cost: 1,264,860**

2. Next steps and requested decisions	**Requested Decisions:** 1. Note the contents of this report. 2. Approve the budget adjustment related to staff costs to be actioned as outlined in the Appendix 2. 3. Authorise transfer of £80,500 (including staff costs for a supervision of works) from the Moor Lane S278 budget, to cover the planned resurfacing of Moor Lane, to the Moor Lane S106 project budget. 4. Agree to close the 21 Moorfields and Fore Street Avenue Section 278 project. 5. Agree to close the Area A – Section 278 part of the Moor Lane Environmental Enhancement project. 6. Authorise return of unused funds to the developer, including any accrued interest as per the Section 278 agreement once the final accounts for these projects are completed.
3. Key conclusions	The projects were delivered within their respective budgets, at Gateway 5, and in line with their main objectives. The programme was adjusted to coincide with the development's timelines. This delayed the start of the implementation by nine months. Further delays were caused by several risks that materialised and these are described in Section 11 below. Minor adjustments to works' phasing were required throughout the construction to accommodate fit out and related works as well as other activities in the vicinity. Works to Moorfields and Fore Street Avenue were substantially completed in September 2023, and to Moor Lane in February 2024. Key learning and recommendations for future projects (with more detail in sections 15 and 16): • Closer involvement of the City Operations Division in early planning stages may have highlighted potential issues that impacted highway / public realm construction. • Ongoing dialogue between the Planning & Development and City Operations divisions regarding the scope of Section 278 works may have aided negotiations with the developer. • Integrating the design for the Section 278 works scope into the public consultation materials for the wider Moor Lane enhancement scheme would have assisted with aligning the stakeholders' expectations to the site constraints and opportunities from the start of the project.

Main Report

Design & Delivery Review

4. Design into delivery	The design was developed in-house in liaison with the developer. This allowed the project team to ensure that any carriageway and footway changes made as a result to the new development tie in with the surrounding Moorgate Crossrail and Moor Lane S106 enhancement works. Works were undertaken in phases to minimise disruption to the activities of the new development and neighbouring premises. A slight adjustment to the footway and carriageway design in Moorfields was made to account for a new utility chamber installed for the new development.
5. Options appraisal	The chosen options met the projects' objectives to enhance pedestrian environment addressing projected increase in demand on public realm and provide security for the development. The reconstructed footways in Moorfields contribute to a more unified and permeable space for people walking and wheeling outside the Moorgate Crossrail station. The design of the east footway on Moor Lane considered the aspirations to improve environment for people walking and wheeling and create a greener street, without compromising the needs of the development. The materials used adhere to the City's standards, with the works delivering the scope of the project.
6. Procurement route	• The construction package was prepared in-house by the Highway Engineer and work on site undertaken by the City's term contractor. • Security measures were delivered and implemented by a specialist contractor. • A consultant was appointed to design the concrete cladding for planters installed on Moor Lane, who also managed their manufacture and install by a specialist contractor. • Planting was design and fulfilled by the City Gardens team.
7. Skills base	• The project team has the skills, knowledge and experience to design and manage delivery of this and similar future projects. • Specialist contractors were used to manufacture and install specific elements of the scheme, including planters on Moor Lane. • Specialist advice on structures and loading was also sought externally.

8. Stakeholders	• The project was delivered in close liaison with the developer and stakeholders to ensure the proposals meet their needs as far as possible. • Following stakeholder engagement, four planters and two street trees were incorporated within the design in Moor Lane, to soften the hard landscaping around the new development.

Variation Review

9. Assessment of project against key milestones	• The implementation in Fore Street Avenue and Moorfields started approximately six months later than expected at Gateway 5 to align with the developers' schedule. • Works in Fore Street Avenue started in March 2023, and in Moorfields from May 2023. • Moor Lane implementation commenced in October 2023 as opposed to October 2022, and works were substantially completed at the end of February 2024. The start of work was affected by delayed site release from the developer. Snagging, planting and minor surfacing works were completed in June 2024. This aligns with the expected duration reported on at Gateway 5 (October 2022. - June/July 2024).
10. Assessment of project against Scope	The projects' scope remained unchanged and is summarised below: • The surfaces were upgraded to the City's standard palette ensuring consistency and a high-quality streetscape that provides a more pleasant environment for walking and wheeling. • Greening elements were introduced in Moor Lane. • The planters design aimed to be sympathetic to the Barbican architecture. • The requirements of the new development at 21 Moorfields were accommodated within the design.
11. Risks and issues	Several risks have materialised, including: • Delays to public realm works starting on site due to changes in the development's programme. The implementation programme was adjusted according to the new development's schedule. • Unforeseen technical / engineering issue related to a newly installed utility chamber was identified whilst working in Moorfields. This required a slight adjustment to the footway and carriageway design at the northern section of the project's boundary. To minimise delays, officers agreed with the developer to progress other phases of works, while the design was adjusted. • Increase in utility diversion costs. This was a direct result of the changes to the development's schedule and the increased costs were fully covered by the developer.

	• Delays in supply. Adverse weather conditions in Winter 2023/24 impacted manufacture and delivery of concrete panels for planters installed in Moor Lane. The freezing temperatures in January delayed the pour of concrete into the custom-made moulds for the panels. To ensure the panels quality and to prevent cracking, the temperatures need to be above 5 degree C. This subsequently impacted the planting works, which were completed in April rather than in February.

Value Review

12. Budget

21 Moorfields and Fore Street Avenue Section 278 project

- Estimated Outturn Cost at G2: £900,000 - £1,000,000

Item	At G5 Authority to Start work (£)	Final Outturn Cost (£)
Fees	32,313	21,699
Staff Costs	102,561	110,823
Works	454,666	426,422
Costed Risk Provision	52,000	0
Maintenance	38,020	38,020
Total	**679,560**	**596,964**

The final accounts for this project are yet to be verified. An existing fees commitment related to Traffic Regulation Order, accounted for in the overall project outturn costs, is yet to be receipted.

Project accounts will be closed once all final invoices are received, in line with the Chamberlain project's account processes. Any underspend, together with all accrued interest, will be refunded to the developer as per provision in the Section 278 agreement.

Moor Lane Environmental Enhancement Area (A – S278)

- Estimated Outturn Cost at G2: £900,000 - £1,000,000

Item	G5 At Authority to Start work (£)	Final Outturn Cost (£)
Fees	27,800	27,446
Staff Costs	129,231	139,430
Works (hard & soft landscaping, security measures)	845,640	860,734
Utilities	387,355	160,553
Maintenance	76,697	76,697
Total	**1,466,723**	**1,264,860**

The project is substantially completed with resurfacing of Moor Lane between Silk Street and Fore Street deferred, as per an agreement with the developer, until works to the west footway are implemented.

A total of £80,500 (including staff costs for a supervision of works) will be required for resurfacing works and their supervision, which has been

	included in the final outturn cost in the table above. It is requested that this sum is transferred to the Moor Lane S106 project budget. Project accounts are yet to be verified and will be closed once all final invoices are received, in line with the Chamberlain project's account processes. Any underspend, together with all accrued interest, will be refunded to the developer as per provision in the Section 278 agreement.
13. Assessment of project against SMART objectives	Both projects delivered against their objectives to prioritise people walking and wheeling by delivering high quality pedestrian environment, whilst accommodating the security and servicing requirements of the development at 21 Moorfields. The project also increased greening by introducing two street trees and four multi-stem trees and low-level bedding plants in planters interspersed with the bollards.
14. Key benefits realised	Key benefits outlined in the Gateway 2 reports were realised, with the schemes meeting the needs of the new development and providing enhanced public realm around the Moorgate Crossrail station. The projects designs sought to balance a variety of requirements, provide a series of positive benefits and minimise impacts of necessary changes to ensure these meet the objectives set in the Transport Strategy.

Lessons Learned and Recommendations

15. Positive reflections	• Good working relationship and open communication with the developer contributed to:
	  ○ their active participation in the design process and assistance with obtaining third party agreements.
	  ○ successful negotiation of changes to the design outlined in the S106 agreement, particularly interspersing the line of bollards with planters in Moor Lane.
	
	• Release of facades in Moorfields and Moor Lane earlier than expected helped keep the proposed duration of the works unchanged.
	
	• The developer procured some of the items for 21 Moorfields and Fore Street Avenue project directly, whilst details of Section 278 agreement were finalised. This helped with keeping the Section 278 start date in line with their desired programme.

16. Improvement reflections	• Potential issues with access provision to the highwalk from Moor Lane could have been identified in early stages through early liaison between the Planning and City Operations divisions, and addressed as a part of a building design process. • Assumptions made at early stages of the approved development, without liaising with the Operations division, led to lengthy negotiation process to agree details of the Section 278 agreement.

	This required variation to Section 106 agreement and inclusion of additional provisions to the Section 278 agreement. • Direct management / liaison with a specialist contractor would help foster working relationships and provide the project team with a better overview of the manufacture and delivery of specialist elements. • Undertaking the necessary surveys and utility searches in Moorfields and Fore Street Avenue by the project team, rather than using information provided by the developer, may have saved some time and costs. It would have also aided with producing more robust cost estimates. The surveys provided by the developer proved to be inaccurate and some re-work was required during the detailed design prior to Gateway 5 approval, with minor adjustments needed during implementation. • New connections to the development to be undertaken in advance to avoid changes to phasing plan and resourcing schedule and potential cost increase due to contractor standing down. • Integrating the design for the Section 278 works scope into the public consultation materials for the wider Moor Lane enhancement scheme would have assisted with aligning the stakeholders' expectations to the site constraints and opportunities from the start of the project.
17. Sharing best practice	Information will be disseminated through team and project staff Briefings. A lessons' learnt workshop will be held with the relevant planning teams to discuss the issues experienced, particularly on Moor Lane Section 278 project.

Appendices

Appendix 1	21 Moorfields and Fore Street Avenue S278 project coversheet
Appendix 2	Moor Lane Environmental Enhancement project coversheet
Appendix 3	Photos before and after

Contact

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21 Moorfields and Fore Street Avenue Section 278 Project Coversheet

[1] Ownership & Status

UPI: 12252
Core Project Name: 21 Moorfields and Fore Street Avenue S278
Programme Affiliation (if applicable): linked with Moor Lane environmental enhancements S278
Project Manager: Gillian Howard

Definition of need: 21 Moorfields Section 278 works are required to facilitate the development to allow occupation of the building. It will ensure that required security measures are in place around the development, whilst tying in with local Moorgate Crossrail station works to ensure good pedestrian permeability.
Key measures of success:

- Meet the needs of and enable the developer to complete the development within the agreed timeframes.
- Ensure the 21 Moorfields works do not detract from the pedestrian environment and maintains permeability and accessibility meeting the objectives set in the Transport Strategy.
- Provide an enhanced public realm around the Moorgate Crossrail station.

Expected timeframe for the project delivery: Substantial completion of works by mid-December 2022 (changed in May 2022 following delay in building completion from end of October 2022)

Key Milestones:

- Construction starts on Moorfields October 2022 (Was July 2022)
- Construction starts on Fore Street Avenue September 2022 (was August)
- Construction substantially complete mid-December 2022. (was end of October)

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

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 23/12/20):

- Total Estimated Cost (excluding risk): £900,000-1,100,000
- Costed Risk Against the Project: £0
- Estimated Programme Dates: February 2021 to November 2022

'Project Proposal' G2 report (as approved by PSC 23/02/21):

- Total Estimated Cost (excluding risk): £900,000 to 1,100,000
- Resources to reach next Gateway (excluding risk) £103,390
- Spend to date: £56,865
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: February 2021 to November 2022

'Authority to start Work' G5 report (approved by delegated decision 4 August 2024)

- Total Estimated Cost (excluding risk): £666k
- Resources to reach next Gateway (excluding risk) £563k
- Spend to date: £56,865
- Costed Risk Against the Project: N/A
- CRP Requested: £52k
- CRP Drawn Down: £0
- Estimated Programme Dates:

Scope / design change and Impact: The design aligns with the brief described within the Evaluation report.

Due to delays in getting information to finalise designs regarding utility locations etc, the developer has taken on some of the longer lead in times for Cadent, UKPN and bollard delivery ahead of the agreement for the S278. This has reduced the budget envelope being costed for this part of the S278.
Approximately four months delay for Gateway 5 approval; development timeline also slipped by approx. four months with a current revised completion date of December 2022. Cadent and UKPN works need to be completed prior to site being released to the City and its contractor.

Total anticipated on-going commitment post-delivery [£]:
Commuted sum of £38,020 for maintenance is included in the project cost estimate (£680k)

Programme Affiliation: Links with S278 works on Moor Lane.

Moor Lane environmental enhancement Project Coversheet

[1] Ownership & Status

UPI: 9441
Core Project Name: Moor Lane Environmental Enhancements
Programme Affiliation (if applicable): Culture Mile
Project Manager: Andrea Moravicova

Definition of need:
Moor Lane has been identified as an area for improvement for several years, initially identified as a high priority project as part of the 'Barbican Area Streets and Walkways Enhancement Strategy' approved in 2008. Moor Lane presents an opportunity to respond to community priorities by increasing greening in the area and prioritising more space for pedestrians.

A scheme was developed and approved in 2011, which resulted from extensive consultation and proposed the creation of a linear park along Moor Lane. The proposals were to be funded by the Section 106 agreement for the Milton Court development and approval was granted to implement the scheme on site. However, the scheme was paused in light of the emerging 21 Moorfields development which is now under construction.

The City is now in a position to recommence work on this project and proceed with a review of the design for Moor Lane, to ensure it responds to the needs of the development and mitigates the development's impact on the local environment. There is strong stakeholder support for improvements to Moor Lane and an expectation for the scheme to finally be completed.

Key measures of success:

- Moor Lane is a green, biodiverse and environmentally resilient street through the introduction of trees and planting. Both the local community and the developer's priorities are met, by ensuring the security needs and desires for an improved pedestrian environment are delivered in coordination with the completion of 21 Moorfields. A welcoming, accessible and safe pedestrian environment is created on Moor Lane with widened footways to prioritise pedestrian movement.

Expected timeframe for the project delivery:
Implementation of Area A (eastern footway and carriageway) is expected to commence in October 2022. Implementation of Area B will follow as closely as possible subject to further design and public engagement.

Are we on track for completing the project against the expected timeframe for project delivery?
A number of factors delayed the overall project.
The project was paused and in 2020 was proposed to be recommenced with implementation in Spring – late Autumn 2022

A public consultation exercise for Area B, taking the requirements for Area A into consideration, was undertaken in late 2021. Feedback from the consultation was fed into the design process for both areas. Further design works and public engagement will be undertaken before implementation of the Area B can commence. The implementation of Area A was aligned with the developer's schedule.

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:
The project is part of the Barbican Area Streets & Walkways Enhancement Strategy and was approved as one of the strategy's high priority schemes by the Court of Common Council in 2008 following a public consultation exercise.

In July 2011 an evaluation report was approved by Members to implement environmental enhancements on Moor Lane.

Approval was granted to progress to detailed design stage, seek relevant permissions and implement the scheme. A budget of £1,391,136 was made available following the report approval.

Evaluation report – approval for implementation (as approved by Street & Walkways Sub-committee 18/07/11)*:

- Total Estimated Cost (excluding risk): £1.55M
- Resources to reach next Gateway (excluding risk): £1.45M
- Spend to date: £257,526
- Estimated Programme Dates: Works were intended to commence in 2012.

Scope/Design Change and Impact: Create a linear park, with trees and planters, along the west footway on Moor Lane.

*It should be noted that the evaluation report approved in 2011 predated the current Gateway reporting procedure.

Gateway 3 - Issue report (as approved by Project Sub-committee on 30 November 2020 and Streets and Walkways Sub-committee 1 December 2020)*

- Total Estimated Cost (excluding risk): £1.7-£2.2M
- Resources to reach next Gateway (excluding risk): £230,382 (£128,566 from approved Section 106 budget and £101,816 funded through 21 Moorfields Section 278 agreement)
- Spend to date:
- Costed Risk Against the Project:
- Estimated Programme Dates:
    - Design review & surveys: Dec 2020 - Mar 2021
    - Consultation: Mar – May 2021

- Detail design: Jun – Sept 2021
- Gateway 4/5: Sept 2021
- Construction package: Oct 2021– Feb 2022
- Phased implementation (minimum 6 months): Spring 2022 – late 2022/Early 2023

Scope/Design Change and Impact: The design aligns with the brief described within the Evaluation report, whilst considering the stakeholders' feedback to date, the changing context of the area and the development of the site at 21 Moorfields. The scope was increased to include the Section 278 works to east footway adjacent to the 21 Moorfields development.
An increase to the overall project budget has been incurred due to the revised scope, although this increase is fully funded through a Section 278 agreement.

*Upon approval of the 2011 report, officers were given authority to proceed with detail design and implement the scheme, however, several modifications required to the scheme outlined in the issue report, officers considered the existing scheme to be at Gateway 3 stage. It was, therefore, proposed that the next report to Members is a Gateway 4/5, outlining the detail design and requesting authority to start work.

Gateway 4c-5 – Authority to start work in Area A (as approved by Streets and Walkways Sub-Committee on 5 July 2022 and Operational Property and Projects Sub-Committee on 20 July 2022.

- Total Estimated Cost Area A (excluding risk): £1.7-£2.2M
- Resources to reach next Gateway (excluding risk): £ (£ from approved Section 106 budget and £1,448,680 funded through 21 Moorfields Section 278 agreement)
- Spend to date (Area A): £364,588
- Costed Risk Against the Project: £50,000
- Estimated Programme Dates:
  - Completion of Section 278 agreement & receipt of funding: July 2022
  - Procurement of materials (Area A): July 2022
  - Finalise construction package for Area A: August 2022
  - Phased implementation of Area A (minimum 6 months): October 2022 – June/July 2023

Scope/Design Change and Impact: The design aligns with the brief described within the Evaluation report.

Gateway 4-5 – Authority to start work in Area B (as approved by Streets and Walkways Sub-Committee on 23 May 2023 and Operational Property and Projects Sub-Committee on 5 June 2023)

- Total Estimated Cost (excluding risk): £2,958,680

- Resources to reach next Gateway (excluding risk): £1,450,000 (from approved S106 and Climate Action Strategy Cool Streets programme budget to implement Area B)
- Spend to date (Area B): £330,556
- Costed Risk Against the Project:
- Estimated Programme Dates:

Scope/Design Change and Impact: The design aligns with the brief described within the Evaluation

Gateway 5 Progress report - Area B (as approved by Streets and Walkways Sub-Committee on 26 September 2023)
Reporting period: May 2023 – September 2023
Update on activities undertaken to date in relation to Area B (west footway on Moor Lane). These mainly involved discussions on the design and greening with representatives of Willoughby House and the Heron, and the Barbican Association. It also highlighted the next steps, which included further discussion on greening with local stakeholders, and development of greening proposals in consultation with the City's Garden's team and a consultant.

Gateway 5 Issues report - Area B (as approved by Streets and Walkways Sub-Committee on 30 January 2024
Reporting period: September 2023 – January 2024

- Total Estimated Cost (excluding risks): £2,968,680

  The total cost for Area A, funded through Section 278 agreement, is estimated at £1,508,680 (including costed risk provision of £100k).

  The total budget for Area B, funded through Milton Court Environmental Improvement Works (Section 106) payment and Climate Action Strategy Cool Streets programme, is set at £1,560,000.

- Spend to Date (Area B): £398,907
- Estimated programme dates (Area B): Project expected to recommence in autumn 2024.

The Sub-Committee approved recommendation to revert the Area B to the Gateway 3/4 Options Appraisal stage, to allow revision of the proposed design for Area B in line with the Healthy Neighbourhood programme and consideration of traffic management changes along Moor Lane.

Total anticipated on-going commitment post-delivery [£]:
Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at respective Gateway 5 when the detailed design will be finalised.

These costs will be assessed and covered by the project budget, thereby mitigating the impact on local risk budgets. The maintenance costs for Area A were calculated at £76,697. Invoice to the developer will be issued upon completion of works.
Increased greening will entail an Open Spaces maintenance commitment and a provision for this will be included in the project budget. It should be noted that the proposed implementation of Sustainable Urban Drainage System (SUDS) in the scheme is expected to reduce the overall maintenance commitment.

Programme Affiliation: Culture Mile – the programme budget is assessed by financial year depending on the projects approved for delivery.
Also linked to 21 Moorfields and Fore Street Avenue Section 278 works.

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Appendix 2

Table 1: Expenditure to Date: 21 Moorfields & Fore Street Avenue - 16800445			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	29,823	29,822	1
P&T Staff Costs	23,207	23,206	1
P&T Fees	15,714	15,713	1
TOTAL	**68,744**	**68,741**	**3**

Table 2: Expenditure to Date: 21 Moorfields & Fore Street Avenue - 16100445			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	38,606	38,606	0
P&T Staff Costs	19,925	19,189	736
P&T Fees	7,599	1,250	6,349
Env Servs Works	454,666	426,422	28,244
Cost Risk Provision	52,000	-	52,000
TOTAL	**572,796**	**485,467**	**87,329**

Table 3: Expenditure to Date: Moor Lane Environmental Enhancements S278 - 16100449			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	75,500	79,563	(4,063)
P&T Staff Costs	53,000	57,867	(4,867)
Open Spaces Staff Costs	731	2,000	(1,269)
P&T Fees	27,800	27,446	354
Env Servs Works	845,640	800,734	44,906
Utilities	387,355	160,553	226,802
TOTAL	**1,390,026**	**1,128,163**	**261,863**

Table 4: Budget Adjustments Required: Moor Lane Environmental Enhancements S278 - 16100449			
Description	**Approved Budget (£)**	**Adjustment (£)**	**Balance (£)**
Env Servs Staff Costs	75,500	4,063	79,563
P&T Staff Costs	53,000	4,867	57,867
Open Spaces Staff Costs	731	1,269	2,000
P&T Fees	27,800	-	27,800
Env Servs Works	845,640	(10,199)	835,441
Utilities	387,355	-	387,355
TOTAL	**1,390,026**	**-**	**1,390,026**

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Moor Lane looking north from Fore Street

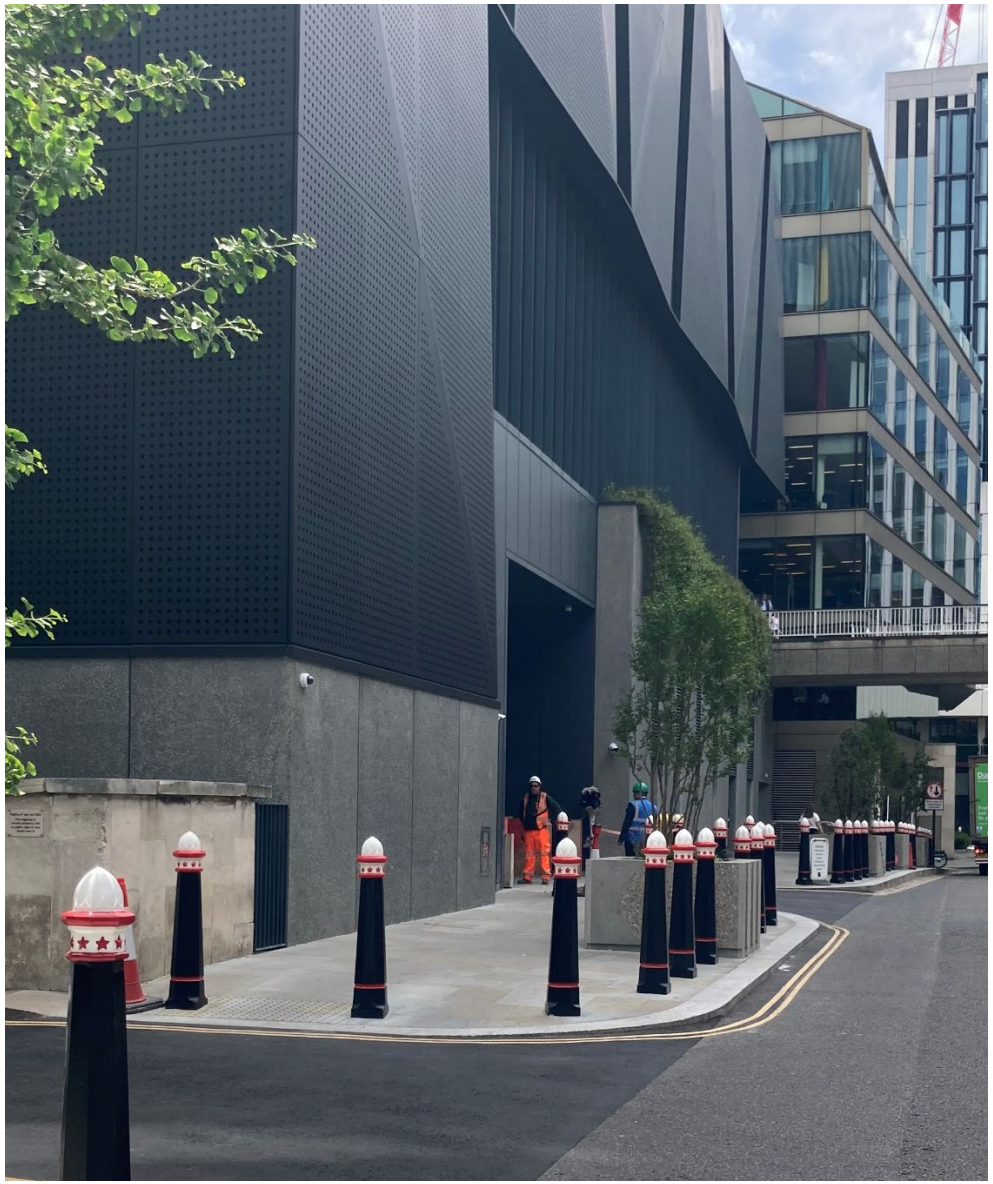
Before

After

Appendix 3
Moor Lane images

Moor Lane looking south from New Union Street

(before)



(after)

Moor Lane looking south

Before

After

Bollards in Moor Lane were interspersed with planters.