



Projects and Procurement Sub-Committee – **Starred Information Pack**

Date: MONDAY, 9 DECEMBER 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Randall Anderson (Chair) Alderwoman Elizabeth Anne King
Deputy Rehana Ameer (Deputy Chair) Eamonn Mullally
Mary Durcan Philip Woodhouse
Alderman Timothy Hailes

Enquiries: John Cater
John.Cater@cityoflondon.gov.uk

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

8. ***GW1-5: CITY OF LONDON POLICE - DEVICE REFRESH**

Report of the Chamberlain.

For Information
(Pages 213 - 234)

9. ***GW2: CLIMATE ACTION STRATEGY (CAS) - OPTIMISATION FOR SITES CONNECTED TO CITIGEN**

Report of the City Surveyor.

For Information
(Pages 235 - 256)

10. ***GW2: FLEET STREET AREA PROGRAMME: HOLBORN VIADUCT LIGHTING IMPROVEMENTS**

Report of the Executive Director, Environment.

For Information
(Pages 257 - 276)

11. ***GW2: TRANSFORMING FLEET STREET - (FLEET STREET AREA PROGRAMME)**

Report of the Executive Director, Environment.

For Information
(Pages 277 - 304)

12. ***GW3: LEADENHALL STREET IMPROVEMENTS - CITY CLUSTER VISION PROGRAMME**

Report of the Executive Director, Environment.

For Information
(Pages 305 - 336)

13. ***GW3&4: BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL TRAFFIC ORDER TO REINTRODUCE TAXIS**

Report of the Executive Director, Environment.

For Information
(Pages 337 - 382)

14. ***GW4: 2 ALDERMANBURY**
Report of the Executive Director, Environment.
For Information
(Pages 383 - 428)
15. ***GW4: CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 3 CITY GREENING AND BIODIVERSITY (FANN STREET AND ST PETER WESTCHEAP)**
Report of the Executive Director, Environment.
For Information
(Pages 429 - 468)
16. ***GW4: LLOYDS AVENUE IMPROVEMENTS (COOL STREETS AND GREENING PROGRAMME AND CITY CLUSTER PROGRAMME)**
Report of the Executive Director, Environment.
For Information
(Pages 469 - 486)
17. ***GW6: DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**
Report of the Executive Director, Environment.
For Information
(Pages 487 - 494)
29. ***GW1-4: THE GROTTO, WANSTEAD PARK RESTORATION 2024-26**
Report of the Executive Director, Environment.
For Information
(Pages 495 - 536)
30. ***GW4: IT NETWORK SEGREGATED TUNNELLING PROJECT**
Report of the Chamberlain.
For Information
(Pages 537 - 542)
31. ***GW6: CITY JUNIOR SCHOOL EXPANSION**
Report of the City Surveyor.
For Information
(Pages 543 - 576)

32. ***GW6: IT SERVICE TRANSITION PROGRAMME**

Report of the Chamberlain.

For Information
(Pages 577 - 586)

Agenda Item 8

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Committees:	Dates:
Police Authority Board – for decision (Urgency) Projects and Procurement Sub – for information Digital Services Committee – for information	Under Urgency 09 December 2024 30 January 2025
Subject: COLP Device Refresh	Gateway 1-5 Authority to Start Work Light
Unique Project Identifier: <i>PV Project ID – Pending Projects Board</i>	
Report of: Chamberlain Report Author: Zakki Ghauri	For Information
PUBLIC	

Recommendations

<p>1. Approval track, next steps and requested decisions</p>	<p>Project Description: <i>The purpose of this project is to replace existing end-of-life devices in the COLP IT estate. The City of London (across Corporation and all institutions) recently conducted a joint device evaluation process. The result of the evaluation was that HP devices were, overall, the most suitable device to issue to the workforce in the future. This project will purchase and rollout new HP devices and Docks across COLP and decommission end-of-life end-user devices.</i></p> <p><i>Procurement have managed route to market with HP with XMA as reseller, including COLP funding approach detailed. Papers have been signed off by Digital Services Committee in July and Court of Common Council in September 2024</i></p> <p>Next Gateway: Gateway 6 Outcome Report</p> <p>Next Steps: <i>Decision on budget request to enable COLP Device Refresh Project to commence ordering devices, via COLP Finance governance</i></p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £1,703,000 is approved for COLP Device Refresh to reach the next Gateway; 2. Note the project budget of £1,703,000 (excluding risk);
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	<p>3. Note the total estimated cost of the project at £1,703,000 (excluding risk);</p> <p>4. That a Costed Risk Provision of £0 is approved (to be drawn down via delegation to Chief Officer).</p> <p>5. Note – A credit is anticipated for the sale of the end-of-life devices for £72k, which would result in an overall net cost of £1.631m</p> <p>6. That Option 1 is approved</p>																
<p>2. Budget</p>	<p><i>Complete this section in consultation with your Head of Finance</i></p> <table border="1" data-bbox="528 636 1390 1160"> <thead> <tr> <th data-bbox="528 636 761 779">Item</th> <th data-bbox="761 636 1019 779">Reason</th> <th data-bbox="1019 636 1198 779">Funds/ Source of Funding</th> <th data-bbox="1198 636 1390 779">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 779 761 929">HP Devices and Docks</td> <td data-bbox="761 779 1019 929">Replace end-of-life COLP devices</td> <td data-bbox="1019 779 1198 929">COLP Capital Budget</td> <td data-bbox="1198 779 1390 929">£1,703,000</td> </tr> <tr> <td data-bbox="528 929 761 1088">Resources</td> <td data-bbox="761 929 1019 1088">Manage and deliver device replacement project</td> <td data-bbox="1019 929 1198 1088">N/A – Existing Resources</td> <td data-bbox="1198 929 1390 1088">£0</td> </tr> <tr> <td data-bbox="528 1088 761 1160">Total</td> <td data-bbox="761 1088 1019 1160"></td> <td data-bbox="1019 1088 1198 1160"></td> <td data-bbox="1198 1088 1390 1160">£1,703,000</td> </tr> </tbody> </table> <p>Costed Risk Provision requested for this Gateway: £0</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	HP Devices and Docks	Replace end-of-life COLP devices	COLP Capital Budget	£1,703,000	Resources	Manage and deliver device replacement project	N/A – Existing Resources	£0	Total			£1,703,000
Item	Reason	Funds/ Source of Funding	Cost (£)														
HP Devices and Docks	Replace end-of-life COLP devices	COLP Capital Budget	£1,703,000														
Resources	Manage and deliver device replacement project	N/A – Existing Resources	£0														
Total			£1,703,000														
<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Digital Service Committee • Project Sponsor – Jonathan Chapman – COLP Head of IT • COLP Devices Project Board 																
<p>4. Progress reporting</p>	<p>Six monthly progress reports to Spending Committee and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees</p>																

Project Summary

<p>5. Context</p>	<p>1. <i>Most of the CoL and CoLP device estate is now out of warranty and cannot be extended.</i></p> <p>2. <i>In addition, over 50% of the devices in the estate will become end of life via forced obsolescence in 2024, with more devices to become end-of-life in 2025</i></p>
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	<ol style="list-style-type: none"> 3. <i>When a device becomes end of life, it will cease to receive any further critical firmware updates which are often linked to faults with the device, or more critically security vulnerabilities</i> 4. <i>CoL will be required to carry the risk of against these devices until the refresh has completed.</i>
<p>7. Brief description of project</p>	<ol style="list-style-type: none"> 1. <i>The purpose of this project is to replace existing end-of-life devices in the COLP IT estate</i> 2. <i>The City of London (across Corporation and all institutions) recently conducted a joint device evaluation process.</i> 3. <i>The result of the evaluation was that HP devices were, overall, the most suitable device to issue to the workforce in the future</i> 4. <i>This project will purchase and rollout new HP devices and Docks across COLP and decommission end-of-life end-user devices. Buy back value is expected to be realised from the resale of COLP end-of-life devices.</i>
<p>8. Consequences if project not approved</p>	<ol style="list-style-type: none"> 1. <i>With increased adoption of digital services across all part of the organisation, demands on the physical devices have increased and users require more processing power in both memory, CPU and in some case storage.</i> 2. <i>CoL has been hindered by the extremely poor hardware performance of devices, in particular the Surface Pro 7 variant which is predominant in COLP estate.</i> 3. <i>The CPU already runs very hot due to passive cooling only (i.e. no internal fans) and invokes a thermal throttle to protect itself from overheating, at which point when a user attempts to conduct a team’s video call, the GPU comes online and increases the heat dissipation, further causing the device to thermal throttle and “choke” the performance of the device to an unusable speed.</i> 4. <i>The compromised hardware performance, will continue to harm COLP’s officer and staff operational efficiency</i> 5. <i>In addition, the end-of-life unsupported devices present security and device failure risks</i>

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<p>9. SMART project objectives</p>	<p>1. <i>Purchase and rollout new HP devices and Docks to replace all COLP end user devices across the estate over a 5-month period, commencing in December 2024</i></p>
<p>10. Key Benefits</p>	<ol style="list-style-type: none"> 1. Stable and reliable application performance - <i>Significantly more powerful and robust base device for all end-users, enabling reliable access to all core Microsoft and Force specific applications</i> 2. Increased longevity of devices – <i>With a baseline i7 Processor across the IT estate, this will ensure resilient performance as future device updates and enhancements require more system resources</i> 3. Evergreen device management - <i>Move beyond a typical end-of-life cycle with device warranties which can be extended</i> 4. Simplicity – <i>One device across the estate. Replacing the existing 6 variants that currently sit within the COLP device estate.</i> 5. Buy Back Value – <i>Resale of COLP end-of-life devices, has been estimated at £72k. This has been calculated based off the maximum estimate of £144k provided by reseller, with a 50% discount rate applied. This accommodates for potentially lower quality/condition devices being returned by COLP. The final buy back value received, will offset a proportion of the COLP £1.7m project cost. Note final value will depend on condition of COLP devices and will vary from estimate.</i>
<p>11. Project category</p>	<p>7a. Asset enhancement/improvement (capital)</p>
<p>11. Project priority</p>	<p>A. Essential</p>
<p>12. Notable exclusions</p>	<p>Out of scope for this project;</p> <ol style="list-style-type: none"> 1. <i>Additional Docks or Travel Docks for end-users for Working from Home</i> <ol style="list-style-type: none"> a. <i>Existing travel docks that end-users have at home, will be compatible with the new HP devices</i> 2. <i>Additional devices, hardware or peripherals for end-users</i> <ol style="list-style-type: none"> a. <i>Unless this is covered by reasonable adjustments which will be solicited during project comms</i>

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	3. Device Usage Training
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Options Appraisal

1. Overview of options	<p><i>Option 1 – Procure HP devices</i></p> <p><i>Option 2 – Procure Lenovo devices</i></p> <p><i>Option 3 – Do nothing</i></p>
2. Risk	<p>Overall project risk: Low</p> <p><u>Main risks</u></p> <ol style="list-style-type: none"> 1. <i>Devices are not able to be procured in 2024 to benefit from best possible cost savings</i> 2. <i>Buy Back total income is lower than expected</i> 3. <i>Windows 11 readiness work is not completed before the device rollout</i> 4. <i>Tech Support resourcing - Unable to rollout 100 x devices per week</i> <p>Further information available within the Risk Register (Appendix 2) and Options Appraisal.</p>

Resource Implications

3. Total estimated cost	<p>For recommended option 1</p> <p>Total estimated cost (excluding risk): £1,703,000</p> <p>Total estimated cost (including risk): £1,703,000</p>					
4. Funding strategy	<p>Is the funding confirmed: All funding fully guaranteed</p>	<p>Who is providing funding: Internal - Funded wholly by City's own resource</p> <p>Recommended option</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 70%;">Funds/Sources of Funding</th> <th style="width: 30%;">Cost (£)</th> </tr> </thead> <tbody> <tr> <td>CoLP direct revenue financing (as part of the approved CoLP Capital Programme)</td> <td>£1.631m</td> </tr> </tbody> </table>	Funds/Sources of Funding	Cost (£)	CoLP direct revenue financing (as part of the approved CoLP Capital Programme)	£1.631m
Funds/Sources of Funding	Cost (£)					
CoLP direct revenue financing (as part of the approved CoLP Capital Programme)	£1.631m					

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	Disposal of existing devices (Buy Back Value) – Please refer to section 9.5	£0.072m
	Total	£1.703m

Appendices

Appendix 1	Project Briefing – Gateway 1 paper submitted separately
Appendix 2	Risk Register
Appendix 3	PT4 Form – Not produced. Procurement advised Financial Appraisal Form was completed by Corp. treasury team and XMA passed. Documents included in appendix
Appendix 4	Device Vendor Price Comparisons

Contact

Report Author	Mark Oldfield
Email Address	mark.oldfield@cityoflondon.police.uk
Telephone Number	

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Options appraisal table.

	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
<ul style="list-style-type: none"> Design Summary 	Purchase new COLP laptops via HP	Purchase new COLP laptops via Lenovo	Do nothing – Retain existing laptop devices
<ul style="list-style-type: none"> Scope and exclusions 	<p>In Scope</p> <ul style="list-style-type: none"> Distribute new HP Devices to end-users Allow for reasonable adjustments, where there are specific requirements for certain users Distribute new Docks for COLP desks across the estate Collect and decommission existing devices and docks from end-users and COLP desks Undertake a COLP Windows 11 Readiness Assessment for a decision to be made on ability for COLP to rollout new devices directly on Windows 11 <p>Out of Scope</p>	<p>In Scope</p> <ul style="list-style-type: none"> Distribute new HP Devices to end-users Allow for reasonable adjustments, where there are specific requirements for certain users Distribute new Docks for COLP desks across the estate Collect and decommission existing devices and docks from end-users and COLP desks Undertake a COLP Windows 11 Readiness Assessment for a decision to be made on ability for COLP to rollout new devices directly on Windows 11 <p>Out of Scope</p>	<p>In Scope</p> <ul style="list-style-type: none"> Retain existing laptops <p>Out of Scope</p> <ul style="list-style-type: none"> Do not procure any new devices or peripherals

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	<ul style="list-style-type: none"> • Additional Docks or Travel Docks for end-users for Working from Home <ul style="list-style-type: none"> ○ Existing travel docks that end-users have at home, will be compatible with the new HP devices • Additional devices, hardware or peripherals for end-users <ul style="list-style-type: none"> ○ Unless this is covered by reasonable adjustments as referenced above • Device Usage Training 	<ul style="list-style-type: none"> • Additional Docks or Travel Docks for end-users for Working from Home <ul style="list-style-type: none"> ○ Existing travel docks that end-users have at home, will be compatible with the new HP devices • Additional devices, hardware or peripherals for end-users <ul style="list-style-type: none"> ○ Unless this is covered by reasonable adjustments as referenced above • Device Usage Training 	
Project Planning			
<ul style="list-style-type: none"> • Programme and key dates 	<ul style="list-style-type: none"> • Device build and testing – Sep-Oct 24 • Device procurement – Oct/Nov 24 • Device comms and Business engagement - Oct/Nov 24 • Device rollout – Nov 24-Apr-25 	<ul style="list-style-type: none"> • Device build and testing – Sep-Oct 24 • Device procurement – Oct/Nov 24 • Device comms and Business engagement - Oct/Nov 24 • Device rollout – Nov 24-Apr-25 	N/A
<ul style="list-style-type: none"> • Delivery Team 	Project SRO - Jonathan Chapman (Head of IT)	Project SRO - Jonathan Chapman (Head of IT)	N/A

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	<p>Project Manager - Mark Oldfield (DITS Project Manager)</p> <p>Senior User - Terry Lee (COLP Solution Architect)</p> <p>Senior Supplier - James Gibson (COLP IT) / XMA (3rd Party)</p>	<p>Project Manager - Mark Oldfield (DITS Project Manager)</p> <p>Senior User - Terry Lee (COLP Solution Architect)</p> <p>Senior Supplier - James Gibson (COLP IT) / XMA (3rd Party)</p>	
<ul style="list-style-type: none"> Risk implications 	<p>Overall project option risk: Low</p> <ol style="list-style-type: none"> Devices are not able to be procured in 2024 to benefit from best possible cost savings - Increased project capital costs e.g. estimated. 5-10% cost increment on device order costs in 2025 Buy Back total income is lower than expected - Proportion of capital costs cannot be recovered via Buy Back activity Windows 11 readiness work is not completed before the device rollout - COLP is not ready to rollout new devices. Causing either a delay to the rollout, or incremental effort from COLP IT to rollback devices to Windows 10 OS - this would take approx. 10 minutes per device and 300+ resource hours in total 	<p>Overall project option risk: Low</p> <ol style="list-style-type: none"> Devices are not able to be procured in 2024 to benefit from best possible cost savings - Increased project capital costs e.g. estimated. 5-10% cost increment on device order costs in 2025 Buy Back total income is lower than expected - Proportion of capital costs cannot be recovered via Buy Back activity Windows 11 readiness work is not completed before the device rollout - COLP is not ready to rollout new devices. Causing either a delay to the rollout, or incremental effort from COLP IT to rollback devices to Windows 10 OS - this would take approx. 10 	<p>Overall project option risk: High</p> <ol style="list-style-type: none"> Reduced operational efficiency of officers and staff with poor performing IT equipment End-of-life devices with increased liable to fail End-of-life devices with Increased security vulnerabilities

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	<p>4. Tech Support resourcing - Unable to rollout 100 x devices per week - Risk to builds taking longer than planned if issues encountered, or resources unavailable due to workload conflicts</p> <p>Further information available within the Risk Register (Appendix 2).</p>	<p>minutes per device and 300+ resource hours in total</p> <p>4. Tech Support resourcing - Unable to rollout 100 x devices per week - Risk to builds taking longer than planned if issues encountered, or resources unavailable due to workload conflicts</p>	
<ul style="list-style-type: none"> Benefits 	<ol style="list-style-type: none"> HP offers a strong range of device models HP is committed to sustainable product manufacture and device lifecycle management HP offers robust repairability and upgradability to enables ease of device management and maintenance Costs are significantly lower than comparable Lenovo models Provides a low weight device for ease of mobility for end-users HP includes Intune plug-in enabling management directly 	<ol style="list-style-type: none"> Lenovo offers a strong range of device models Lenovo is committed to sustainable product manufacture and device lifecycle management Lenovo offers robust repairability and upgradability to enables ease of device management and maintenance 	<ol style="list-style-type: none"> No financial outlay for the COLP No requirement on IT resources to deliver project

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	<p>from Intune making HP device management easier and cheaper</p> <p>7. HP batteries have large capacity and a three-year warranty</p>		
<ul style="list-style-type: none"> • Disbenefits 	<ul style="list-style-type: none"> • No disbenefits were identified in the COLP IT HP review 	<ol style="list-style-type: none"> 1. Lenovo costs are significantly higher than comparable HP models 2. Lenovo are slightly heavier devices compared to HP models for end users to transport to and from officer 3. Intune plug-in unavailable for Lenvo requiring more expensive third-party application to enable device management 4. Lenovo batteries are smaller compared to HP with only a one-year warranty 	<ol style="list-style-type: none"> 1. Inefficiencies in end-user working practices 2. Negative impacts on IT resources to manage devices susceptible to issues
<ul style="list-style-type: none"> • Stakeholders and consultees 	<ol style="list-style-type: none"> 1. <i>Procurement - Charlotte Rendle</i> 2. <i>Finance - Steve Reynolds</i> 3. <i>H&S - Nicola Scoon</i> 4. <i>IMS - Simone Edwards</i> 5. <i>Local Policing - Bill Duffy</i> 	<ol style="list-style-type: none"> 1. <i>Procurement - Charlotte Rendle</i> 2. <i>Finance - Steve Reynolds</i> 3. <i>H&S - Nicola Scoon</i> 4. <i>IMS - Simone Edwards</i> 5. <i>Local Policing - Bill Duffy</i> 	N/A

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	<p>6. Specialist Ops - Amanda Horsburgh 7. Facilities - Trevor Ulla</p> <p><i>EIA completed – Formal assessment no required</i></p>	<p>6. Specialist Ops - Amanda Horsburgh 7. Facilities - Trevor Ulla</p> <p><i>EIA completed – Formal assessment no required</i></p>	
Resource Implications			
<ul style="list-style-type: none"> Total estimated cost 	<p>Total estimated cost (excluding risk): £1,702,408 <i>High confidence level in costs</i> Total estimated cost: (including risk): £1,702,408</p>	<p>Total estimated cost (excluding risk): £1,946,577 <i>High confidence level in costs</i> Total estimated cost: (including risk): £1,946,577</p>	N/A
<ul style="list-style-type: none"> Funding strategy 	CoLP direct revenue financing (as part of the approved CoLP Capital Programme)	CoLP direct revenue financing (as part of the approved CoLP Capital Programme)	N/A
<ul style="list-style-type: none"> Estimated capital value/return 	£72k Estimated Buy Back Value of existing COLP devices	£72k Estimated Buy Back Value of existing COLP devices	NONE
<ul style="list-style-type: none"> Ongoing revenue implications 	NONE	NONE	NONE
<ul style="list-style-type: none"> Investment appraisal 	<p>Investment appraisal methodologies have not been utilised to compare options.</p> <p>Vendors have been compared based on their respective price points, which</p>	<p>Investment appraisal methodologies have not been utilised to compare options.</p> <p>Vendors have been compared based on their respective price points, which</p>	N/A

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	includes warranty costs, which offer extended device longevity. See vendor price comparison in Appendix 4	includes warranty costs, which offer extended device longevity. See vendor price comparison in Appendix 4	
<ul style="list-style-type: none"> Affordability 	HP offers increased affordability based on its lower unit prices. Enabling COLP to afford higher spec i7 devices, to realise key project benefits with improved device performance and longevity	Lenovo provides reasonably priced devices, however offers lower affordability compared to HP. Higher spec Lenovo i7 devices pushes COLP significantly over allocated budget. Costing £244k more than equivalent HP devices.	N/A
<ul style="list-style-type: none"> Procurement strategy/route to market 	Route to market for the devices has been organised by Commercial Lead, Aga Watt in the COL/P Procurement team in agreement with Corporation Legal and Meta (Framework advisors). This additional procurement activity has been required as the previous XMA contract exceeded its value limits. Commercial Services identified an IT VAR Reseller framework, Efficiency East Midlands (EEM) EEM0077 as a compliant route to market for the device purchase. In January 2024, XMA, an incumbent supplier, was requested by the City DITS team to conduct market engagement with laptop vendors (including Lenovo, HP, and Microsoft) to identify the best specifications,	Route to market for the devices has been organised by Commercial Lead, Aga Watt in the COL/P Procurement team in agreement with Corporation Legal and Meta (Framework advisors). This additional procurement activity has been required as the previous XMA contract exceeded its value limits. Commercial Services identified an IT VAR Reseller framework, Efficiency East Midlands (EEM) EEM0077 as a compliant route to market for the device purchase. In January 2024, XMA, an incumbent supplier, was requested by the City DITS team to conduct market engagement with laptop vendors (including Lenovo, HP, and Microsoft) to identify the best specifications,	N/A

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	<p>quality, and prices for the City's requirements.</p> <p>A well-attended soft market vendor day was organised, where leading vendors presented their device offerings. To secure competitive pricing, vendors provided deal registrations via XMA, designating them as the reseller. This market testing provided a range of choices and best price options for the City. Vendors committed to offering deal registration prices through XMA.</p> <p>There was a corporate contract with XMA at the time of the soft market event, which expired on 25th May 2024. This contract could not be extended due to overspending.</p> <p>With the Deal Registration between XMA and HP, it meant that the corporation received the best market price, as such no formal tender evaluation took place.</p> <p>The biggest risk identified was around not involving Commercial Service in planning of the Soft Market testing by XMA until just before the event, as a different approach would likely have been chosen in relation to market engagement.</p>	<p>quality, and prices for the City's requirements.</p> <p>A well-attended soft market vendor day was organised, where leading vendors presented their device offerings. To secure competitive pricing, vendors provided deal registrations via XMA, designating them as the reseller. This market testing provided a range of choices and best price options for the City. Vendors committed to offering deal registration prices through XMA.</p>	

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	Procurement have received approval from Digital Services Committee in July and Court of Common Council in September 2024 for a call off contract for HP devices with XMA as the reseller.		
<ul style="list-style-type: none"> • Legal implications 	NONE	NONE	<ul style="list-style-type: none"> • Potential negative implication on Legal team department staff, with diminished ability to effectively undertake their roles, having to use sub-optimal IT hardware
<ul style="list-style-type: none"> • Corporate property implications 	NONE	NONE	<ul style="list-style-type: none"> • Potential negative implication on Corporate Property team department staff, with diminished ability to effectively undertake their roles, having to use sub-optimal IT hardware
<ul style="list-style-type: none"> • Traffic implications 	NONE	NONE	<ul style="list-style-type: none"> • Potential negative implication on Traffic team department staff, with diminished ability to effectively undertake their roles, having to use sub-optimal IT hardware
<ul style="list-style-type: none"> • Sustainability and energy implications 	1. XMA will offer a buyback programme for existing devices, promoting a circular economy, and	1. XMA will offer a buyback programme for existing devices, promoting a circular economy, and enabling the reinvestment of funds towards new additional devices	N/A

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	Option 1 – HP	Option 2 – Lenovo	Option 3 – Do nothing
	<p>enabling the reinvestment of funds towards new additional devices</p> <p>2. XMA will collaborate with the City on specific Responsible Procurement Targets</p> <p>3. XMA has provided their Carbon Reduction Plan (2024) and their Environmental and Social Governance strategy</p>	<p>2. XMA will collaborate with the City on specific Responsible Procurement Targets</p> <p>3. XMA has provided their Carbon Reduction Plan (2024) and their Environmental and Social Governance strategy</p>	
<ul style="list-style-type: none"> IS implications 	NONE	NONE	<ul style="list-style-type: none"> Devices are out of support and pose increased security vulnerability risk
<ul style="list-style-type: none"> Equality Impact Assessment 	<ul style="list-style-type: none"> <i>An equality impact assessment will be undertaken</i> <p>Note - Confirmed via EIA team that no formal assessment is required</p>	<ul style="list-style-type: none"> <i>An equality impact assessment will be undertaken</i> <p>Note - Confirmed via EIA team that no formal assessment is required</p>	N/A
<ul style="list-style-type: none"> Data Protection Impact Assessment 	NONE	NONE	
<ul style="list-style-type: none"> Recommendation 	Recommended	Not recommended	Not recommended

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Appendix 1 Project Briefing – Gateway 1 paper submitted separately



COLP-Devices-Refres
h-G1-ProjectBriefingv

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Appendix 2 Risk Register

TYPE	ID	RISK DESCRIPTION	STATUS	RISK/ISSUE MITIGATION	RISK MITIGATION	RESIDUAL RISK SCORE (1-25)	RESPONSE TYPE	DEADLINE	COMMENTS / NEXT ACTIONS
Risk	R01	Procurement route is not approved by Committees	Closed	Efforts in place to push through into July Committees. Procurement approach validated by Meta	75%	2.5	Transfer	27/09/2024	Procurement approval received in September
Risk	R02	Devices are not able to be procured in 2024 to benefit from best possible cost savings	Open	Route to market and Finance team conversations in place to support COLP procuring majority of required devices in 2024	25%	6.0	Treat	06/12/2024	Funding confirmed via COLP Finance. Now awaiting finance release through Gateway process
Risk	R03	COLP IT now has 60% of its device estate as end-of-life	Open	Solution Architect reviewing firmware updates with Systems team to mitigate any risks on estate	75%	3.8	Tolerate	28/03/2025	Swift procurement of devices to remedy to this via PM / SA reviewed with Systems Firmware drivers
Risk	R04	End-User Reasonable Adjustments currently not recorded	Not Started	Using existing multiple user device data as a baseline. MS Forms made available via comms to gather additional requirements	50%	2.5	Treat	01/11/2024	PM to offer option for reasonable adjustment requests to come forward ahead of the device procurement
Risk	R05	Windows 11 readiness work is not completed before the device rollout	Open	Prep work has begun to build some momentum. Formal project required to provide structure and governance to this priority	50%	6.0	Treat	15/11/2024	Windows 11 testing underway with target date of October to close
Risk	R06	Windows 11 testing uncovers compatibility issues with existing systems	Open	As part of the readiness and testing, work will need to be done to identify plans to overcome any compatibility issues	50%	6.0	Treat	15/11/2024	Windows 11 testing underway with target date of October to close
Risk	R07	Tech Support resourcing - Unable to rollout 100 x devices per week	Open	Tech Support team actively involved in project from inception	50%	7.5	Treat	29/11/2024	Current device build prep work, is key task to ensure this is achievable
Risk	R08	CMDDB will not be fit for purpose by close of Device rollout	Open	Liaise with Service Delivery at early project phase and Tech Support to	75%	4.0	Transfer	25/10/2024	Positive conversations indicating that minimal effort is required to resolve

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				define requirements for a successful transition					issues for BAU management
Risk	R09	DITS is unable to support a mixed Windows OS (10 and 11) estate	Open	DITS User Services AD has been investigating other council set-ups to provide reassurance on management approach	100%	0.0	Terminate	25/10/2024	Tech Support AD confirmed this is not considered a concern and happy to support a mixed estate
Risk	R10	New device build issues surface during rollout	Not Started	Engagement with XMA at early planning phases, with Solution Architect and Tech Support team working closely to define build	50%	5.0	Treat	13/12/2024	Pending device rollout commencing
Risk	R11	COLP Finance do not approve device funds	Open	Engagement with COLP Finance through development of Business Case	75%	2.5	Treat	06/12/2024	Funding confirmed via COLP Finance. Now awaiting finance release through Gateway process
Risk	R12	Funding is unavailable for Travel Docks	Not Started	To be flagged in Business Case, asking Finance to consider accommodating a separate budget for this potential end user need	50%	4.5	Treat	27/09/2024	Confirmed via DDAT Board that funding is not accommodated for in Business Case. Existing user devices are compatible with HP
Risk	R13	XMA build service does not cover what COLP require at current pricing	Open	Engagement with XMA at early planning phases, with Solution Architect and Tech Support team working closely to define build	50%	4.0	Treat	15/11/2024	Build testing underway via Architect and Tech Support team
Risk	R14	Contact lists are and user level data is not accurate	Open	Senior stakeholder engagement in place to validate lists and take ownership on any issues	50%	4.5	Treat	15/11/2024	PM currently in liaison with Directorates to mitigate risks here
Risk	R15	Officers and staff do not collect devices in scheduled slots	Open	Senior stakeholder engagement in place to ensure that officers and staff understand priority to this week. Supported via Project Comms	50%	4.5	Treat	15/11/2024	PM currently in liaison with Directorates to mitigate risks here
Risk	R16	Potential that devices buy-back will not realise full value advised by supplier	Not Started	PM has estimated 50% of supplier value on devices, to mitigate value being below expectation	50%	4.0	Tolerate	06/12/2024	PM to explore additional options for buy-back to establish best market value for devices

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Appendix 3 - Procurement Financial Appraisal



RE Financial
Appraisal Request .m:



MTC0593(C).pdf

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Appendix 4 – Vendor Price comparisons – Example based on Corporation wide device volumes

Specification Requirement	HP Offering	HP Price	Qty	Total Cost	Lenovo Offering	Lenovo Price	Qty	Total Cost
Clamshell, 16GB, 256GB, i5 or equivalent (latest generation) – portable and larger screen options	Premium Range- HP EliteBook 840 G10,i5-1335U, 16GB 256 SSD, IR CAMERA (intel available)	£631.55	4548	£2,872,291.59	Premium Range- X13 i5 Processor, 16GB 256 SSD, IR CAMERA	£664.49	4548	£3,022,122.56
Clamshell, 16GB, 256GB, i7 or equivalent (latest generation) – portable and larger screen options	Premium Range- HP EliteBook 840 G10 ,i7-1355U, 16GB 256 SSD(intel available)	£725.52	468	£339,542.67	Premium Range- X13 i5 Processor, 16GB 256 SSD, IR CAMERA	£793.81	468	£412,094.53
Convertible/Tablet, 16GB, 256GB, i5 or equivalent (latest generation) – portable and larger screen options	Premium Range- HP Elite x360 830 G10, i5-1335U 16GB 256SSD,IR CAMERA	£723.41	568	£410,895.18	Premium Range- X13 YOGA i5 Processor, 16GB 256 SSD, IR CAMERA	£1,190.60	568	£676,257.99
Desktop PC – 8GB, 128GB, i5 or equivalent (latest generation)	HP Pro SFF 400 G9, i5-13500 8GB 256 SSD	£433.80	300	£130,140.75	M75 S AMD, R5 PRO 5650G 8GB, 256 SSD (intel available)	£451.96	300	£135,587.63
USB C Docking Stations	HP USBC Dock, compatible with all proposed devices	£86.73	2842	£246,477.49	THINKPAD UNIVERSAL USB C DOCK	£127.94	2842	£363,600.21
Warranty 1 year	Included in device base cost	—			1 Year Depot	£4.03	5684	£22,915.49
Warranty 3 year	HP 3 year Next Business Day Response Onsite anywhere 800 series only (see price file for more options)	£53.00	5684	£301,252.00	3 Year Onsite X13	£83.75	5684	£476,035.00
			Total	£4,300,599.67			Total	£5,108,613.40

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Committees: Resource Allocation Sub - for decision Projects and Procurement Sub - for information	Dates: 30 Oct 2024 9 Dec 2024
Subject: Climate Action Strategy (CAS) – Optimisation for Sites Connected to Citigen Unique Project Identifier: <i>PV ID confirmed post CPB via PMO.</i>	Gateway 2 Project Proposal: Regular
Report of: City Surveyor Report Author: Edmund Tran	For Information
<h2 style="margin: 0;">PUBLIC</h2>	

Recommendations

1. Next steps and requested decisions	<p>Project Description: This project is for the upgrade of internal heating and cooling circuits of sites and buildings connected to the Citigen district heating/cooling network. This project aims to improve return temperatures, reduce energy consumption, carbon emissions and costs within the framework of the Climate Action Strategy Programme. Improving return temperatures to the Citigen Network will result in an improved efficiency, reduced carbon emissions and greater operational reliability across the network, whilst also attracting government grant funding.</p> <p>Next Gateway: Gateway 3-5 or Gateway 3/4</p> <p>Next Steps:</p> <p>To submit an application to the Heat Network Efficiency Scheme (HNES) for up to 50% grant funding towards capital costs.</p> <p>To procure a consultant for the design, project management and quantity surveying for the proposed works' entire lifecycle.</p>
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Requested Decisions:

1. Note that the total estimated cost of the project is £3,525,838 (excluding risk).
2. Note that the total estimated cost of the project is £4,445,332 (including risk)
3. Note that £340,904 from Climate Action year 4 capital budget will be drawn down for the procurement of a design/project management/quantity surveyor as well as for early asbestos surveying, validation of current installation, programme management and project management services.
4. That a costed risk provision of £60,404 is approved (to be drawn down via delegation to the City Surveyor) to allow for additional building surveys and building control applications (if necessary) if required to reach the next gateway, to be funded wholly through the CAS year 4 Plan for buildings.
5. Note that the costed risk budget of £919,449 to cover potential budget variations attributable to unforeseen variations, enabling works, site disruption, inflation fluctuations and asbestos removal. This budget will not materialise at this stage and so is not requested at this stage.

2. Resource requirements to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Fees: Design	RIBA3 design, RIBA 4 design, Project Management, Quantity Surveying	To be drawn down from CAS Year 4 Capital: Task 1.1 Capital Programme Development – Operational Properties	£230,000
Fees: Asbestos Surveys & Remediation	Risk management		£15,000
Fees: M&E Validation	Additional verification of current installation		£30,000

	Fees: PMO and PM services	Programme and Project management support for Climate Action to progress to next gateway		£65,904
	Total			£340,904
3. Governance arrangements	<p>3.1 All projects will be reported collectively to the following:</p> <ul style="list-style-type: none"> • SRO: Damian Nussbaum, Executive Director of Innovation and Growth • Corporate Projects Board • Projects and Procurement Sub Committee • Resource Allocation Sub Committee <p>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.</p> <p>A specific project board is not deemed necessary as this project will be integrated with the existing Climate Action Strategy governance which includes chief and senior officer representation.</p>			

Project Summary

4. Context	<p>4.1 In January 2020, the City of London Corporation (City Corporation) set out on a fast-paced, cross-City Corporation journey to develop an ambitious Climate Action Strategy (CAS).</p> <p>4.2 The City Corporation assessed the carbon footprint across both its own varied property holdings and the Square Mile, to develop a plan to achieve Net Zero by 2027 for scope 1 and 2 emissions and Net Zero by 2040 across the investment portfolio and supply chains.</p> <p>4.3 The CAS marked the start of a new and transformative programme of action. On 8th October 2020, the CAS was adopted by the Court of Common Council for the City Corporation. Fifteen costed project delivery areas have since been consolidated into ten project plans.</p>
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	<p>4.4 This paper refers to the “NZ1 Corporate Property and Housing Landlord Areas” Project Plan. The year 4 plan and the tasks associated with it has been approved at the Policy and Resources Committee on 11th April 2024.</p>
<p>5. Brief description of project</p>	<p>5.1 As part of the Climate Action Strategy Year 3 plan, a feasibility study was carried out for the optimisation of heating and cooling circuits within buildings and sites connected to the Citigen District Heating Network.</p> <p>5.2 The feasibility study was completed and recommended a series of refurbishment measures to improve efficiency and return temperatures. This includes a series of mechanical works to reduce recirculation, replacement of heat exchangers, insulation, pump replacements, controls modifications, replacement of control valves, maintenance / replacement of instrumentation.</p> <p>5.3 As a portfolio, these projects have an overall carbon saving of 300 tCO₂/annum with an energy cost saving of £345,000 per annum at a project cost of £4,445,332 (including risk). The average payback of the portfolio is therefore 13 years. The overall cost per ton of carbon saved is £15,000 /tCO₂. Energy cost savings will return to the Build Back Better fund on behalf of City Fund and City Estate. A monitoring and verification process will be conducted in order to confirm savings after each project has completed in order to determine these returns. The project will also improve return temperatures of Low Temperature Hot Water (LTHW) and Chilled Water (CHW) back to the Citigen network. This will help to improve efficiencies of the network now and into the future as heat generation equipment is transitioned away from combustion based sources and towards heat pump based sources.</p> <p>5.4 There is an opportunity to apply for government grant funding Heat Networks Efficiency Scheme (HNES) for up to 50% match funding for this project. An application can be made in November 2024 or February 2025. Following approval of this paper, the project may split into several smaller projects and applied for funding at different funding windows as appropriate. The project will be reviewed for suitability against a set of criteria including improvement of return temperatures as well as energy savings. It is reasonably expected that we will be successful in the application. This will reduce the project cost to £2,993,611 (with risk) 9 years payback at £10,000/tCO_{2e}/yr or £2,074,117 (without risk) and 6 years payback at £7,000/tCO_{2e}/yr. Funding for a full financial year value of</p>

the grant can be drawn down in advance of the need.

- 5.5 Local co-ordination has been carried out with the Barbican Renewal team to discuss elements of the work to be carried out, in order to ensure a lower risk of abortive works. These works do not negatively impact planned upgrades to HVAC services in 2025, and the Renewal project is aware of potential works in other areas. Significant works on secondary heating/cooling distribution circuits as part of the Renewal project are unlikely to occur until 2029/2030, if approved. As this occurs after the 'Net Zero' deadline of FY26/27 and HNES grant funding is time limited, it is recommended that this project proceeds with the intent of obtaining grant funding, and further design work is carried out during the next stage to minimise any abortive works.
- 5.6 Local co-ordination with Guildhall School of Music & Drama (GSMD) has been carried out and is expected to have low/no impact on existing and upcoming projects/CWP. A separate GW2 paper "Guildhall School of Music & Drama Heating, Cooling & Ventilation Replacement" approved at RASC on 30th Nov 2023 will have a complimentary effect on this project.
- 5.7 Consultation with Guildhall complex has been carried out and it is expected to have low/no impact on existing and upcoming projects/CWP. Further consultation will be carried out during the design stage in order to ensure that changes to heating systems in this building are amenable to the site's operations, whilst aiming to achieve CAS aims and objectives.
- 5.8 Further stakeholder engagement with each site is expected as the project proceeds through the next design stages.
- 5.9 Procurement of £340k mechanical and electrical design services, quantity surveying and project management for the lifecycle of the project will be carried out by open tender.
- 5.10 If this paper is approved, the next step will be to: A) commence RIBA Stage 3 design on measures identified, as well as ascertain further improvements to tertiary systems, in preparation for a tender pack and B) apply for HNES grant funding at the most appropriate application window. This may be carried out as one application for the whole project, or two separate applications for groups of sites in different windows.

	<p>5.11 Upon successful award of grant funding, a GW3/4 paper will be produced with updated budget allocations for a decision to proceed to procurement of a contractor.</p> <p>5.12 If the grant funding application is unsuccessful, the scope of the project will be reduced to within CAS available funds (whilst ensuring a reasonable £/tCO_{2e}/yr benefit still remains) and a GW3/4 paper will be produced to seek approval to proceed to procurement of a contractor.</p> <p>5.13 The portfolio of projects is expected to be delivered over the financial years 2025/26 – 2026/27. The budget expenditure timeline is highlighted in Appendix 1.4.</p> <p>5.14 In the case of centrally funded sites, financial savings that are made will accrue back to the City Corporation as a contribution to the Build Back Better Fund held in City Fund or City Estate as appropriate. Therefore, departmental local risk budgets will be adjusted accordingly. A monitoring and verification process will be conducted and reported on at GW6 to confirm the energy savings.</p> <p>5.15 The financial performance of the proposed projects (paybacks) has been aligned to the assets management plan, ensuring that the paybacks are within the period of occupation / operation of the buildings.</p> <p>5.16 The estimated costs and savings set out in this paper will be regularly reviewed and reported throughout the project. A post-project verification exercise will be carried out, aided by the additional metering equipment and software upgrades included within the project.</p>
<p>6. Consequences if project not approved</p>	<p>6.1 Missed opportunity to reduce the carbon emissions of the City of London Corporation by 300 tCO_{2e}/yr which represents a significant proportion of the reduction requirements to meet the City of London's net zero carbon target.</p> <p>6.2 Missed opportunity to reduce the energy costs to the City of London Corporation by £345,000 /yr.</p> <p>6.3 Missed opportunity to apply for and receive up an estimated £1.45M grant funding towards works.</p> <p>6.4 Most of the projects include the replacement/refurbishment of existing building services which would currently require</p>

	cyclical replacement, and hence investment, within 5-10 years.
7. SMART project objectives	<p>7.1 Each project achieves specified performance and design parameters.</p> <p>7.2 Each project achieves high levels of stakeholder and user satisfaction. All projects will be developed jointly with local FM teams and asset managers.</p> <p>7.3 Minimise disruption to the site's occupants and services.</p> <p>7.4 Energy cost savings of c.£345 k/year.</p> <p>7.5 Carbon emission savings of c.300 tCO_{2e}/yr.</p>
8. Key benefits	<p>8.1 Compliant and high-quality building services which satisfies needs.</p> <p>8.2 Lower return temperatures for heating and higher return temperatures for cooling, resulting in better CO_{2e} and reliability performance from the Citigen network.</p> <p>8.3 Replacement of equipment and higher reliability of supplies from the Citigen network.</p> <p>8.4 Lower energy and maintenance costs for the City of London Corporation.</p> <p>8.5 Energy and carbon emission savings to contribute towards City of London Corporation targets.</p>
9. Project category	5. Other priority developments
10. Project priority	A. Essential
11. Notable exclusions	None

Options Appraisal

12. Overview of options				
	Option	Carbon Savings	Cost Savings	Additional benefits
	Option 1: Not doing anything	Will not deliver any additional carbon savings or efficiency benefits for CoL or Citigen.	Will not deliver any additional cost savings to the CoL This will lead to a higher exposure to energy costs volatility.	It will not require any capital expenditure from the Climate Action Fund. No need to incur monitoring and evaluating costs.
	Option 2: Develop the proposed programme (dependent on HNES funding)	Highest level of carbon emission reductions in the region of 300 tCO2/year	Will generate savings in the region of £345,000 per annum. Grant funding of £1.45M potentially available	Would allow the CAS budget to be forecasted and planned in the near and mid-term.
<p>Conclusion:</p> <p>The Option 2 is the only option that will deliver on the Climate Action targets and will also generate significant and predictable cost savings to the Corporation, as well as support other projects by way of enabling additional funding.</p>				

Project Planning

13. Delivery period and key dates	<p>Overall project: On-site works completed and commissioned by March 2026 and final project completion by end of March 2027.</p> <p>Oct 2024: Procurement of design/PM/QS consultant</p> <p>Oct 2024: GW2 approval.</p> <p>Nov 2024: Grant funding application window</p> <p>Dec 2024: Design/PM/QS consultant appointed</p> <p>Feb 2025: Grant award notice</p> <p>March 2025: GW3-4, tender project</p> <p>May 2025: GW5 Authority to start work</p>
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	<p>July 2025: Start on site (main contract)</p> <p>Sept 2026: Practical completion</p> <p>March 2027: GW6 report</p> <p>This project may split into sub-projects and will be further set out in the subsequent gateway papers. However, the above sets out the expected timeline.</p>
14. Risk implications	<p>Overall project risk: Medium</p> <p>14.1 To be drafted</p>
15. Stakeholders and consultees	<p>Internal for overall project:</p> <p>15.1 Energy Team: Graeme Low, Mark Donaldson</p> <p>15.2 Wider City Surveyors: Pete Collinson, Paul Wilkinson</p> <p>15.3 CAS Team: Kate Neale, Damian Nussbaum</p> <p>15.4 Minor Projects Team: Chris Sharpe, Jonathan Cooper, Nazar Banyamin, Christopher Herbert</p> <p>15.5 Facilities Management: Matt Baker, Jan Horton</p> <p>15.6 Corporate Property Group (CPG): Peter Young, Paul Friend</p> <p>15.7 Chamberlains: Procurement (James Carter), finance (Andrew Little, Sonia Virdee)</p> <p>15.8 Comptroller: Sean Austin</p> <p>15.9 IT departments for City of London and Barbican/GSMD</p> <p>Site specific to provisional selected sub-projects:</p> <p>15.10 Barbican Arts Centre: Philippa Simpson, Cornell Farrell, Richard McQuillian, Mark Lowman, Carmel McGowan</p> <p>15.11 GSMD: Sheree Miller, Robert Bennett</p> <p>15.12 Guildhall: Dorian Price</p>

Resource Implications

16. Total estimated cost	<p>Likely cost range (excluding risk): £3,525,838</p> <p>Likely cost range (including risk): £4,445,332</p>	
17. Funding strategy	<p>Choose 1:</p> <p>Partial funding confirmed</p>	<p>Choose 1:</p> <p>Mixture - some internal and some external funding</p>

Funds/Sources of Funding	Cost (£)
Climate Action Strategy (including risk)	£2,993,611
Heat Network Efficiency Scheme (government funding)	£1,451,721
Total	£4,445,332

Financial savings where this relates to City Estate and City Fund will return to the Build Back Better Fund.

17.1 Climate Action Strategy. The Year 4 Climate Action Strategy plans were approved by Policy and Resources Committee in April 2024. This included a budget drawdown request for 2024/25 and a revised projected budget drawdown for 2025/26 and 2026/27. This project relates to the plan for the 'Buildings – Corporate Properties & Housing (landlord areas)' and of the approved capital budget the plan sets out that £3,517,712 is allocated to the design, development, management and delivery of works which includes those in the scope of this project. The projected capital budget drawdown over 2025/26 and 2026/27 is £7,910,914 or which £5,277,000 has been provisionally allocated to the scope of works for which this project would form part.

17.2 Heat Networks Efficiency Scheme: A large portion of this work would be eligible for part funding through a government grant called HNES. We shall apply for this funding and update the funding strategy and budget accordingly through subsequent gateways. Such grant funding would improve the business case. Where grant funding is refused, the project will be de-scoped to fit within the remaining budget available from other sources, assuming that a reasonable benefit is still achieved.

18. Investment appraisal

18.1 The Chamberlain have requested that financial savings that are made will accrue back to the City as a contribution to the Build Back Better Fund held in City Fund or City Estate. As a consequent departmental local risk budgets will be adjusted accordingly.

18.3 Payback and £/tCO₂e (pounds per annual ton of CO₂ saved) are the main indicators used to prioritise the projects.

The estimated costs and savings set out in this paper will be regularly reviewed and reported throughout the project.

19. Procurement strategy/route to market	19.1 Following design, the procurement route will be established. Due to the expected value of the projects at each site, it is anticipated that there are two routes for procurement – either via the Fixed Term MTC or an open tender. The preferred route will be detailed in the following GW3/4 paper in consultation with City Procurement.
20. Legal implications	20.1 There may be individual contracts per site or per group of measures, to be determined at the next gateway stage.
21. Corporate property implications	<p>21.1 Investment in energy efficiency and decarbonisation projects is required to meet the targets set by the Climate Action Strategy.</p> <p>21.2 Projects will align with existing site plans to minimise disruption and maximise opportunities during installation.</p> <p>21.3 The projects will be planned in consultation with local FM teams and Asset Managers to ensure there is transparency in dates and deadlines.</p>
22. Traffic implications	22.1 Not available at this stage. Any traffic disruption will be addressed in GW 3-5 papers.
23. Sustainability and energy implications	<p>23.1 The programme will deliver carbon and energy efficiency improvements in the most energy intensive operational buildings.</p> <p>23.2 The Energy and Sustainability Team will be further consulted during the design and specification drafting stage to ensure all designs are compliant with existing City Corporation plans. All measures to be installed are consistent with the Climate Action targets and they go above and beyond the legal and regulatory energy performance obligations of the Operational Buildings.</p> <p>23.3 The programme is aimed to improve the resilience of the City Corporation operations and reduce the overall cost of operation.</p>
24. IT 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 non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Project Briefing

Background Information

TBC

Contact

Report Author	Edmund Tran
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Project Coversheet

[1] Ownership & Status

UPI: TBC

Core Project Name: Climate Action Strategy (CAS) – Optimisation for Sites Connected to Citigen

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

Project Manager: Edmund Tran

Definition of need: this project 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 goal as set out in our Climate Action Strategy.

Key measures of success:

1. Completed by Sept 2026.
2. Completed within budget.
Verified energy cost savings of c. £345,000 per annum.
3. Verified carbon savings of c.300 tCO_{2e} per annum (based on projected 2027 carbon factors).

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

Key Milestones:

Oct 2024: Procurement of design/PM/QS consultant

Oct 2024: GW2 approval.

Nov 2024: Grant funding application window

Dec 2024: Design/PM/QS consultant appointed

Feb 2025: Grant award notice

March 2025: GW3-4, tender project

May 2025: GW5 Authority to start work

July 2025: Start on site (main contract)

Sept 2026: Practical completion

March 2027: GW6 report

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 11/04/2024):

A GW1 paper titled 'Optimisation for sites Connected to Citigen set out a project to improve the return temperature conditions of heating and cooling circuits within City of London sites connected to the network. This forms part of the Climate Action Strategy Year 4 Plan for Operational Properties, approved at Policy and Resources on 11th April 2024.

The project benefits:

Improvement of return temperatures to the Citigen network, resulting in improved efficiency and carbon emissions of the network.

Improved control and management of heating and cooling resulting in improved efficiency and reduced consumption.

An overall cost of carbon reduction of under £20,000/tCO₂e by 2027.

Delivery cost:

Lower Range estimate: £3,525,838

Upper Range estimate: £4,445,332

Delivery timeframe:

Lower Range estimate: July 2025 – Sept 2026

Upper Range estimate: Sept 2025 – March 2027

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

- Total Estimated Cost (excluding risk): £3,525,838
- Resources to reach next Gateway (excluding risk): £340,904
- Spend to date: £47,050.
- Costed Risk (pre-mitigation) Against the Project: £1,313,255.
- CRP Requested: £60,404
- CRP Drawn Down: £0
- Estimated Programme Dates:
 - Oct 2024: Procurement of design/PM/QS consultant
 - Oct 2024: GW2 approval.
 - Nov 2024: Grant funding application window
 - Dec 2024: Design/PM/QS consultant appointed
 - Feb 2025: Grant award notice
 - March 2025: GW3-4, tender project
 - May 2025: GW5 Authority to start work
 - July 2025: Start on site (main contract)
 - Sept 2026: Practical completion
 - March 2027: GW6 report

Total anticipated on-going commitment post-delivery [£]: 0

City of London: Projects Procedure Corporate Risks Register

Project Name:	CAS – Capital Delivery Programme – Citigen Heating	PM's overall risk rating:	Medium	CRP requested this gateway:	£ 60,404	Average unmitigated risk:	10.0	Open Risks:	14
Unique project identifier:	12454	Total estimated cost (exc risk):	£ 3,525,838	Total CRP used to date:	£ -	Average mitigated risk score:	3.9	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	(5) H&S/Wellbeing	Injury to persons or property during the project, especially the main on-site works stage	Depends on the nature of the injury, but potentially; project delays, legal actions/costs, and reputational damage.	Possible	Extreme	24	£0.00	N	C - Uncomfortable	Ensure compliance with H&S Policies through careful procurement and contract management, with client project management in place to ensure excellent consultation between site and contractor.	£0.00	Rare	Extreme	£0.00	8	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R2	2	(2) Financial	Additional surveys required Cause: current surveys insufficient to support design progression to next stage. Event: identification of new survey requirements	Limitation to design information could result in uncertainties which later cause project delays or performance risks	Possible	Serious	6	£45,303.00	Y - for costed impact post-mitigation	B - Fairly Confident	Good PM to identify survey requirements as early as possible. CRP requested if this risk occurs to allow procuring additional surveys.	£0.00	Unlikely	Minor	£30,202.00	2	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R3	3	(4) Contractual/Partnership	Replacement of one or more of the priority three sub-projects Cause: Event:	Project scope would need to change significantly and hence a GW2 issue report would be required. This could propose either a reduction in the overall project scope or a substitution sub-project, which will incur additional costs to develop.	Possible	Major	12	£0.00	N	C - Uncomfortable	Careful sub-project selection. Develop each sub-project to GW3/4 stage to present options for continuing with the works or considering an alternative project. If this risk arises it will require a GW2 issue report due to the significant change in scope and required additional budget to develop up alternative projects if desired.	£0.00	Unlikely	Major	£0.00	8	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R4	2	(1) Compliance/Regulatory	Permissions and compliance Cause: planning requires full application for proposals, landlords consent required additional design work or legal support. In particular, building safety act may apply to project.	Unable to progress with project without permissions. Additional fees for and input required from contractors/legal	Likely	Serious	8	£45,303.00	Y - for costed impact post-mitigation	C - Uncomfortable	Discussion with district surveyor to ascertain likelihood of building safety act applying to this project. CRP requested for consult to process application if necessary. Pre-planning applications will be made to inform on design requirements to ensure project scope is correct to meet any requirements as far as possible. Early engagement with stakeholders/externals applicable: building control, District Network Operator, English Heritage, H&S officers, building owners. CRP requested to address residual risk and need for additional budget to develop project sufficiently to obtain permissions/compliance.	£0.00	Unlikely	Minor	£30,202.00	2	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R5	3	(2) Financial	Unable to change the design without incurring additional contract costs as a variation Cause: surveys or client requirements identify a need for changing the design Event: Design changes required which are out of contract scope	Delays to proceeding, unable to design to meet client requirements	Possible	Serious	6	£0.00	N	C - Uncomfortable	Procure all stages of design at GW2 stage along with PM and QS services to ensure continuity. Good project management to ensure all information on buildings and client requirements is identified early. Careful specification of design commission to ensure flexibility and correct resourcing. Close control over design evolution to ensure flow of information and correct level of consultation.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

City of London: Projects Procedure Corporate Risks Register

Project Name:	CAS – Capital Delivery Programme – Citigen Heating	PM's overall risk rating:	Medium	CRP requested this gateway	£ 60,404	Average unmitigated risk	10.0	Open Risks	14
Unique project identifier:	12454	Total estimated cost (exc risk):	£ 3,525,838	Total CRP used to date	£ -	Average mitigated risk score	3.9	Closed Risks	0

General risk classification			Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigation actions						Ownership & Action						
Risk ID	Gateway	Category									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)
R6	S	(2) Financial	Main works variations/delays Cause: changes during the design or installation stage based on further design work surveys and consultation with building control, planning consultation and other stakeholders Event: may require further design or installation works and could lengthen the programme	Additional costs and delays. If no budget is available to meet this then the scope of the project would need to be changed or an issue report raised to request additional budget	Possible	Major	12	£395,923.50	N	C – Uncomfortable	Project budget has been informed by building surveys and costed proposals, some of which are high-level and others fixed price. Ensure the design and specification captures the scope of works required by contractors prior to entering into contract. CRP would be required to address the residual risk. Monitor forecast inflation rates and potential impacts to supply chain pricing. Close project control to avoid scope creep or delays.	£0.00	Unlikely	Serious	£263,949.00	4	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R7	S	(2) Financial	Insufficient Project Management resource cause: programme extension/delays or scope changes event: PM resource requirement exceeds existing commission	Continuing with lower than required PM resource could impact project control and hence other risks - such as main contractor performance and project outcomes	Possible	Serious	6	£24,714.00	N	C – Uncomfortable	Good project/programme planning to minimise risk of programme/project extensions. Advanced planning for resourcing and procuring PM/PMO services as required. CRP requested to address this if it occurs.	£0.00	Unlikely	Minor	£16,476.00	2	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R8	S	(5) H&S/Wellbeing	Asbestos discovered during building works Cause: unsurveyed areas of work Event: asbestos discovery	Potential health and safety issue. Project delays while decision is made on how to proceed and time taken to undertake asbestos mitigation (e.g. removal) or change in project.	Possible	Major	12	£274,111.50	N	C – Uncomfortable	Asbestos R&D surveys planned for all risk areas. CRP requested to allow for any discovered asbestos to be managed. Where risk budget is insufficient the scope of the project may need to be changed to avoid asbestos risks, or an issue raised to obtain further budget to address	£0.00	Unlikely	Serious	£182,741.00	4	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R9	S	(2) Financial	Additional enabling works required to facilitate/enable the main works, such as electrical upgrades or mechanical modifications	Cost of undertaking enabling works, project delays (and associated costs) while enabling works are carried out.	Possible	Major	12	£197,962.50	N	C – Uncomfortable	Project budget has been informed by building surveys and costed proposals, some of which are high-level and others fixed price. Carry out all required building surveys as early as possible in the project to ensure whole scope of project works is identified. Ensure specification and main contract clearly identify inclusions/exclusions and work to be undertaken by others. CRP would be required to address the residual risk.	£0.00	Unlikely	Serious	£131,975.00	4	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R10	S	(10) Physical	Disruption to site services/operators during installation	Additional project time delay, disruption caused by disruption/damage/repairs.	Possible	Serious	6	£197,962.50	N	C – Uncomfortable	Prevention will mainly be through good planning to minimise potential disruption, such as may be caused by the timing of the works. Installation risks should be mitigated through restricting access route to low risk areas; well developed RAMS and good installation supervision. CRP is requested to address any residual risk, such as undertaking works out of hours, or providing temporary services, or making good (re-decoration) where a degree of damage is unavoidable.	£0.00	Unlikely	Minor	£131,975.00	2	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R11	S	(5) H&S/Wellbeing	Heating system not meeting building needs cause: new heating plant not performing correctly event: no/low provision of heat	Disruption to site services, discomfort to occupants. Potential costs to rectify the issue.	Possible	Major	12	£0.00	N	C – Uncomfortable	Careful procurement of designers and build contractors. Sufficient resource to carry out due diligence on their deliverables. Consider options to retain any existing gas boiler plant to provide back-up and/or top-up.	£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

City of London: Projects Procedure Corporate Risks Register

General risk classification		Project Name: CAS – Capital Delivery Programme – Citigen Heating										PM's overall risk rating: Medium		CRP requested this gateway: £ 60,404		Average unmitigated risk: 10.0		Open Risks: 14						
Unique project identifier: 12454		Total estimated cost (exc risk): £ 3,525,838										Total CRP used to date: £ -		Average mitigated risk score: 3.9		Closed Risks: 0								
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigation actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)	
R12	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	C – Uncomfortable	Consult with corporate property stakeholders to ensure alignment with existing asset and building plans.	£0.00	Unlikely	Major	£0.00	8	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R13	6	(2) Financial	Low than expected energy cost and carbon savings Cause: reduction in energy prices and/or lower than anticipated energy savings	If the estimated energy consumption are not realised then the carbon and energy cost savings could be lower than the aims of the project and thus not provide sufficient support to meeting the 2027 net zero target. A reduction on projected energy prices would directly impact the financial performance of the proposed activities, increasing the length of the paybacks.	Possible	Serious	6	£0.00	N	C – Uncomfortable	Forecast the estimated savings based on conservative figures and update them regularly to ensure there is transparency in the projected performance. Ensure high performance through the project design and delivery through sufficient resourcing and careful specification and procurement. Where possible, procure contractors via Energy Performance Contract with a savings guaranteed.	£0.00	Unlikely	Minor	£0.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R14	5	(2) Financial	Inflation	Inflation of construction and/or material costs causes project cost estimate to increase over the duration of the design process.	Possible	Serious	6	£131,975.00	N	B – Fairly Confident	Procure quantity surveying services alongside design in order to maintain accurate cost estimates at all stages. CRP requested to account for any unavoidable increases in project cost due to inflation.	£0.00	Unlikely	Minor	£131,975.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	Climate Action Strategy Capital Delivery Programme – Optimisation for Sites Connected to Citigen		
[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 – Edmund Tran

Description and purpose					
[7] Project Description					
<p>The Citigen district network supplies heat and coolth to a number of key City of London sites, whose consumption is included in the City's Scopes 1&2 emissions. In 2022 Citigen completed a £4mil investment for installing new low carbon generation plant at their energy centre, consisting of 4MWth of Water-Source Heat Pumps recovering heat from London Aquifer via three 250m deep boreholes and recovering additional on-site waste heat. Citigen anticipate the new energy plant will supply 20% and 35% of total demand for heat and coolth respectively and estimate a reduction to the carbon factor of 25% in the short-term and up to 50% in the long-term – depending on network operating temperatures. These operating temperatures are largely dependent on the system temperatures of the connected sites. This task aims to identify costed improvements which could improve these temperatures and thus enable the Citigen network to operate more efficiently and hence reduce its carbon emissions.</p>					
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?					
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

v.10 April 2019

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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) process after implementation, to ensure the carbon savings are met.	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £3,525,838	
Upper Range estimate: £4,445,332	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
The project is anticipated to result in a decrease in the ongoing energy costs for the sites where the works are carried out.	
[16] What are the expected sources of funding for this project?	
Climate Action Strategy Fund, Heat Network Efficiency Scheme	
[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: July 2025 – Sept 2026	
Upper Range estimate: Sept 2025 – March 2027	
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 a potential need for Building Safety Act approval	
[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, Cornell Farrell
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:

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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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Committees: Streets and Walkways Committee - for decision Procurement and Projects Sub Committee - for information	Dates: 19 November 2024 09 December 2024
Subject: Fleet Street Area Programme: Holborn Viaduct Lighting Improvements Unique Project Identifier: <i>PV ID confirmed post CPB via PMO.</i>	Gateway 2: Project Proposal Regular
Report of: Executive Director Environment Report Author: Leila Ben-Hassel	For Information
<h1 style="margin: 0;">PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	<p>Project Description:</p> <p>The project aims to develop and deliver an architectural lighting scheme to celebrate the heritage of the Grade II Listed Holborn Viaduct whilst enhancing the environment for people walking and wheeling along Farringdon Street.</p> <p>The project will be developed in partnership with the Fleet Street Quarter Business Improvement District (FSQ BID), who are proposing to fully fund the design development, works and long-term maintenance.</p> <p>The project will contribute to the delivery of the City’s Corporate Plan, Transportation Strategy (2024) and Lighting Strategy (2021). More details are provided in sections 8 and 9 of this report.</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Undertake an Equalities Impact Assessment Test of Relevance; • Develop concept design options; • Stakeholder engagement and consultation; • Options appraisal and Gateway 3/4. <p>Requested Decisions:</p> <p>Members are asked to:</p>
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	<p>I. Approve the initiation of this project.</p> <p>II. Approve the budget of £20,000 (staff costs) for the project to reach the next Gateway 3/4, funded from S106 receipts allocated to the Fleet Street Area Programme.</p> <p>III. Note the total estimated cost of the project at £150,000-£300,000 (excluding risk) which is expected to be paid for by external funds.</p>												
<p>2. Resource requirements to reach next Gateway</p>	<table border="1" data-bbox="528 483 1390 1211"> <thead> <tr> <th data-bbox="528 483 762 624">Item</th> <th data-bbox="762 483 1007 624">Reason</th> <th data-bbox="1007 483 1211 624">Funds/ Source of Funding</th> <th data-bbox="1211 483 1390 624">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 624 762 1137">Staff Costs</td> <td data-bbox="762 624 1007 1137">To manage the design development, undertake necessary assessments, manage stakeholder engagement, produce reports and manage approvals</td> <td data-bbox="1007 624 1211 1137">S106 receipts allocated to the Fleet Street Area Programme</td> <td data-bbox="1211 624 1390 1137">£20,000</td> </tr> <tr> <td data-bbox="528 1137 762 1211">Total</td> <td data-bbox="762 1137 1007 1211"></td> <td data-bbox="1007 1137 1211 1211"></td> <td data-bbox="1211 1137 1390 1211">£20,000</td> </tr> </tbody> </table> <p data-bbox="528 1249 1437 1429">The staff costs will be used to facilitate the progression of the lighting design with the FSQ Bid including the preparation of the legal agreement and approval requirements for the project. Design, implementation and maintenance costs are anticipated to be funded in full by the FSQ Bid.</p> <p data-bbox="528 1464 1342 1503">Costed Risk Provision requested for this Gateway: 0.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	To manage the design development, undertake necessary assessments, manage stakeholder engagement, produce reports and manage approvals	S106 receipts allocated to the Fleet Street Area Programme	£20,000	Total			£20,000
Item	Reason	Funds/ Source of Funding	Cost (£)										
Staff Costs	To manage the design development, undertake necessary assessments, manage stakeholder engagement, produce reports and manage approvals	S106 receipts allocated to the Fleet Street Area Programme	£20,000										
Total			£20,000										
<p>3. Governance arrangements</p>	<p data-bbox="528 1559 1385 1704">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.</p> <p data-bbox="528 1720 1358 1794">The Service Committee is the Streets and Walkways Sub-Committee.</p> <p data-bbox="528 1809 1369 1921">The project's Senior Responsible Officer is Bruce McVean, Assistant Director, Policy and Projects (Environment Department).</p>												

Project Summary

4. Context

4.1 The City of London is going through a period of reinvention to maintain its position as a key destination, and attractive place to work, live and visit. The relocation of the new London Museum to the former Smithfield General and Poultry Market buildings just north of Holborn Viaduct is part of this transformation.

4.2 The Fleet Street Quarter Business Improvement District (FSQ BID) commissioned a comprehensive public realm strategy for the Fleet St area outlining opportunities to create a more inviting area for those who work, visit and live in the area.

4.3 The strategy highlighted 3 areas for public realm improvement:

- *Hidden Gems*: Rich historical locations as a destination, but which have got lost in recent years.
- *Poor quality public realm*: Lack of dwelling spaces, poor wayfinding, antisocial behaviour in alleyways, poor lighting leading to safety concerns.
- *Lack of greening and biodiversity*: Lack of softer landscape can have a negative impact on the environment, wellbeing and the sustainability of the area.

4.4 A working group for the Fleet Street Area was set-up and it is chaired by one of the local ward members. Through the Fleet Street Area Working Group, officers reviewed the areas identified for improvement in the BID's strategy against the City's Corporate Plan, Transportation Strategy, Lighting Strategy and local Healthy Streets Plan. It was agreed that Farringdon Street under Holborn Viaduct was a good priority for improvement should funding be made available, particularly with the upcoming relocation of the Museum of London at Smithfield's old market buildings.

4.5 Underneath the Holborn Viaduct, Farringdon Street consists of three lanes of traffic, and a cycle lane in each direction (TfL Cycleway). The stone columns supporting the metal arches form a physical barrier between the cycle lanes and the pavement and walking through feels like going through a tunnel thus making the environment not attractive and welcoming for people walking and wheeling during the daytime and evening,

4.6 The viaduct over Shoe Lane is much smaller and less well used, being effectively a service road running along the rear of several office buildings. It presents more of a

perceived barrier to people walking given the lower level of activity and darkness presented by the viaduct. It is also not particularly discernible as a feature of heritage interest in its own right, despite its listed status.

4.7 To address the above, the FSQ BID Public Realm Strategy identified focused projects which include lighting the undercroft of the Holborn Viaduct in a manner that commemorates the River Fleet whilst contributing to improving the environment for people walking and wheeling along Farringdon street and Shoe Lane.

4.8 The FSQ BID have commissioned a lighting design specialist to design options for lighting the underside of both bridges with the view to work in partnership with the City to deliver a lighting improvement scheme for both structures.

4.9 Although the City is fortunate to experience low levels of crime and fear of crime, some groups experience crime and fear of crime more than others, particularly women and girls. In a recent survey carried out by the City of London, women were less likely to agree than men that City streets were well-lit at night (SYSTRA, 2023).

4.10 The project would not only meet the aspirations of the FSQ BID but also contributes to the City's various objectives and outcomes below.

4.11 The project would contribute to the delivery of the City's Corporate Plan 2024-2029's two key outcomes:

- Vibrant Thriving Destination
- Flourishing Public Spaces

4.12 The project would contribute to the delivery of the City's Transportation Strategy objectives, including those of the Fleet Street Area Healthy Street Plan to:

- Use street lighting to improve the look, feel and ambience of streets
- Improve the quality of lighting for people walking, wheeling and cycling
- Utilise flexible and intelligent lighting control to support safe travel during winter months and respond to community concerns

4.13 The lighting proposals would align with the City of London's Lighting Strategy's aims and principles including matching types of lighting with Street

	<p>Hierarchy and the character of streets. It would further deliver against the strategy's aims to:</p> <ul style="list-style-type: none"> • Provide or improve lighting to existing landmarks to identify historic and contemporary buildings, bridges and other structures worthy of illumination. • Highlight landmarks such as buildings, bridges and monuments, and in particular those that close vistas or appear on the skyline, as a means to aid orientation and wayfinding.
<p>5. Brief description of project</p>	<p>The FSQ BID's Public Realm study and the working group which includes City representatives, identified Holborn Viaduct as a project for lighting improvements.</p> <p>The proposals would aim to celebrate the heritage of the Holborn Viaduct and bridge over Shoe Lane to:</p> <ul style="list-style-type: none"> • improve the environment for people walking and wheeling; • highlight and celebrate the Viaduct's features relating to its original function as a means of crossing the River Fleet; • highlight and celebrate the listed character of the bridge over Shoe Lane; • improve intuitive wayfinding and legibility through lighting, highlighting landmarks such as the Viaduct; • improve the look and feel and atmosphere to contribute to enhancing the feeling of safety for people walking and wheeling through the Viaduct at all times of the day and in the evening, <p>The design approach will be sensitive and collaborative to ensure it responds to the character of both structures.</p> <p>The lighting proposals will focus on the metal beams and the underside of the viaduct and bridge to enhance the appreciation of the structure and the atmosphere for people walking and wheeling through either structure. Such brightening up of the spaces under the Viaduct and bridge will create a more welcoming and attractive space, ideally in a way that commemorates the original function of the structures as bridges over the river Fleet.</p>
<p>6. Consequences if project not approved</p>	<p>The City will lose the funding opportunity to fund a project that would contribute to the delivery of the City's Corporate Plan (2024-2029), Transportation Strategy (2024), Fleet Street Area Healthy Street Plan (2023) and Lighting Strategy (2018).</p> <p>There would be minimal abortive costs to the City relating to the staff costs associated with the feasibility of the project (funded through S106).</p>

7. SMART project objectives	<ul style="list-style-type: none"> • Deliver lighting improvements that are sensitive and enhance the character of both the bridge over Shoe Lane and Holborn Viaduct by March 2026. • Create a more welcoming and historic atmosphere for people walking and wheeling to feel more comfortable along key pedestrian routes into the Fleet Street area.
8. Key benefits	<ul style="list-style-type: none"> • Improved look and feel for people walking and wheeling under Holborn Viaduct and Shoe Lane bridge meeting the needs of greater numbers of people walking following the completion of the relocation of the London Museum at Smithfield; • Improved legibility of the area by better visibility of the bridges as landmarks in the streetscape day time and night time; • Enhanced visibility of the City’s heritage assets. • Enhanced feeling of safety particularly for women and girls at all times, particularly evening time. <p>The above objectives will be monitored through pre and post qualitative surveys</p>
9. Project category	4b. Substantially reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	<p>No light fittings that could contribute to glare for motorists, buses and people walking and wheeling.</p> <p>No light fittings that could contribute to light pollution in line with the City’s Lighting Strategy.</p>

Options Appraisal

12. Overview of options	<p>Options will be developed by the appointed designers to meet the project objectives, and these will be assessed at Gateway 3/4.</p> <p>A key consideration will be ensuring that the City’s Structures Team and TfL are satisfied with the proposals and method of fixings to the structure.</p>
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Project Planning

13. Delivery period and key dates	<p>Overall project: It is anticipated that the project would be delivered by mid-2026 which aligns with the FSQ Bid's aspirations.</p> <p>Key dates:</p> <ul style="list-style-type: none">• Design development, including options appraisal: November 2024-May 2025• Stakeholder Engagement including with the Fleet Street Quarter Working Group, occupiers and residents in the Fleet Street area, TfL, Historic England and relevant internal City divisions: November 2024 – November 2025• Detailed and technical design: May - December 2025• Approvals incl. Planning and Listed Building Consent: Summer 2025• Gateway 5: November 2025• Works on site: January – April 2026. <p>Other works dates to coordinate: none.</p>
14. Risk implications	<p>Overall project risk: Medium</p> <ul style="list-style-type: none">• External funding does not materialise and causes abortive costs to the City of London Corporation <p>This risk is minor. The Fleet Street Quarter Bid are carrying most of the risk as they are funding the design development directly up to RIBA stage 3/4.</p> <p>Should the project not go ahead, abortive costs incurred by the City would mostly be staff costs (budgeted as part of this report and covering feasibility stage of the project).</p> <p>A legal agreement will be developed setting out the funding arrangements, protecting the City's exposure to any financial risks.</p> <p>The staff costs budget is of £20,000 - if the project does not look like it would be feasible then officers would stop work and not utilise the full funding allocation for staff costs thus minimising abortive costs to the City.</p> <ul style="list-style-type: none">• Funding available does not meet the costs of the proposals. <p>Response: The project team will design to the budget available.</p> <ul style="list-style-type: none">• Technical design changes and challenges as a result of working with a listed structure.

	<p>Response: Engage early on and maintain engagement throughout design process with those responsible for the structure and decisions.</p> <ul style="list-style-type: none"> • Programme impacted by delays from Planning/Listed Building Consent and other approvals. <p>Response: The project team will engage the City’s Planning Team early in the design development to ensure the final proposal gets approved by the Local Planning Authority in a timely manner.</p> <ul style="list-style-type: none"> • Programme delays due to lengthy lead-in times for light fittings <p>Response: The design team will endeavour to minimise bespoke fittings and source suppliers with reliable supply chains.</p> <p>Further information available within the Risk Register in Appendix 3.</p>
<p>15. Stakeholders and consultees</p>	<ul style="list-style-type: none"> • Fleet Street Quarter BID (project sponsor and funder) • Fleet Street Area Working Group • Ward Members • Street and Walkways Sub-Committee Members • Occupiers including businesses and residents in the Fleet Street area • TfL • Historic England • Local Planning Authority • City Highways Lighting Team • City Structures Division

Resource Implications

<p>16. Total estimated cost</p>	<p>Likely cost range (excluding risk): <i>Anticipated lifetime cost to deliver this project (excluding risk). Can be presented as a range.</i></p> <p>£150,000 - £300,000 including evaluation costs</p> <p>Likely cost range (including risk): <i>Estimated cost above + the costed risk against the project</i></p> <p>£200,000 - £350,000 including evaluation costs and risk.</p>
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17. Funding strategy	Choose 1: Partial funding confirmed	Choose 1: Mixture - some internal and some external funding							
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>FSQ BID</td> <td>£230,000-£280,000</td> </tr> <tr> <td>S106 receipts allocated to the Fleet Street Area Programme</td> <td>£20,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>£250,000-£300,000</td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	FSQ BID	£230,000-£280,000	S106 receipts allocated to the Fleet Street Area Programme	£20,000	Total
Funds/Sources of Funding	Cost (£)								
FSQ BID	£230,000-£280,000								
S106 receipts allocated to the Fleet Street Area Programme	£20,000								
Total	£250,000-£300,000								
18. Investment appraisal	Not Applicable.								
19. Procurement strategy/route to market	<p>A lighting design consultant has already been commissioned by the FSQ BID in liaison with the City. City of London Transportation and Public Realm Team assisted with the commissioning of the designer who was appointed following a Request for Quotation process.</p> <p>The implementation will be undertaken by the City Highway Term Contractor (FM Conway) and the Highway Lighting Team's preferred contractor (Armadillo).</p>								
20. Legal implications	A legal agreement will need to be developed and agreed between the City and the Fleet Street Quarter Business Improvement District to set out responsibilities of both parties and the terms of the allocation of funding by the FSQ BID to the City.								
21. Corporate property implications	Not Applicable.								
22. Traffic implications	Not Applicable.								
23. Sustainability and energy implications	It is anticipated that the light fittings from the proposals will be LED in line with the City of London Lighting Strategy and connected the City's Remote Control System thus enabling energy savings and contributing towards the City's objective to minimise its carbon emissions.								
24. IS implications	Not Applicable.								

25. Equality Impact Assessment	An equality impact assessment will be undertaken ahead of Gateway 3/4 depending on the outcome from officers undertaking an EQIA test of relevance.
26. Data Protection Impact Assessment	Not Applicable.

Appendices

Appendix 1	Project Briefing
Appendix 2	Location Map
Appendix 3	Pictures of existing
Appendix 4	Risk Register

Contact

Report Author	Leila Ben-Hassel
Email Address	Leila.ben-hassel@cityoflondon.gov.uk
Telephone Number	0207 332 1569

APPENDIX 1: Project briefing

Project identifier			
[1a] Unique Project Identifier	<A unique project number will travel with the project, and will incorporate a Department lead, within. Will be generated via Project Vision by CPO after CPB>	[1b] Departmental Reference Number	N/A
[2] Core Project Name	Fleet Street Area Programme: Holborn Viaduct Lighting Improvements		
[3] Programme Affiliation <i>(if applicable)</i>	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	Leila Ben-Hassel

Description and purpose
[7] Project Description
The project aims to develop and deliver an architectural lighting scheme to celebrate the heritage of the Grade II Listed Holborn Viaduct whilst enhancing the environment for people walking and wheeling along Farringdon Street. Lighting enhancements to the nearby Shoe Lane underpass are also in scope.
[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)?
Funding opportunity from the Fleet Street Quarter Business Improvement District following their commissioning of a public realm strategy which identified the area under the viaduct and under Shoe Lane bridge for possible improvements. These line up with the City's Corporate Plan Outcomes and Lighting Strategy.
The area is currently lit however a survey undertaken of users shown the majority of users feel the space isn't attractive and comfortable to walk in. An increase of footfall is also expected in connection with the relocation of the Museum of London at Smithfields.
[9] What is the link to the City of London Corporate plan outcomes?
[1] People are safe and feel safe. [9] Our spaces are secure, resilient and well-maintained.

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

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

Business plan being updated - TBC

[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	N
Mandatory: Compliance with legislation, policy and audit	N	Sustainability: Essential for business continuity	N	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) Improved look and feel for people walking and wheeling under Holborn Viaduct and Shoe Lane bridge, meeting the needs of greater numbers of people walking following the completion of the relocation of the London Museum at Smithfield;
- 2) Holborn Viaduct and the bridge over Shoe Lane enhanced as local landmarks that act as gateways to the Fleet Street area thus enhancing local legibility;
- 3) Enhanced feeling of safety particularly for women and girls at all times, particularly evening time.

[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.)

Pre and post-implementation qualitative surveys will be undertaken to measure the impact of the lighting scheme on wayfinding, pedestrian experience and feeling of safety.

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

Lower Range estimate: £200,000 (incl. risk)
Upper Range estimate: £350,000 (incl. risk)

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

Additional light fittings will need to be installed but the maintenance requirements for the project lifecycle will be a key design consideration to keep these costs as minimum as possible.

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

External funding and minimum of S106 allocated to Fleet Street Area to initiate the project and facilitate the funding strategy for the full project.

**[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: November 2024 – December 2025
 Upper Range estimate: November 2024 – April 2026
 There are no statutory deadlines. However as the project is externally funded, key dates and milestones may need to be agreed with the project sponsor. This section will be updated at the next Gateway (Gateway 3/4).

Project Impact:

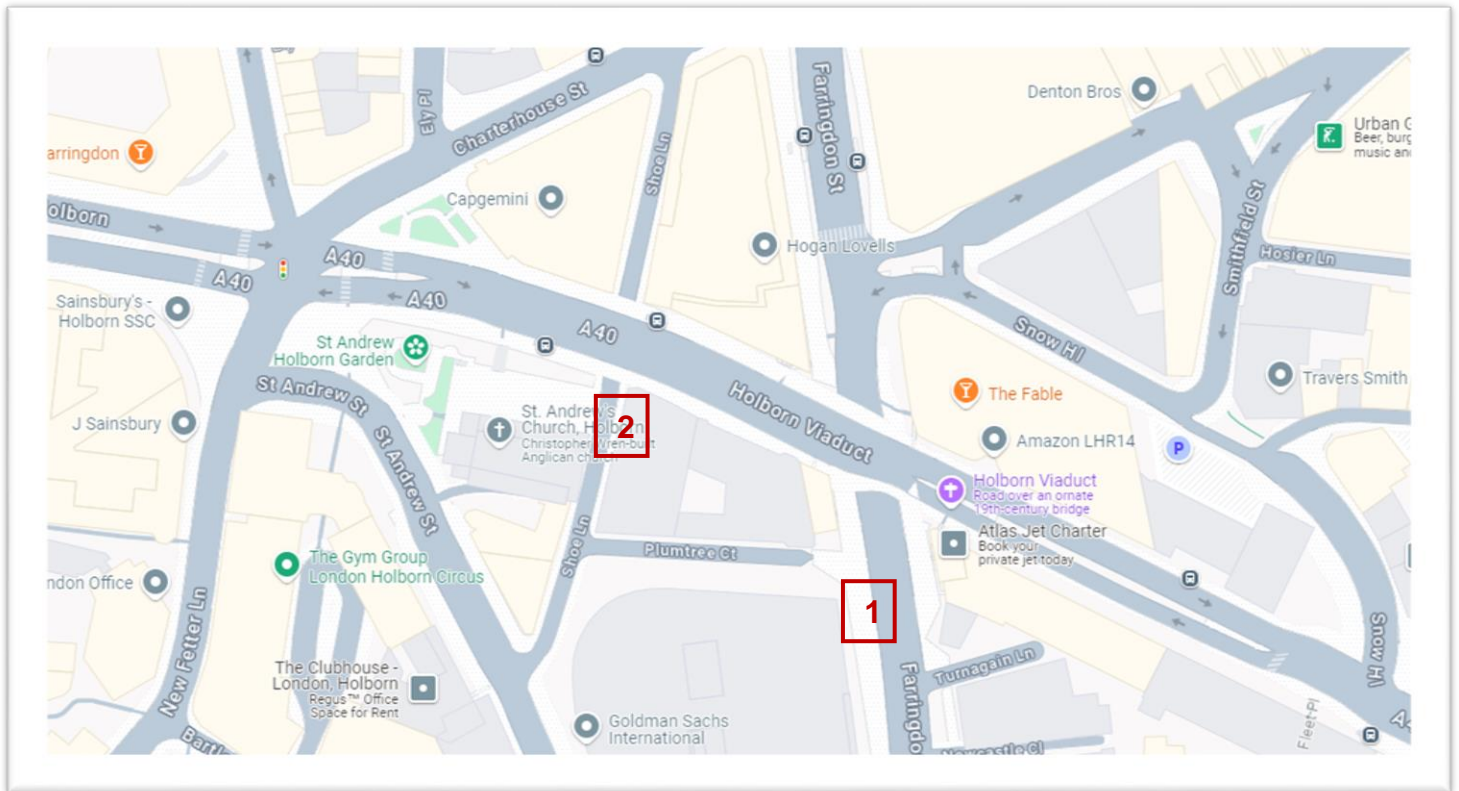
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?

Some press will likely be generated by the Fleet Street Quarter BID as main project sponsor – but not high profile. Communication activities will be managed by City Officers and in coordination with the Corporate Communication Team if necessary.

**[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: Darshika Patel
Chamberlains: Procurement	Officer Name: NA
IT	Officer Name: NA
HR	Officer Name: NA
Communications	Officer Name: NA
Corporate Property	Officer Name: NA
External	The Fleet Street Area Working Group including representatives of the local Business Improvement District.

APPENDIX 2: Location map

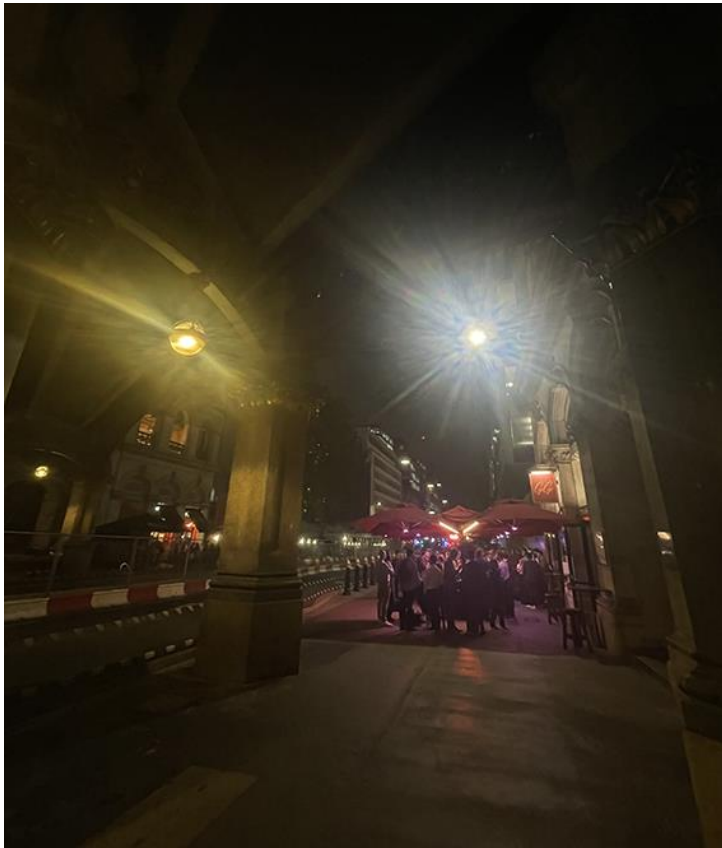


- 1** Area under Holborn Viaduct along Farringdon Street proposed for lighting improvements
- 2** Area under Shoe Lane bridge proposed for lighting improvements

APPENDIX 3: Pictures of existing

1. Holborn Viaduct and Farringdon Street





2. Shoe Lane Bridge



APPENDIX 4: Risk Register

Appended separately

City of London: Projects Procedure Corporate Risks Register

Project Name: Fleet Street Area - Holborn Viaduct Lighting Improve		PM's overall risk rating: Medium	CRP requested this gateway	Average unmitigated risk: 4.8	Open Risks: 5
Unique project Identifier: TBC	Total estimated cost (exc risk): £ -	Total CRP used to date £ -	Average mitigated risk score: 0.0	Closed Risks: 0	

General risk classification										Mitigation actions										Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)	
R1	2	(2) Financial	Funding available does not meet the costs of the proposals.	the project would not be taken forward to delivery	Possible	Serious	6	£0.00			The project team will design to the budget available	£0.00			£0.00		£0.00		30/09/2024		L Ben-Hassel			
R2	2	(10) Physical	Technical design changes and challenges as a result of working with a listed structure		Possible	Serious	6	£0.00			Engage early on and maintain engagement throughout design process with those responsible for the structure and decisions.	£0.00			£0.00		£0.00		30/09/2024		L Ben-Hassel			
R3	2	(2) Financial	Programme impacted by delays from Planning/Listed Building Consent and other approvals.		Possible	Minor	3	£0.00			The project team will engage the City's Planning Team early in the design development to ensure the final proposal gets approved by the Local Planning Authority in a timely manner.	£0.00			£0.00		£0.00		30/09/2024		L Ben-Hassel			
R4	2	(2) Financial	Programme delays due to lengthy lead-in times for light fittings		Possible	Minor	3	£0.00			The design team will endeavour to minimise bespoke fittings and source suppliers with reliable supply chains.	£0.00			£0.00		£0.00		30/09/2024		L Ben-Hassel			
R5	2	(2) Financial	External funding does not materialise and causes abortive costs to the City of London Corporation		Possible	Serious	6	£0.00			This risk is minor. The Fleet Street Quarter Bid are carrying most of the risk as they are funding the design development directly up to RIBA stage 3/4. Should the project not go ahead, abortive costs incurred by the City would mostly be staff costs (budgeted as part of this report and covering feasibility stage of the project). A legal agreement will be developed setting out the funding arrangements, protecting the City's exposure to any financial risks.	£0.00			£0.00		£0.00							The staff costs budget is of £20,000 - if the project does not look like it would be feasible then officers would stop work and not utilise the full funding allocation for staff costs.
R6							£0.00				£0.00			£0.00		£0.00								
R7							£0.00				£0.00			£0.00		£0.00								
R8							£0.00				£0.00			£0.00		£0.00								
R9							£0.00				£0.00			£0.00		£0.00								
R10							£0.00				£0.00			£0.00		£0.00								
R11							£0.00				£0.00			£0.00		£0.00								
R12							£0.00				£0.00			£0.00		£0.00								
R13							£0.00				£0.00			£0.00		£0.00								
R14							£0.00				£0.00			£0.00		£0.00								
R15							£0.00				£0.00			£0.00		£0.00								
R16							£0.00				£0.00			£0.00		£0.00								
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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								

<p>Committees: Streets and Walkways Sub Committee - (For Decision) Projects and Procurement Sub Committee - (For Information)</p>	<p>Dates: 19 November 2024 09 December 2024</p>
<p>Subject: Transforming Fleet Street - (Fleet Street Area Programme)</p> <p>Unique Project Identifier: TBC</p>	<p>Gateway 2: Project Proposal Complex</p>
<p>Report of: Katie Stewart, Executive Director of Environment</p> <p>Report Author: Maria Curro – Project Manager</p>	<p>For Information</p>
<h2 style="margin: 0;">PUBLIC</h2>	

Recommendations

<p>1. Next steps and requested decisions</p>	<p>Project Description: The Transforming Fleet Street project will deliver change along the length of Fleet Street, with a focus on improving the experience for people walking, wheeling, cycling and spending time on the street. To enable this, changes to traffic movements will be necessary to allow for wider pavements, crossing improvements and public realm improvements. These transformative changes will accommodate the changing needs of the Fleet Street area and better accommodate the expected increase in people working in and visiting the area.</p> <p>Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Review of completed baseline study which maps the existing conditions of Fleet Street, and preliminary highway and kerb line design options; • Commission of utility surveys, traffic modelling and other required surveys and/or modelling; • Undertake concept designs for Fleet Street, including opportunities for pavement widening and changes to the layout of street. Develop feasible design options for the highway and kerb line layout;
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	<ul style="list-style-type: none"> Engage with Transport for London (TfL) Buses, Traffic Management and Traffic Signals Teams; Outline traffic implications of concept designs, including impacts on bus services; and Engagement with stakeholders, including the Fleet Street Quarter BID (FSQ BID). <p>Requested Decisions:</p> <p>Members of the Streets & Walkways Sub-Committee are requested to the approve the following:</p> <ol style="list-style-type: none"> Approve the initiation of the Transforming Fleet Street project as part of the Fleet Street Area Programme; Approve the budget of £565,285 (staff costs and fees) for the project to reach the next Gateway, funded from City CIL funding that has been approved for this project; Note the total estimated cost of the project at £9.5m – 10.5m (excluding risk). 																				
<p>2. Resource requirements to reach next Gateway</p>	<table border="1" data-bbox="528 846 1390 1899"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Staff time P&T</td> <td>Project management, option appraisal, stakeholder engagement and report writing.</td> <td>CIL funding</td> <td>£182,310</td> </tr> <tr> <td>Staff time Highways</td> <td>Technical guidance and feasibility design.</td> <td>CIL funding</td> <td>£87,975</td> </tr> <tr> <td>Fees</td> <td>Survey work, traffic modelling, utility surveys, design consultancy and related services.</td> <td>CIL funding</td> <td>£295,000</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td>£565,285</td> </tr> </tbody> </table> <p>Costs include project management time, work to determine traffic and design options, stakeholder engagement with internal CoL stakeholders, coordination across various</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time P&T	Project management, option appraisal, stakeholder engagement and report writing.	CIL funding	£182,310	Staff time Highways	Technical guidance and feasibility design.	CIL funding	£87,975	Fees	Survey work, traffic modelling, utility surveys, design consultancy and related services.	CIL funding	£295,000	Total			£565,285
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Total			£565,285																		

	<p>projects/developments within the Fleet Street area, and report writing. Time and costs also reflect Highways engineering time.</p> <p>Costs are also reflective of the staff time required for external stakeholder engagement, preparation of engagement materials and engagement workshops/meetings. Extensive engagement will need to be undertaken with surrounding boroughs, specialist stakeholder groups, etc.</p> <p>Fees budget includes costs for (but not limited to) any required transport and design consultancy fees, Equality Analysis and Healthy Streets support, promotional materials and stakeholder engagement, highway and utility surveys, traffic monitoring, legal fees, road safety audits, Traffic Order costs, and ground investigations and trial holes (if required). Fees are also required for traffic surveys across the Fleet Street project area and surrounding areas and traffic modelling. It is expected that the traffic modelling phase, as required by TfL, will be completed over a 12 – 18 months.</p> <p>Costed Risk Provision requested for this Gateway: A costed risk provision is not required at this stage of the project.</p>
<p>3. Governance arrangements</p>	<p>This project forms part of the Fleet Street Area Programme, which has an established Working Group with members from the FSQ BID, Ward Members and other local stakeholders.</p> <p>The Service Committee is the Streets & Walkways Sub-Committee.</p> <p>The Senior Responsible Officer is Bruce McVean, Assistant Director, Policy and Projects.</p>

Project Summary

<p>4. Context</p>	<p>4.1 Fleet Street is one of London’s most historic and iconic streets. Currently, the Fleet Street area is undergoing significant change, with several large-scale developments both underway and proposed.</p> <p>4.2 Westminster City Council recently implemented substantial improvements at The Strand and Aldwych, demonstrating the benefits of walking, wheeling and public realm improvements to the area. In comparison, Fleet Street, which directly links to The Strand, is characterised as having an uninviting and uncomfortable public realm environment.</p> <p>4.3 Improvements along Fleet Street are included in the Fleet Street Area Healthy Streets Plan (HSP), adopted</p>
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in November 2023. This project has been identified as the highest priority in the area and this has been endorsed by the Fleet Street Area Working Group. The Group was set up following the adoption of the HSP to guide the delivery of the projects from the plan (Fleet Street Area Programme) and includes representatives from local ward members, the FSQ BID and local developers.

4.4 Fleet Street is a significant east-west corridor for those walking, wheeling and cycling and for vehicular movements, particularly buses.

4.5 Key drivers for change across the project include the narrow pavements along Fleet Street, the poor public realm environment, and the expected increase in people working and visiting the area. Fleet Street is home to several large-scale developments, which is expected to attract a significant number of workers and visitors to the area.

4.6 The project boundary is located from Chancery Lane (west of Chancery Lane at the City boundary) to Ludgate Circus (Appendix 2). Changes to Ludgate Circus will not be undertaken as part of this project, as Ludgate Circus forms part of TfL's Road Network. The Transforming Fleet Street project will act as a key mechanism in the regeneration throughout the Fleet Street area.

Fleet Street Area Study (baseline and preliminary design findings)

4.7 FSQ BID, in collaboration with City Officers, commissioned a transport consultancy to complete a baseline study of the Fleet Street corridor as well as a preliminary and high-level highway design options. This work was completed in August 2024.

4.8 The baseline study captured the existing highway conditions, pedestrian flows and pedestrian comfort levels (PCLs) and traffic flows across the Fleet Street corridor project area.

4.9 The study identified several preliminary design options for a revised highway layout to better promote improvements for people walking wheeling and cycling. These design options included a reduced carriageway width, the removal of the bus lane and cycle lane enhancements.

	<p>4.10 The design options further included increased pavements widths along Fleet Street, taking into consideration a revised highway layout for vehicles and other factors that are required to be considered such as ceremonial route requirements.</p> <p>4.11 The baseline findings and the preliminary design options outlined within the study, will be used by City Officers to take forward the Fleet Street Corridor project.</p> <p>4.12 Additional work is needed, based on the findings of the study, which include, but are not limited to, a more detailed understanding of the proposed options, impacts on surrounding streets and traffic flows, consultation with TfL Buses and wider stakeholder engagement.</p>
<p>5. Brief description of project</p>	<p>5.1 Fleet Street and the wider Fleet Street area is undergoing significant regeneration. There are several large-scale developments along Fleet Street, including the Salisbury Square Development, 120 Fleet Street (the former Daily Express building) and 65 Fleet Street.</p> <p>5.2 Fleet Street connects the City of Westminster to the City, and to many cultural destinations east within the City. Fleet Street is also an important royal and state processional route and one of the primary thoroughfares for the Lord Mayor Show.</p> <p>5.3 The Transforming Fleet Street project will seek to create an enhanced environment for people walking and wheeling, improving the public realm along the street whilst balancing the needs of people and businesses to access and service. With anticipated growth in the volume of workers in the area this project will facilitate and support the regeneration of the area</p> <p>5.4 Key project objectives include the following:</p> <ul style="list-style-type: none"> • Widening of pavements to provide more space for people walking and wheeling • Enhancing existing crossings and, where feasible, include new crossing points to improve safety and accessibility, and better reflecting walking desire lines • Amending the City of London Police checkpoints, to narrow the carriageway and to provide more space for people walking and wheeling • Improving safety and the feeling of safety for people using Fleet Street

	<ul style="list-style-type: none"> • Improving cycle safety and cycling infrastructure for people cycling on Fleet Street • Improving and managing on-street loading facilities, working alongside key stakeholders • Delivering wider public realm improvements along the length of Fleet Street, including seating and planting to create a high-quality street environment that is commensurate with the surrounding historic townscape and new developments. <p>5.5 TfL Buses will be engaged throughout the project to understand potential impacts on bus journey times and, if necessary, identify mitigation.</p>
<p>6. Consequences if project not approved</p>	<p>6.1 Stakeholder and Member engagement through the Fleet Street Area HSP and Fleet Street Area Programme Working Group has indicated strong support for the improvement of this street. If this project proposal is not approved, aspirations from stakeholders to deliver a more people-focused environment would not be met.</p> <p>6.2 Aspirations for an enhanced environment for people walking and wheeling, including widened pavements, improved and safer crossing, etc. will not be achieved. These aspirations are of particular importance given the large-scale developments within the area and the forecast increase in number of workers and visitors to the area.</p> <p>6.3 The transformation of Fleet Street and the wider area requires significant improvements to Fleet Street as a corridor. If this project proposal is not approved, the aspirations will not be met.</p>
<p>7. SMART project objectives</p>	<p>7.1 This project aligns with the delivery of the Transport Strategy outcomes:</p> <ul style="list-style-type: none"> • The Square Mile’s streets are great places to walk, wheel and spend time • Street Space is used more efficiently and effectively • People using our streets and public spaces are safe and feel safe. • The Square Mile is accessible to all. • More people choose to cycle in the City. <p>7.2 These Outcomes will be achieved by:</p> <ul style="list-style-type: none"> • Provision of additional pavement space for walking and wheeling. • Accessibility improvements to provide more comfortable crossing points for all users.

	<ul style="list-style-type: none"> Enhance safety for all users, with a focus on cyclists and pedestrians. <p>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.</p> <p>7.3 Introduce climate resilient planting and tree planting in line with the Transport Strategy and Climate Action Strategy, where feasible.</p>
8. Key benefits	<p>8.1 Improved environment for people walking, wheeling, cycling and spending time in the area. An accessible public realm with wider pavements and safe crossing points contributes to the delivery the Transport Strategy, City Plan 2040, Corporate Plan and Destination City.</p> <p>8.2 Public realm, greening and climate resilience measures are to be introduced contributing to delivery of the Transport Strategy and the Climate Action Strategy.</p> <p>8.3 Stakeholder’s aspirations will be met, ensuring the area remains attractive and the local economy is supported.</p> <p>8.4 A high-quality design will be delivered in line with the historic setting of Fleet Street and the wider area.</p>
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	This project does not include the Ludgate Circus junction.

Options Appraisal

12. Overview of options	<p>12.1 The Fleet Street Transformation project seeks to create a more enhanced environment for those walking, wheeling and cycling.</p> <p>12.2 At this early stage of the project, high-level and preliminary design options of the highway and kerb line design have been considered.</p> <p>12.3 Additional work is needed, based on the findings of the study, which include, but are not limited to, a more detailed understanding of the proposed options, impacts on surrounding streets and traffic flows, traffic restrictions, and consultation with TfL Buses and wider stakeholder engagement.</p>
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	<p>12.4 As the project progresses, options to be explored will include:</p> <ul style="list-style-type: none"> • Reduced carriageway width and improved street layout • Extended pavements with repositioned kerb lines • Repositioning of parking and loading requirements across Fleet Street • Introduction of trees, planting and seating along Fleet Street <p>12.5 Significant stakeholder and public consultation will be undertaken during the development of the design options.</p>
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Project Planning

<p>13. Delivery period and key dates</p>	<p>The Fleet Street corridor project is expected to be initiated in Autumn 2024, with feasibility concept designs to be produced end of 2025. Assessment of the highway layout options including options for the bus lane and what that might mean for reallocation of street space will be undertaken in 2025/2026. Once a preferred design option has been established it will be developed and presented for Gateway 4 approval in 2026.</p> <p>Stakeholder engagement will be undertaken throughout the lifecycle of the project. Key project stakeholders are noted in Section 15.</p> <p>The Transforming Fleet Street project is a long-term project, and the milestones for this project will work alongside the programme of developments located on Fleet Street.</p> <p>Key dates: Key project dates include:</p> <ul style="list-style-type: none"> • Project initiation: Autumn 2024 • Surveys and concept design options appraisal: End of 2025 • Gateway 3: End of 2025 • Gateway 4: Mid 2026 • Gateway 5: 2027 • Implementation 2027-2029 (in phases) <p>Other works dates to coordinate: Other projects and works occurring in the area include the following:</p> <ul style="list-style-type: none"> • 120 Fleet Street: The redevelopment of the former Daily Express building. • 65 Fleet Street: Refurbishment of building into a new professionally managed student accommodation. • Salisbury Square Development: Development of the new Courts and Tribunal buildings and the City of London Police Headquarters.
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	<p>These projects have or will have S278 projects to integrate these buildings into the public environment and will contribute to the vision of this Transforming Fleet Street project coordination meetings will be held with the respective development project management teams to ensure that our projects are aligned and that the works programme is considered holistically.</p>
<p>14. Risk implications</p>	<p>Overall project risk: Medium Project RAG status: Green</p> <ul style="list-style-type: none"> • Traffic modelling and designs show constraints to intended Fleet Street design proposals <i>Risk response: reduce</i> <p>Designs will be carefully considered to ensure that they are beneficial to people walking wheeling, cycling and using buses, whilst minimising detrimental impacts on other traffic movements.</p> <p>Ongoing engagement with internal and external stakeholders will be undertaken to identify opportunities and constraints and how best to mitigate and manage these constraints when taking forward the Fleet Street proposals.</p> <p>Specific considerations within this risk are as follows:</p> <ul style="list-style-type: none"> ○ Bus lane removal may not be feasible, as TfL Buses may not agree to the removal of the lane. Early and ongoing discussions will be held with TfL Buses to understand whether the bus lane can be removed and challenges in doing so. ○ Traffic modelling shows unacceptable impacts on the wider highway network. Traffic modelling results will be carefully assessed at the earliest opportunity to understand how challenges can be mitigated against. <ul style="list-style-type: none"> • Internal/external stakeholders object to the design proposals <i>Risk response: reduce</i> <p>Project designs will be considered and discussed with internal and external stakeholders as the project is developed, including reviewing provision of carriageway/kerbside available for buses, changes to kerb lines and the activity at those kerbside and the introduction of greening along Fleet Street.</p> <ul style="list-style-type: none"> • Utilities infrastructure makes the proposed Fleet Street design changes not viable <i>Risk response: reduce</i> <p>Utility and other surveys will be undertaken at the earliest stages of the project to determine underground conditions, impacts to the project design and requirements moving forward.</p>

	Further information available within the Risk Register (Appendix 3).
15. Stakeholders and consultees	<p>15.1 External consultees:</p> <ul style="list-style-type: none"> • Residents • Local businesses and occupiers • Developers with an interest in the area • FSQ BID • Fleet Street Programme Working Group • TFL (including TfL buses) • Westminster City Council • Camden Council • General public • Transport groups (i.e. accessibility groups) • City of London/other emergency services <p>15.2 Internal consultees:</p> <ul style="list-style-type: none"> • City of London Environment Department (including Highways, Cleansing, City Gardens) • Ward Members • City of London Police • Pageantmaster (Lord Mayor's Show)

Resource Implications

16. Total estimated cost	Likely cost range: £8m - £11m											
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Mixture - some internal and some external funding										
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>City of London CIL funding (Report outlining the CIL funding commitment to the Resource and Allocation Sub-Committee on July 11th, 2024)</td> <td>£9m</td> </tr> <tr> <td>External contributions (Fleet Street Quarter BID)</td> <td>£500k</td> </tr> <tr> <td>Section 278 (estimated)</td> <td>£750k / £1m</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>£10.25m - £10.5m</td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	City of London CIL funding (Report outlining the CIL funding commitment to the Resource and Allocation Sub-Committee on July 11 th , 2024)	£9m	External contributions (Fleet Street Quarter BID)	£500k	Section 278 (estimated)	£750k / £1m	Total	£10.25m - £10.5m
Funds/Sources of Funding	Cost (£)											
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External contributions (Fleet Street Quarter BID)	£500k											
Section 278 (estimated)	£750k / £1m											
Total	£10.25m - £10.5m											
	Funding for the Fleet Street corridor project has been approved to be funded up to £9m by the City of London CIL funding											

	allocation. Additional funding has been provided to date by the FSQ BID, with the opportunity for further funding in future years.
18. Investment appraisal	<p>Not Applicable. On-going revenue implications include:</p> <p>18.1 Revenue implications for highways and soft landscaping maintenance, and cleansing will be developed over the course of the detailed design and have been included in the project estimate.</p>
19. Procurement strategy/route to market	<p>19.1 It is anticipated that all works will be undertaken by the City's Highways term contractor, currently FM Conway.</p> <p>19.2 The design work is proposed to be carried out by the Highways and the Policy & Projects team in collaboration with an appointed traffic consultant, subject to scope and resourcing. It may be necessary to undertake further data collection with regards the traffic volumes, pedestrian volumes, and kerbside use by an external provider.</p> <p>19.3 In regard to the public realm, there may also be a requirement for a landscape architect to be appointed, subject to scope and resourcing.</p> <p>19.4 Consultant appointments will be made following standard City procurement rules and processes or via the Transport and Public Realm framework, if appropriate.</p> <p>19.5 The materials and specification of the design will be the City's standard specification, in accordance with the City Public Realm Toolkit (2024).</p>
20. Legal implications	<p>20.1 In exercising the City Corporation's traffic authority functions, regard must be had to the duties to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) (having regard to effects on amenities) (S.122 Road Traffic Regulation Act 1984), and to secure the efficient use of the road network avoiding congestion and disruption (S.16 Traffic Management Act 2004). Regard should be had to these duties as the project moves forward and options are considered.</p> <p>20.2 Pursuant to the Equality Act 2010 when making decisions, the City Corporation must have due regard to the need to eliminate unlawful conduct, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). An Equality Analysis</p>

	will be carried out the project moves forward, and this will assist the City Corporation in discharging this duty.
21. Corporate property implications	Salisbury Square Development will need to be taken into consideration as this project is developed. It is a requirement of the Salisbury Square Development to explore whether there is the opportunity to extend the southern Fleet Street footway.
22. Traffic implications	<p>22.1 Changes to the footway layout, may impact bus journey times and bus reliability. TfL Buses will be consulted throughout the lifecycle of the project to ensure that changes to the footways and highway layout on Fleet Street is minimally determinantal to bus services.</p> <p>22.2 Changes to the pavement and enhanced/additional crossing points may impact taxi and general traffic flows. This would need to be considered from a City network performance perspective with TfL through the traffic management approval process.</p> <p>22.3 Banned turns at junctions and other traffic restrictions may need to be considered, which may displace traffic onto other surrounding streets.</p> <p>22.4 These traffic implications will be explored and mitigated measures developed through traffic modelling and design and ongoing consultation with TfL.</p>
23. Sustainability and energy implications	<p>23.1 The project will achieve best practice/industry leading standards, as outlined below.</p> <p>23.2 It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes.</p> <p>23.3 Climate change resilience measures and planting will be considered as part of the design development such as rain gardens and tree planting.</p>
24. IS implications	None.
25. Equality Impact Assessment	<ul style="list-style-type: none"> An equality impact assessment will be undertaken. The Test of Relevance can be found in Appendix 4.
26. Data Protection Impact Assessment	<ul style="list-style-type: none"> 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
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Appendix 2	Project Location
Appendix 3	Risk Register
Appendix 4	Test of Relevance

Contact

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Telephone Number	07864 971 573

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	NA
[2] Core Project Name	Fleet Street Transformation		
[3] Programme Affiliation <i>(if applicable)</i>	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 Curro

Description and purpose
[7] Project Mission statement / Elevator pitch
The Fleet Street Transformation project will deliver transformation change across Fleet Street and the wider area, with a focus on improving the experience of those walking, wheeling and cycling within the area. The project will deliver large-scale improvements, to provide an enhanced street environment and support this key east-west connection from Westminster City to the Fleet Street area and onwards. This project has been identified as the key priority following the completion of the Fleet Street Area Healthy Streets Plan in 2023 (Fleet Street HSP).
[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)?
<ul style="list-style-type: none"> • Existing pedestrian footways have low pedestrian comfort levels (PCLs), especially during peak travel times resulting in overcrowding and people walking on the carriageway. • Existing pedestrian crossings need improvement, including the need for additional crossings to meet desire lines and make new connections. • Consideration of areas for loading, unloading, and parking is required. • Consideration of improved cycle infrastructure is required to enhance the safety and security of people cycling. • There is an absence of greenery in the area and a desire to rectify this by introducing trees and planting.
[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 and Air Quality.					
[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

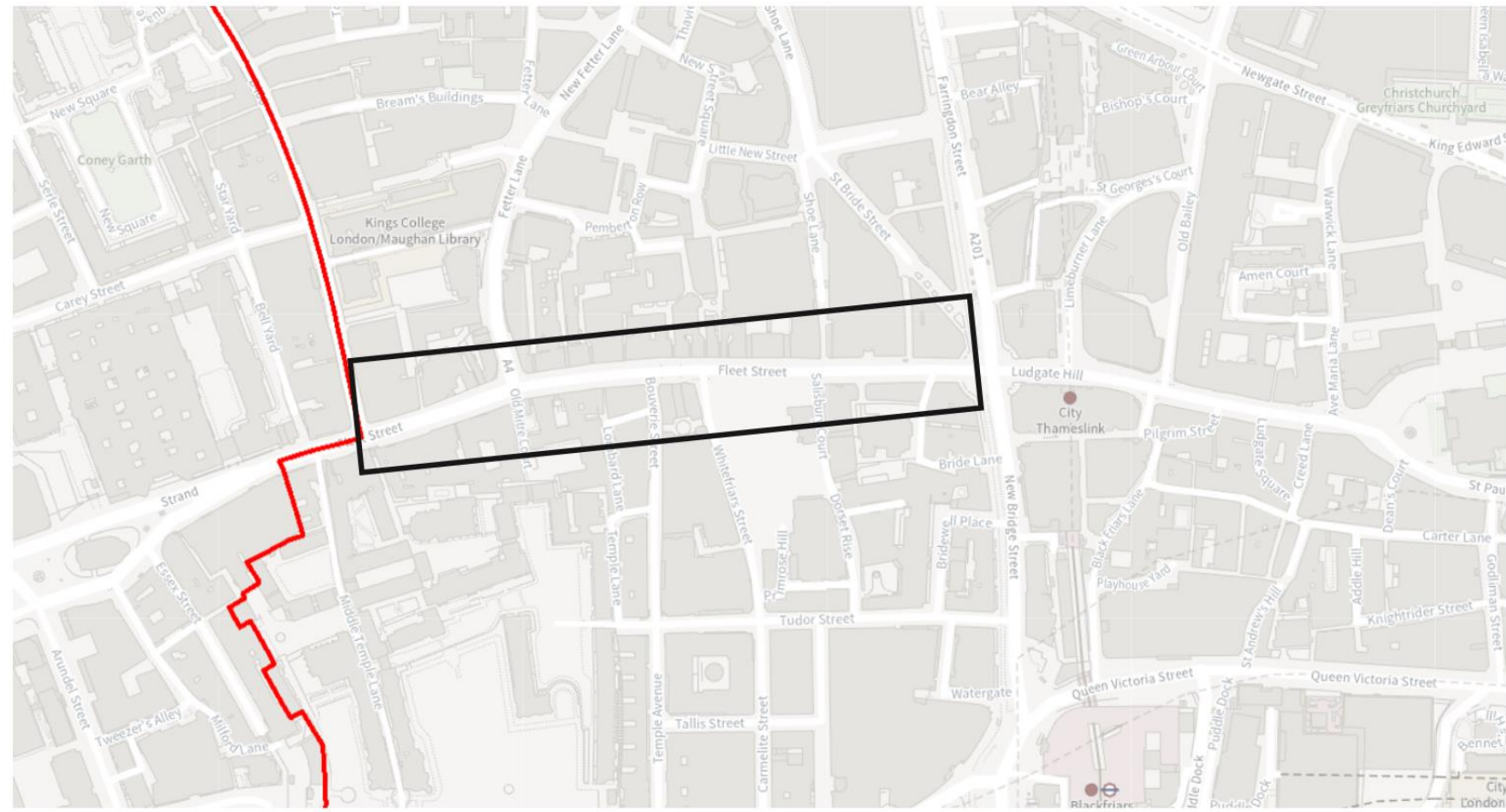
Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?	
This project aligns with the delivery of the Transport Strategy Outcomes:	
<ul style="list-style-type: none"> • Outcome 1: The Square Mile's streets are great places to walk, wheel and spend time • Outcome 2: Street Space is used more efficiently and effectively • Outcome 4: People using our streets and public spaces are safe and feel safe. 	
1) Improve the pedestrian environment, by way of widening the footways and improving crossing points, as well as introducing greening along Fleet Street.	
2) Improve safety and perceptions of safety for people walking, wheeling and cycling.	
3) Deliver a more efficient highway layout, that is not detrimental to local bus services and delivers a more effective servicing strategy.	
[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.)	
<ul style="list-style-type: none"> • Improved quality of footways and crossings • Improved quality of cycle infrastructure and level of safety • Improved greening and planting, including seating 	
[14] What is the expected delivery cost of this project (range values)[£]?	
£10.25m – £10.5m	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
This is to be confirmed. It is expected, at this early stage, any infrastructure, including green infrastructure, will require ongoing maintenance and repair.	
[16] What are the expected sources of funding for this project?	
CIL funding, Section 106 contributions, and external funding (Fleet Street Quarter BID)	
[17] What is the expected delivery timeframe for this project (range values)?	

Are there any deadlines which must be met (e.g. statutory obligations)?
2029/2030

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?	
It is expected that this project will generate a public media impact and this will be managed in conjunction with the City Media Team. A communications strategy will be developed to assist in coordinating this media output.	
[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	NA
External	Fleet Street Working Group (local stakeholders, Fleet Street Quarter BID and Ward Members)
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Environment Department
Project Design Manager	Maria Herrera/Maria Curro
Design/Delivery handover to Supplier	Delivery - FM Conway

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Appendix 2: Transforming Fleet Street, Project Area



- CoL Boundary
- Project Area

The project boundary is located from Chancery Lane (west of Chancery Lane at the City boundary) to Ludgate Circus. Changes to Ludgate Circus will not be undertaken as part of this project, as Ludgate Circus forms part of TfL’s Road Network.

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Fleet Street Transformation	PM's overall risk rating:	Medium	CRP requested this gateway	£ -	Average unmitigated risk	4.8	Open Risks	9
Unique project identifier:	TBC	Total estimated cost (exec risk):	£ 10,500,000	Total CRP used to date	£ -	Average mitigated risk score	3.3	Closed Risks	0

General risk classification										Mitigation actions							Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & Moved to Issues	Comment(s)
R1	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delay and/ or change	Further time and therefore resource may be required if planned engagement work with local external stakeholders do not go as planned. These issues could also arise from the public consultation results.	Possible	Serious	5	£0.00	N	B – Fairly Confident	* Early identification and engagement with key stakeholders via the project's communications plan and the Fleet Street Working Group, will mitigate against issues with external engagement.	£0.00	Possible	Minor	£0.00	3	£0.00		25/07/2024	Bruce McVean	Maria Curro		25/07/2024 - The Fleet Street Area Working Group is made up of external and CoL internal stakeholders, to ensure that external views and feedback are taken on board at an early stage and throughout the lifecycle of the project.
R2	2	(3) Reputation	GATE 1 TO 6 - Procurement procedures impact negatively on project delivery	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.	Possible	Minor	3	£0.00	N	B – Fairly Confident	* Map out any resources using the Annual Procurement Plan with the procurement team. * Consider early engagement with internal suppliers where required (Highways, Traffic Enforcement, City Gardens, M&F etc.)	£0.00	Unlikely	Minor	£0.00	2	£0.00		25/07/2024	Bruce McVean	Maria Curro		25/07/2024 - The project does carry some risk in this regard as there will be a need to procure external services. However, this proposed work is standard in nature and therefore no mitigation (other than usual BAU work) is planned.
R3	2	(10) Physical	GATE 1 TO 3 - Accessibility and/ or security concerns lead to project change	Further changes to the project's design and scope may be required if accessibility/ security concerns are raised.	Possible	Minor	2	£0.00	N	A – Very Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and internal contacts. * Use of a design log to record design changes, and the reasons why.	£0.00	Rare	Minor	£0.00	1	£0.00		25/07/2024	Bruce McVean	Maria Curro		25/07/2024 - All accessibility and safety design concerns will be incorporated at the earliest design stage and will be reviewed at every design stage. In addition, ongoing discussions will be had with key accessibility groups (both internal and external) will be undertaken to ensure all needs are taken into account. From a security perspective, any security sensitive locations will be reviewed on an ongoing basis.
R4	2	(2) Financial	GATE 1 TO 6 - Inaccurate or incomplete project estimates including baxters/ inflationary issues	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	4	£0.00	N	B – Fairly Confident	* Undertake internal re-estimates prior to each Gateway stage, including discussions with procurement/ finance in regards to external factors such as baxters/ inflation.	£0.00	Possible	Minor	£0.00	3	£0.00		25/07/2024	Bruce McVean	Maria Curro		25/07/2024 - Ongoing discussions with CoL Highways Team to understand costs of project and construction, when appropriate.
R5	2	(8) Technology	GATE 1 TO 4 - Modelling issues (results and implications, issues with the delivery, buy-in, required re-runs, etc)	Modelling will play a major role in defining the design of the Fleet Street project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify. Also, further modelling may be required following consultation if design changes are needed.	Possible	Serious	6	£0.00	N	B – Fairly Confident	* Early engagement with ITL Buses to identify requirements, their timescales and costs. * Ensure information & data requirements for modelling are agreed and scoped out fully with the traffic consultants/design consultants. * Regular engagement with design and modelling consultants. * Budget for basic modelling re-runs post consultation.	£0.00	Possible	Serious	£0.00	5	£0.00		25/07/2024	Bruce McVean	Maria Curro		25/07/2024 - Ongoing engagement and regular meetings with consultants will determine the viability of the model, and whether iterations of the model are needed.
R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility & topo survey issues lead to further information being required.	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected or further topographical or utility surveys are required. In addition, unknown layout of underground conditions can also result in unplanned costs if utility surveys are not undertaken at the correct stages of the project.	Possible	Serious	8	£0.00	N	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. * Consider and budget for trial holes if the location is thought to be particularly difficult.	£0.00	Possible	Serious	£0.00	6	£0.00		29/07/2024	Bruce McVean	Maria Curro		29/07/2024 - Early engagement with utility companies will be undertaken, to ensure they understand project requirements. In addition, utility survey and other survey requirements will be identified at the earliest stages of the project and undertaken at key project points.
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impact on project delivery	This project will require third parties to complete their work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Likely	Minor	4	£0.00	N	A – Very Confident	* Include regular meetings with such stakeholders if required, including developers within the Fleet Street area. * Track the activities of third parties on a tracker. * Include some slack in the programme to absorb low-level delays.	£0.00	Likely	Minor	£0.00	2	£0.00		29/07/2024	Bruce McVean	Maria Curro		29/07/2024 - Ongoing tracking and stakeholder liaison will be undertaken, to determine progress of developments within the Fleet Street area. The Fleet Street Area Programme Working Group should help in identifying delays throughout the lifecycle of the project.

R8	2	(3) Reputation	GATE 1 TO 5 - British Land, Network Rail, Crossrail, TfL Buses and LUL engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with main stakeholders takes longer, requires more work or doesn't go as planned. Also, they may change their requirements for a project which results in abortive work and costs.	Likely	Serious	6	£0.00	N	B - Fairly Confident	* The Fleet Street Area Working Group will work with Col. Project Officers to outline and determine requirements for the project. Ongoing and early engagement with TfL Buses and other teams within TfL will assist to ensure project requirements are understood and can be taken forward. The Fleet Street Area Working Group has TfL representation which will assist in liaising with TfL departments to ensure that project aspirations are understood and works can be coordinated across TfL.	£0.00	Unlikely	Serious	£0.00	4	£0.00		0	29/07/2024	Bruce McVean	Maria Curro	29/07/2024 - Ongoing engagement will be undertaken throughout the lifecycle of the project to ensure that issues can be identified and mitigated against at the earliest opportunity.	
R9	2	(3) Reputation	GATE 1 TO 6 - issue(s) with internal engagement and buy-in lead to project delay and/or change	Further time and therefore resource may be required if planned engagement work with internal stakeholders do not go as planned. These issues could also arise from the public consultation results, traffic management arrangements etc.	Possible	Serious	5	£0.00	N	B - Fairly Confident	* Early identification and engagement with key internal stakeholders to identify and mitigate against issues.	£0.00	Unlikely	Serious	£0.00	4	£0.00		0	29/07/2024	Bruce McVean	Maria Curro	29/07/2024 - Ongoing engagement will be undertaken throughout the lifecycle of the project with internal City teams to ensure that issues can be identified and mitigated against at the earliest opportunity.	
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TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on City of London Intranet at: [Equality and Inclusion](#)

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 statutory '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
- Sexual orientation

It is also Corporation policy to give voluntary (non-statutory) 'due regard' to the impact upon Social Mobility

What is due regard?

- Statutorily, 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 rigour 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.

The Corporation has also adopted a voluntary (non-statutory) due regard of the impact upon social mobility issues. This should be considered generally and, more specifically, against the aims/objectives in the Social Mobility Strategy, 2018-28.

How to demonstrate compliance

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 rigour 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 data 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 must 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 references to it in the Background Papers when reporting to the Committee or other decision making process.

1. Proposal / Project Title:

Transforming Fleet Street

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):

The Fleet Street Transformation project will deliver transformation change across Fleet Street and the wider area, with a focus on improving the experience of those walking, wheeling and cycling within the area.

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Changes to pavement widths create more space for those walking and wheeling and improve the Pedestrian Comfort Level. Please note, that potential changes to bus services and other highway layout implications, including traffic restrictions, may impact those that rely on bus services, taxi services, etc.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Changes to pavement widths create more space for those walking and wheeling and improve the Pedestrian Comfort Level. Please note, that potential changes to bus services and other highway layout implications, including traffic restrictions, may impact those that rely on bus services or need to travel to the Fleet Street area by private vehicle, taxi, etc.
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Changes to pavement widths create more space for those walking and wheeling and improve the Pedestrian Comfort Level. Please note, that potential changes to bus services and other highway layout implications, including traffic restrictions, may impact those that rely on bus services.
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA
Sex (i.e. gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	NA

4. Are there any potential social mobility or wider issues? Please check appropriate box

Yes



No

**Briefly explain your answer:**

While the Fleet Street Transformation project will deliver wide-scale positive change and act as a mechanism for the ongoing regeneration of the Fleet Street, consideration needs to be given to the constraints of the project. At this early stage, this may include reduction in bus service reliability and traffic reassignment which may make accessing the area by private vehicle more difficult. These will need to be explored more fully as the Fleet Street designs progress. An Equality Analysis will be undertaken at the earliest design stage and updated at each stage, to help inform the overall project design.

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

Please see Section 4 for potential adverse impacts of the project, that will need to be considered as the project designs progresses.

6. Are there positive impacts of the proposal on any equality groups or Social Mobility? Please briefly explain how these are in line with the equality aims or social mobility strategy:

Positive impacts of the Fleet Street Transformation project include:

- Enhanced and increased footways – positive impact for those walking and wheeling, with an increase in PCLs (age, disability, pregnancy and maternity)
- Enhancing/providing new crossing points – positive impact for those walking and wheeling and allows for desired lines to be met (age, disability, pregnancy and maternity)
- Enhancing cycling infrastructure – positive impact for those cycling to the area, creating a safer and more welcoming cycling environment (age, disability, pregnancy and maternity)
- Greening, seating, etc. – positive impact for all those use Fleet Street, as greening will improve local air quality and seating allows for people to rest and spend time in the area (age, disability, pregnancy and maternity)

7. As a result of this screening, is a full EA necessary?

Please check appropriate box

Yes



No

**Briefly explain your answer:**

A full Equality Analysis is required for the Fleet Street Transformation project, as to ensure that Equality Groups and their specific needs are taken into consideration in developing the designs of the street. In addition, this document has noted that there may be detrimental impacts to bus services, which impacts the Equality Groups, and further requires investigation. A full Equality Analysis will assist in understanding how to mitigate and resolve these potential detrimental impacts.

8. Name of Lead Officer: Maria Curro

Job title: Project Manager, Policy & Projects,
Environment

Date of completion: 24/07/2024

Name: Ian Hughes – City Operations Director

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Committees: Streets & Walkways Sub-Committee <i>[for decision]</i> Projects & Procurement Sub-Committee <i>[for information]</i>	Dates: 19 November 2024 09 December 2024
Subject: Leadenhall Street Improvements – City Cluster Vision Programme Unique Project Identifier: 12295	Gateway 3: Outline Options Appraisal (Complex)
Report of: Executive Director, Environment Department Report Author: Daniel Laybourn, Transportation & Public Realm Projects, City Operations	For Decision
<h1 style="margin: 0;">PUBLIC</h1>	

1. Status update	<p>Project Description: Improvements on Leadenhall Street to enhance the experience of walking, wheeling and cycling. To include pavement widening, new and improved crossings, public realm enhancements, greening and seating. This project will also help mitigate the impact of new developments on the City’s Street network and aligns with the City Cluster Vision, Transport Strategy, and Climate Action Strategy,</p> <p>RAG Status: Amber (no change from previous)</p> <p>Risk Status: Medium (no change from previous)</p> <p>Total Estimated Cost of Project (excluding risk): £7-8.5m <i>total outturn cost</i></p> <p>Change in Total Estimated Cost of Project (excluding risk): None</p> <p>Spend to Date: £286,586 as of 14 October 2024.</p> <p>Costed Risk Provision Utilised: None.</p> <p>Slippage: None since the last programme-level report in September 2023. In May 2022, the project’s scope was increased to focus on transforming Leadenhall Street rather than smaller changes to the street. The City Cluster Area programme update in September 2023 detailed the revised</p>
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	next steps and included the concept design for the street and the proposed approach, which was approved.															
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 4/5: Detailed Options Appraisal/Authority to implement.</p> <p>Next Steps: Conduct a local consultation and engagement exercise, refine the design and required utility diversions, cost estimate and costed Risk Register so that they can be presented for approval in the next Gateway report.</p> <p>Requested Decisions:</p> <p>Members of the Streets & Walkways Sub Committee are requested to:</p> <ol style="list-style-type: none"> 1. Approve an additional budget of £295,000 to reach the next Gateway funded from S106 budgets as detailed in Appendix 2; 2. Note the revised project budget of £686,000 (excluding risk); 3. Approve the principles of the highway and public realm design and the proposed way forward detailed in this report to further develop this; 4. Approve a Public Consultation and Engagement exercise be undertaken based on the design and principles set out in section 4, paragraph 4 of this report, and for the final detail of this to be agreed with the Director of City Operations; 5. Agree the reporting approach as detailed in section 5, paragraph 12 of this report, including the proposal to combine the Gateway 4 and 5 reports; and 6. Note the project's total estimated cost range of £8m-£9.5m (inclusive of costed risk and any maintenance sums) and the funding strategy in Appendix 2. 															
<p>3. Resource requirements to reach next Gateway</p>	<table border="1" data-bbox="528 1480 1390 2040"> <thead> <tr> <th data-bbox="528 1480 762 1626">Item</th> <th data-bbox="762 1480 1007 1626">Reason</th> <th data-bbox="1007 1480 1198 1626">Funds/ Source of Funding</th> <th data-bbox="1198 1480 1390 1626">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 1626 762 1843">Environmental Services (Highways) Staff costs</td> <td data-bbox="762 1626 1007 1843">To enable Highways staff to undertake design and supervision work to reach the next Gateway.</td> <td data-bbox="1007 1626 1198 1843">S106 (See Appendix 2 for the funding breakdown)</td> <td data-bbox="1198 1626 1390 1843">£25,000</td> </tr> <tr> <td data-bbox="528 1843 762 2040">Planning and Transportation (P&T) Staff costs</td> <td data-bbox="762 1843 1007 2040">To enable P&T staff to project manage the scheme to reach the next Gateway and undertake</td> <td data-bbox="1007 1843 1198 2040">S106 (See Appendix 2 for the funding breakdown)</td> <td data-bbox="1198 1843 1390 2040">£85,000</td> </tr> </tbody> </table>				Item	Reason	Funds/ Source of Funding	Cost (£)	Environmental Services (Highways) Staff costs	To enable Highways staff to undertake design and supervision work to reach the next Gateway.	S106 (See Appendix 2 for the funding breakdown)	£25,000	Planning and Transportation (P&T) Staff costs	To enable P&T staff to project manage the scheme to reach the next Gateway and undertake	S106 (See Appendix 2 for the funding breakdown)	£85,000
Item	Reason	Funds/ Source of Funding	Cost (£)													
Environmental Services (Highways) Staff costs	To enable Highways staff to undertake design and supervision work to reach the next Gateway.	S106 (See Appendix 2 for the funding breakdown)	£25,000													
Planning and Transportation (P&T) Staff costs	To enable P&T staff to project manage the scheme to reach the next Gateway and undertake	S106 (See Appendix 2 for the funding breakdown)	£85,000													

		further public consultation/ engagement.		
	Fees	To fund work by external parties required to reach the next Gateway, including those associated with public consultation/ engagement.	S106 (See Appendix 2 for the funding breakdown)	£185,000
	Total Additional Funding requested			£295,000
	<p>Detailed financial information is shown in Appendix 2.</p> <p><u>Environmental Services (Highways) Staff Costs</u> Approximately 250 hours of additional staff time are needed for planning, managing, and refining the scheme design to reach the next Gateway.</p> <p><u>Transportation & Public Realm Projects Staff Costs</u> An additional 850 hours are needed for project management and oversight tasks, including design, public consultation, and stakeholder engagement, to reach the next Gateway.</p> <p><u>Fees</u> An additional £185,000 is needed for (but not limited to) external specialist design support, public consultation materials and costs, engagement support, independent design reviews and the 3rd party design work for any required utility diversions.</p> <p>Costed Risk Provision requested for this Gateway: None. No funds have been allocated for the Risk Register in Appendix 3. The risks for the next phase of work are minimal and will be addressed through regular project activities.</p>			
<p>4. Overview of project options</p>	<ol style="list-style-type: none"> 1. Identified as a high priority in the City Cluster Vision, the project aims to provide an enhanced street environment with widened pavements and a narrowed carriageway alongside public realm, greening and accessibility improvements. The existing street is in a poor condition and has narrow pavements in places that are very crowded at busy times. There is a significant amount of development activity along the street with high profile office buildings that will lead to a large increase in people walking, wheeling and cycling. 2. A single outline design option for the street has been developed to meet the project objectives and align with stakeholder and policy aspirations to create a world-class street. The recommendation for a single option to 			

be taken forward is based on the following considerations:

- There are limitations on carriageway widths, due to the need to widen the pavements and accommodate the bus route and people cycling.
 - There is a need for optimised pedestrian crossing positions that reflect desire lines and the impacts of new developments.
 - There is a need to accommodate access requirements to off-street premises.
 - There is a desire to introduce trees and planters in line with stakeholder requests and climate resilience aspirations.
 - This single design option aligns with the City Cluster Vision, Transport and Climate Action Strategies.
3. While Leadenhall Street's lower levels of traffic volumes in the peak hour periods (weekdays between 8-9am and 5-6pm) lend themselves to mixing cycles and vehicles in the same lane(s) under London Cycling Design Standards, national Department for Transport (DfT) guidelines suggest separate cycle lanes should be provided due to the average daily traffic flows. Given the constraints arising from the existing road widths and the need to prioritise people walking along this corridor, widening the pavements is necessary. This means that providing cycle and traffic lanes in both directions, in addition to wider pavements, is not viable. Therefore, it is proposed to have a 3.2m-wide traffic lanes in both directions mixing vehicles and cycles. This approach ensures more space for pedestrians and provides a suitable width for traffic lanes which discourage unsafe overtaking of people cycling, whilst maximising the potential for pavement widening.
4. Pedestrian crossing and vehicle waiting and loading surveys have been carried out to understand where activity is currently taking place. An assessment of the additional impacts of the planned developments has also taken place. From this information, the highways layout in **Appendix 4** has been created. It includes the following elements which have been provisionally set based on the information gathered and design standards:
- Kerb alignments & carriageway widths;
 - Raised crossings that create a flush surface between the carriageway and footways, where high levels of pedestrian crossing activity were noted;
 - Subject to statutory consultation, inset loading bay

positions that suit the waiting & loading activity on the street; and

- Revised bus stop locations and sizes to suit the proposed highway changes subject to further discussions with TfL.

Several workstreams are now underway to refine this outline design:

Greening, Sustainable Drainage System (SuDs) and Public Realm design

5. The design has been developed in line with the City's public realm toolkit. It is proposed that Yorkstone paving will be used on the pavements and asphalt on the carriageways as standard.
6. Officers recommend prioritising the introduction of new street trees, followed by planters (with integrated seating) and additional seating if required. Officers have reviewed utility information to identify potential tree planting locations, whilst avoiding expensive utility diversions where possible. In the next stage of work, trial holes will confirm the feasibility of trees, with planters as an alternative, depending on what's most suited to any given location. Areas currently being further assessed for tree planting and planters can be seen in **Appendix 4**.
7. Some of these trial holes will also be used to assess the suitability of Sustainable Drainage Systems (or 'SuDs'). If viable, SuDS options will be explored further.

Planter Design and Historical & Cultural Interpretation

8. LDA landscape architects were commissioned to design planter and seating options with integrated historical & cultural interpretation for Leadenhall Street. Their work, presented in **Appendix 5**, has been well-received by stakeholders, as explained below. Once trial hole data is analysed so the locations of trees and planters is better determined, a consultant will be commissioned to continue the development of this work.

Stakeholder Engagement and Public Consultation

9. Officers have been regularly updating stakeholders on the project via the City Cluster's Programme Board meetings and engagement with the EC BID. While feedback has been positive, there's a strong desire for faster delivery of measures.

10. It is proposed to undertake a public consultation and engagement exercise on the emerging designs to seek feedback on the proposals and to ensure that our assessment to date is reflective of the wider community needs. This exercise will include drop-in sessions, on-street information totems, a project webpage and a leaflet drop to gather stakeholder opinions on the latest highway, greening and public realm design.

Transport for London applications

11. Requests for traffic signal changes at the St Mary Axe junction and bus stop changes along the street have been submitted to TfL. Initial feedback on traffic signal changes is positive, and some design clarifications have been requested by TfL buses.

Healthy Streets and CoLSAT

12. To aid the development of the design, Officers undertook CoLSAT and Healthy Streets assessments. The CoLSAT results, detailed in **Appendix 6**, show that the street already scores well, and the proposed improvements will enhance it further.

13. The current street's Healthy Streets assessment score is poor at 25 out of 100, where a few zero scores have been noted. In particular, the current 'mix of vehicles' zero score is due to the percentage of large vehicles using the street, but this should improve as the private construction activities along the street complete. Also 'cycle safety at junctions' and 'space for cycling' both score zero as the average daily traffic levels on Leadenhall Street require light segregation for cyclists based on national guidance. As mentioned earlier in this report, Officers believe that 3.2m traffic lanes in both directions where cyclists and vehicles mix, is a reasonable and feasible design solution.

14. The current proposals are expected to increase the healthy Streets score significantly, with an early assessment indicating a score near 50 out of 100. A full assessment of the developed scheme design will be included in the next Gateway report following the consultation feedback and the continued investigatory work.

	<p><u>Section 278 schemes along Leadenhall Street already underway.</u></p> <p>15. Section 278 works outside 40 Leadenhall Street and 6-8 Bishopsgate are complete, already aligning with the new kerb lines proposed in Appendix 4. These wider footways will accommodate increased footfall attributable to these new developments. Section 278 works at 1 Leadenhall are delayed by their construction activities, and are expected to begin in late 2024, completing by Summer/Autumn 2025.</p> <p>16. In total, these schemes' have contributed approx. £440k to improvements on Leadenhall Street (£140k from 40 Leadenhall S278, £210k from 1 Leadenhall Street S278 and £90k from 6-8 Bishopsgate S278).</p>
<p>5. Recommendation</p>	<ol style="list-style-type: none"> 1. If approved, Officers will continue their preparation for the public consultation and engagement exercise and a consultation report will be included in the Gateway 4/5 report in mid-2025. 2. Once available, trial hole results will help to determine tree planting and any SuDS locations. Planter and street furniture locations will be provisionally determined at the same time. Utility companies can then be contacted for diversions and cost estimates. Planter options and historical interpretation will also be further developed, incorporating public consultation feedback. The detailed scheme design and estimate will then be submitted to members in the next Gateway report. 3. At the same time, more formal elements of the design process will begin. A TMAN (Traffic Management Act Notification) will be submitted to Transport for London for construction-related discussions, and Equalities Impact Assessment and Road Safety Audits will be commissioned. <p><u>Upcoming Section 278 schemes and developments</u></p> <ol style="list-style-type: none"> 4. The 1 Undershaft development is expected to make a further submission in respect of its planning application. Work on this section of Leadenhall Street may need to be deferred to accommodate their development activities. This will be closely monitored. 5. It is understood that construction activity at 100 Leadenhall Street is unlikely in the short-medium term.

Estimated Construction Start date

6. Section 278 works at 1 Leadenhall Street are due to complete in Autumn 2025. Subject to network availability and traffic management requirements the aim is to follow on with works to the remainder of Leadenhall Street as part of this project as soon after 1 Leadenhall street as possible. Officers will develop the detailed programme in the next stage of work.

Funding Strategy

7. The project is funded from a mix of different sources, as follows:
8. There is S106 funding from recent developments in the area that has been allocated to the City Cluster programme;
9. The ECBID have contributed to this project alongside two other projects from the programme (Creechurch Lane and Jubilee Gardens), with a focus on providing greening, seating and cultural design elements; and
10. An application for CIL funding for the City Cluster programme was approved in November 2023 which has enabled the project's funding strategy to be finalised as detailed in **Appendix 2**.

Legal implications

11. In exercising the City Corporation's functions as traffic authority and taking a decision, the City are required to comply with the duty in Section 122 of the Road Traffic Regulation Act which requires the traffic authority, in exercising its traffic authority functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to:
 - (a) the desirability of securing and maintaining reasonable access to premises.
 - (b) the effect of amenities of any locality.
 - (bb) national air quality strategy.
 - (c) public service vehicles.
 - (d) any other relevant matters.

Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity and
- Foster good relations between those who share a protected characteristic (i.e., race, sex, disability, age, sexual

	<p>orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not.</p> <p>As part of the duty to have “due regard” where there is disproportionate impact on a group who share a protected characteristic, the City Corporation should consider what steps might be taken to mitigate the impact, on the basis that it is a proportionate means which has been adopted towards achieving a legitimate aim.</p> <p><u>Next Reporting Steps</u></p> <p>12. The ambitious basis of the next reporting steps is the consolidation of the required Gateway 4 (Detailed Design), and Gateway 5 (Authority to start work) reports due to there being a single design option subject to the consultation feedback not requiring any significant change in the design. If Members approve this approach, Officers will aim to submit the consolidated Gateway 4/5 report to the Streets & Walkways Sub-Committee in May 2025. If approved, the report would then be resubmitted to the Planning & Transportation Committee in July 2025. If possible and time is available, the required Gateway 4b report would then be submitted to Court of Common Council in July 2025 for approval (as the project is over £5m) that would allow work to begin on site in Autumn 2025.</p>
<p>6. Risk</p>	<ol style="list-style-type: none"> 1. As the project moves forward to construction, the risk profile is expected to be like other City highway projects. However, due to the project's size, the eventual risk sum based on previous projects is expected to be around £1 million. This will need to be accommodated within the available funding and so a Costed Risk Register will be developed alongside the highways design to ensure it is affordable. This register will then be submitted for approval as part of the next Gateway report. 2. No funds have been allocated for the Risk Register in Appendix 3. The risks for the next phase of work are minimal and will be addressed through regular project activities. Looking forward, the construction stage will carry the highest risk profile of the entire project as is normal for highway projects. The top three risks are most likely to be: <ul style="list-style-type: none"> • Incorrect budget estimates/ increased costs arising from the current financial climate that results in contractual cost uplifts and other supplier costs increases,

	<p>particularly if there is a delay in delivering the proposals after estimation;</p> <ul style="list-style-type: none"> • Additional utility diversionary works being required despite trials holes and radar survey work having been undertaken; and • Unforeseen technical/ engineering issues occurring that require additional costs to rectify.
7. Procurement approach	<ol style="list-style-type: none"> 1. The design and project management will continue to be handled by the internal team of officers and engineers in the City Operations division. The city's current term contractor (FM Conway) will undertake the eventual construction work. 2. Any other third-party engagement will follow standard procurement rules as appropriate, or the Transport and public realm framework contract.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Project Financial Information
Appendix 3	Risk Register
Appendix 4	Latest Highways Design
Appendix 5	Public Realm concept work by LDA
Appendix 6	Current CoLSAT and Healthy Streets assessments

Contact

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Options Appraisal Matrix

Option Summary	Single Option proposed for the reasons set out in the main report
1. Brief description of option	Widening of the footways along Leadenhall Street to narrow the carriageway to 6.4m. This will improve accessibility and the experience of those walking, wheeling and cycling through the street. Also proposed are greening and public realm improvements.
2. Scope and exclusions	The scope of work is primarily Leadenhall Street itself. The project scope will also include some entrances to side streets and covered walkways
Project Planning	
3. Programme and key dates	<p>Overall project: Subject to city road network availability and the project progressing to programme, construction start in Autumn 2025. Duration of construction has yet to be determined but its more than likely to be 18+ months.</p> <p>Key dates: (If approved) Consolidated Gateway 4/5 report submitted to Streets & Walkways Sub-Committee in May 2025 and Planning & Transport Committee in July 2025. Gateway 4b to be submitted to Court of Common Council in July 2025.</p> <p>If achieved, all required project governance approvals would be approved by Summer recess 2025 and enable a construction start date in Autumn 2025.</p>
4. Risk implications	<p>Overall project option risk: Medium</p> <p>The risk profile is expected to be like other City highway projects. However, due to the project's size, the eventual risk sum is expected to be around £1 million.</p>
5. Stakeholders and consultees	City Officers (Planning, Highways, Chamberlains, Destination City, Policy & Strategy, Transportation & Public Realm projects)

Option Summary	Single Option proposed for the reasons set out in the main report
	<p>City Members (Aldgate, Langbourn, Lime Street and Bishopsgate wards)</p> <p>EC BID</p> <p>City Property Association</p> <p>Transport for London</p> <p>Residents</p> <p>Occupiers</p> <p>City workers</p>
6. Benefits of option	<ul style="list-style-type: none"> • Improved Pedestrian Comfort Levels due to the widened footways • Improved accessibility for people walking and wheeling because of the raised crossing sections and widened footways • Improved shade due to the planned trees and seating • Improved greening within the planned planters • With the wider footways, a highways environment more able to accommodate the increase in footfall arising from nearby upcoming and future developments • If Sustainable Urban Drainage Systems are installed, a more sustainable street where surface water could be used for irrigation purposes and reduces surface water runoff into the sewer system. • Lower vehicles speeds usually result from narrowed carriageways, improving safety • A world-class street is planned, in line with stakeholder and policy aspirations
7. Disbenefits of option	<ul style="list-style-type: none"> • There's unlikely to be any reduction in the amount of motor vehicle traffic on the street. Vehicle and bus access is required for the street and highway network to function effectively. However, vehicle numbers are relatively low compared to other main streets in the City. • The reduction in the carriageway width could make the street less resilient in network terms. In the wider current street layout, it's possible to have on-carriageway activities such as utilities or construction works taking place whilst maintaining bi-directional vehicle flows. With a narrowed

Option Summary	Single Option proposed for the reasons set out in the main report
	carriageway, this is unlikely to be possible and either lane or road closures would be required to permit these activities which would result in traffic diverting elsewhere on the City network.
Resource Implications	
8. Total estimated cost	<p>£8-9.5m inclusive of Costed Risk and any required maintenance sums.</p> <p>£7-8.5m excluding the estimated costed risk sum</p> <p>Project is to be delivered within the approved funding set out below.</p>
9. Funding strategy	<p>£610,000 – Contribution from the EC BID. This is restricted to trees, planting, seating and historic and cultural interpretation design elements.</p> <p>£3,467,340 – S106 funding from developments in the area</p> <p>£22,600 – ReVeAL EU funding</p> <p>£5,400,000 – Confirmed CIL funding following a successful bid last year</p> <p>TOTAL – ~ £9.5m</p>
10. Investment appraisal	N/A
11. Estimated capital value/return	N/A
12. Ongoing revenue implications	The commuted maintenance for any greening and trees will need to be accommodated within the available budget. Once the details are confirmed, the sum required can be calculated.

Option Summary	Single Option proposed for the reasons set out in the main report
13. Affordability	All funding is confirmed
14. Legal implications	The proposed scheme would require changes to the street's Traffic Management Order(s) and it is considered that the City would be acting within its authority under the Road Traffic Regulation Act 1984 and Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. This sets out circumstances in which a local authority must hold a public inquiry if it receives an objection which is not considered frivolous, irrelevant or withdrawn. As any changes to the Traffic Management Orders are likely to fall within these circumstances, the risk of a public inquiry is present.
15. Corporate property implications	N/A
16. Traffic implications	In exercising its traffic authority functions, the City is under a duty to "secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians)" as far as practicable (S.122 Road Traffic Regulation Act 1984). Temporary and revised permanent traffic orders will be required for this project, and regard will be had to this duty in making them. The current scheme proposals would alter the current on-street waiting & loading bay positions for vehicles and will deliver improvements for people walking, wheeling and cycling. Vehicular access to off-street premises would remain unchanged.
17. Sustainability and energy implications	The highways materials to be used are from the City's Public realm design toolkit and they have been assessed to reduce their carbon footprint. Should the opportunity present itself, the opportunity of Sustainable Urban Drainage Systems will be considered, alongside other climate resilience measures. The water collected by these systems can be used for irrigation purposes on any greening and tree planting, as well as reducing pressure on the sewer system.
18. IS implications	N/A

<i>Option Summary</i>	<i>Single Option proposed for the reasons set out in the main report</i>
19. Equality Impact Assessment	As a Public Authority, the City must have due regard to equality considerations when exercising its functions (section 149 Equality Act 2010). With three out of the nine protected characteristics (Age, Disability and Pregnancy and maternity) likely to see some change, an independent Equalities Impact Assessment (EqIA) will be undertaken at the next two stages of the project to assess any impacts.
20. Data Protection Impact Assessment	N/A at this stage. Standard data protection requirements will be followed during the public consultation and engagement exercise.
21. Recommendation	Recommended

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Project Coversheet

[1] Ownership & Status

UPI: 12295

Core Project Name: Leadenhall Street Improvements

Programme Affiliation: City Cluster Vision (formally known as the Eastern City Cluster Programme)

Project Manager: Daniel Laybourn

Definition of need:

Pre COVID-19 pavement crowding was an issue in many parts of the City and, without change, was forecast to increase as the City's working population increased. Pavement crowding is still expected to be an issue in the future despite the impacts of COVID-19 including safely accommodating the increase in footfall resulting from new developments, particularly in the City Cluster. This has implications for:

- Safety – as people are often forced to walk in the carriageway and are at greater risk of being involved in a collision.
- Accessibility – some disabled people will be uncomfortable and potentially excluded by too narrow or overcrowded pavements
- Emissions reduction – the Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050

The 2017 City Streets survey found that 84% of people thought the City's pavements were overcrowded, 60% thought that people walking were given too small a share of street space and 65% thought the needs of people walking were underprioritised.

Walking is the main mode of travel in the Square Mile. 90% of on-street journeys that start or finish in the Square Mile are walked, including walking to and from public transport. Walking is the most common form of transport for disabled Londoners, with 78% reporting they walk at least once a week. 65% of disabled Londoners consider the condition of pavements to be a barrier to walking more frequently.

The Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050.

The Eastern City Cluster Vision was adopted in April 2019. The vision shows two options for significant change on Leadenhall Street providing greater space for people walking and cycling and opportunities for greening. This proposal is also included in the Eastern City Cluster Programme reporting received regular by Committees

During the COVID-19 pandemic in 2020, several temporary on-street interventions were implemented to enable social distancing and provide more space for people choosing to walk and cycle. A report was taken to Planning and Transportation Committee in April seeking approval to close this project and retain some of the measures as experimental schemes across several programmes. This pedestrian priority programme will incorporate the largest portion of the on-street changes in its first year of delivery.

Key measures of success:

- Whether businesses can still meet their delivery and access needs
- Journey times are not significantly impacted on surrounding streets
- Pedestrian and cycle comfort levels improve

Expected timeframe for the project delivery/ Key Milestones:

Assuming the November 2024 request to consolidate the Gateway 4 and 5 reports is approved, the key dates going forward would be:

- Gateway 4/5 report to Streets & Walkways Sub Committee in May 2025
- The same report to be submitted to Planning & Transportation Committee in July 2025
- Gateway 4b submitted to Court of Common Council in July 2025
- Construction start 3-4 months later in Autumn 2025, subject to road network availability

Are we on track for completing the project against the expected timeframe for project delivery? Yes. In May 2022, the project's scope was increased to focus on transforming Leadenhall Street rather than smaller changes to the street. The City Cluster Area programme update in September 2023 detailed the revised next steps.

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 & Proposal' G1/2 report (as approved by PSC 23/7/21):**

- Total Estimated Cost (excluding risk): £480-550k
- Requested budget: £218k
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:
 - **Overall programme:** July 2021 – Summer 2024
 - **Key dates:**
 - Gateway 1 /2 July 2021
 - Gateway 3/4 September/ October 2021
 - Gateway 5 (Delegated) November 2021
 - Progress Reporting Summer 2022
 - Progress Reporting/ Gateway 5 at Summer 2023 (end of potential experimental period)

Scope/Design Change and Impact: Project initiation that requested authority to review available data, undertake stakeholder engagement, progress design options, develop a monitoring strategy and proceed with third party approvals.

G2 Issue report (Approved via delegated authority in February 2022)

- Total Estimated Cost (excluding risk): £480-550k
- Resources to reach next Gateway (excluding risk): no additional budget requested.
- Spend to date: £14,339 (as of 25/2/22)

- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: TBC. A report will follow in May 2022 detailing project slippage.

Scope/Design Change and Impact: Short report requesting an update to the current Fees expenditure description (which is 'Equalities Assessments, Road Safety Audits, surveys, Traffic Modelling consultancy costs, Topo surveys and utilities investigations') to include "highway and public realm concept design work to be undertaken by third parties" to enable an outline design to be developed for Leadenhall Street based on the City Cluster Vision.

G2 Issue report (as approved by S&W and OPP sub-committees in May 2022)

- Total Estimated Cost of Project (excluding risk): £480-£550k
- Resources to reach next Gateway (excluding risk): no additional budget requested.
- Spend to date: £38,187 as of 18th March 2022
- Costed Risk Against the Project: None. A Costed Risk Provision ("CRP") of £57,000 is being requested as part of this report.
- CRP Drawn Down: None
- Estimated Programme Dates: TBC. Delivery of substantive on-street changes will have slipped from Summer 2023 to at least Summer 2024 due to the requested refocusing of the project.

Scope/Design Change and Impact: Short report requesting:

- A change in project delivery timescales
- Amendments to the agreed budget (within the previously agreed overall amount)
- A change in the project title to better reflect the revised scope.
- Delegated authority to implement a bus gate on Leadenhall Street should any changes with TfL's Bishopsgate traffic reduction experimental scheme require it.

City Cluster Area – programme update (including Leadenhall Street Improvements, as approved by S&W in September 2023)

Scope/Design Change and Impact: The Leadenhall Street elements of this report requested:

- Approval to progress further with the highways & public realm design
- Approve a budget increase from £173k to £391k, funded by 20 Fenchurch Street S106 monies
- An addition of a works budget line to allow on-street trial holes
- An update to the project's risk register following the outcome of TfL's Bishopsgate traffic experiment.

Total anticipated on-going commitment post-delivery [£]: TBC
Programme Affiliation [£]: £15million (City Cluster Vision Programme)

Appendix 2 – Project Financial Information

Table 1: Expenditure to Date - 16800455: Leadenhall Street Improvements CCV			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	70,200	42,787	27,413
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	83,800	56,150	27,650
P&T Fees	201,000	154,786	46,214
Trial Works	35,000	32,863	2,137
TOTAL	391,000	286,586	104,414

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	70,200	25,000	95,200
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	83,800	85,000	168,800
P&T Fees	201,000	185,000	386,000
Trial Works	35,000	-	35,000
TOTAL	391,000	295,000	686,000

Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
ReVeAL EU Funding	22,660	-	22,660
S106 - 40 Leadenhall Street - Transport - 13/01004/FULEIA	195,340	-	195,340
S106 - 20 Fenchurch Street - Transport - 08/01061/FULMAJ	173,000	-	173,000
S106 - 122 Leadenhall Street - Transport - 04/00111/FULEIA	-	18,949	18,949
S106 - 51 Lime Street - LCE - 04/00878/FULEIA	-	2,933	2,933
S106 - Pinnacle - LCE - 06/01123/FULEIA	-	273,118	273,118
TOTAL	391,000	295,000	686,000

Table 4: Funding Strategy	
Funding Source	Amount (£)
ReVeAL EU Funding	22,660
S106 - 04/00111/FULEIA - Leadenhall Street 122 - Transport	18,949
S106 - 04/00878/FULEIA - Lime Street 51 - LCEIW	2,933
S106 - 06/01123/FULEIA - Pinnacle - LCEIW	673,720
S106 - 08/01061/FULMAJ - 20 Fenchurch Street - Transport	257,655
S106 - 09/00450/FULMAJ - Bevis Marks 6 - Transport	19,838
S106 - 11/00854/FULEIA - Fenchurch Street 120 - Transportation	99,993
S106 - 13/01004/FULEIA - 40 Leadenhall Street - LCE	2,138,591
S106 - 13/01004/FULEIA - 40 Leadenhall Street - Transport	195,340
S106 - 13/01082/FULMAJ - Mitre Square - LCEIW	60,321
CIL	5,400,000
EC BID	610,000
TOTAL	9,500,000

City of London: Projects Procedure Corporate Risks Register

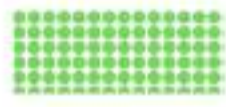
Project Name:	Leadenhall Street Improvements - City Cluster Vision	PM's overall risk rating:	Medium	CRP requested this gateway	£ -	Average unmitigated risk	2.4	Open Risks	11
Unique project identifier:	12295	Total estimated cost (exec risk):	£ 8,000,000	Total CRP used to date	£ -	Average mitigated risk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

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

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



KEY

 Potential Tree Planting, subject to verification



KEY

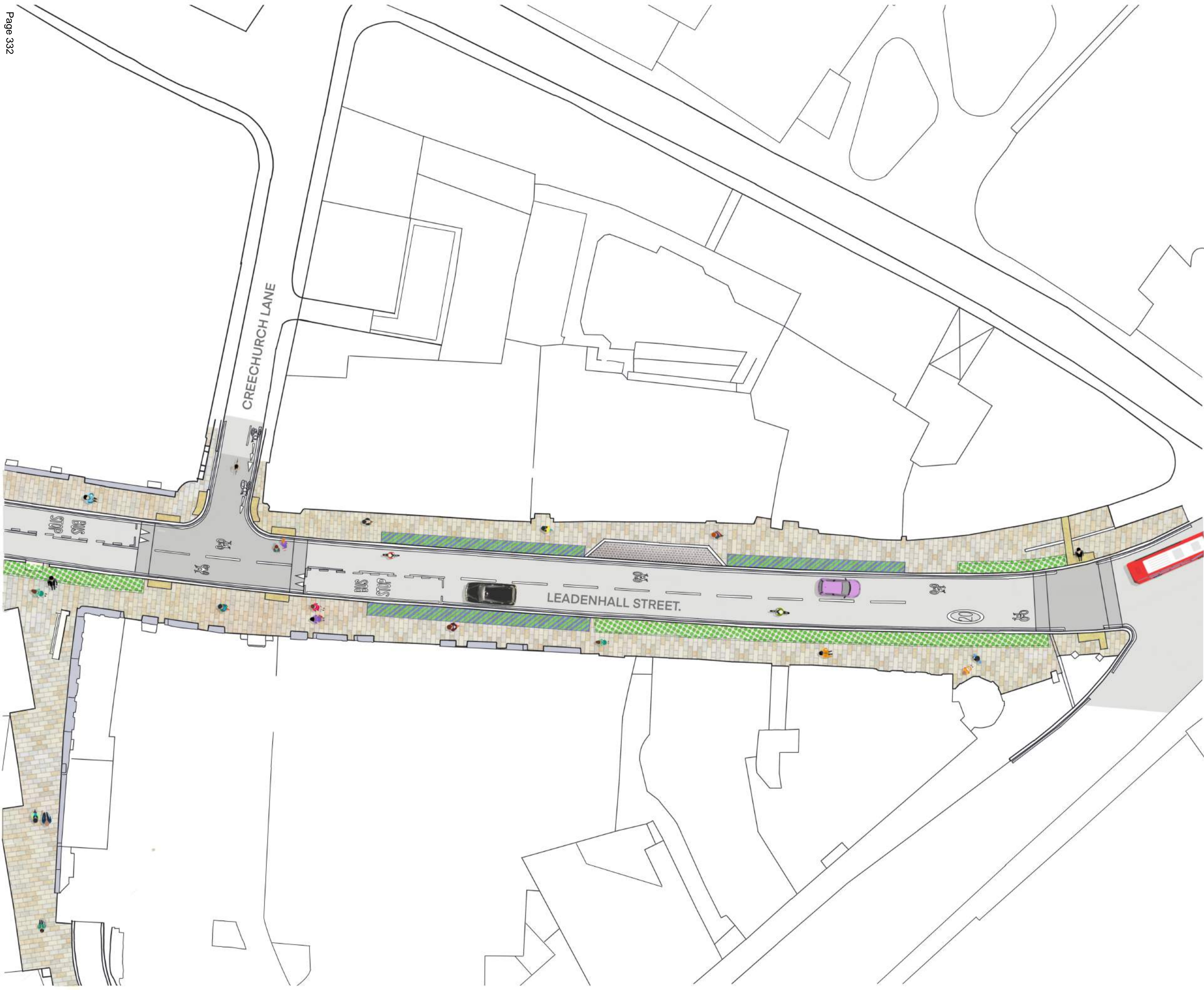
-  Potential Tree Planting, subject to verification
-  Potential Tree Planting and/or planters, subject to verification
-  Existing tree

LEADENHALL STREET
CITYCLUSTER VISION

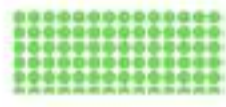



KEY

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KEY

-  Potential Tree Planting, subject to verification
-  Potential Tree Planting and/or planters, subject to verification

LEADENHALL STREET
CITYCLUSTER VISION

Healthy Streets Score

Name of street

Leadenhall St

Name of street at start junction

Bishopsgate/ Gracechurch St

Name of street at end junction

Aldgate High Street



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	25	48
Everyone feels welcome	26	53
Easy to cross	46	54
Shade and shelter	0	17
Places to stop and rest	7	40
Not too noisy	33	60
People choose to walk and cycle	26	53
People feel safe	36	56
Things to see and do	11	44
People feel relaxed	26	53
Clean air	42	50

Leadenhall Street - CoLSAT assessment of existing street
3 October 2024

City of London Street
Accessibility Tool v2.2

Needs Segments:



		Needs Segments												Comments	
Crossing Point															
Crossing Type	Controlled crossing (any road width)	4	4	4	4	4	4	4	4	4	4	4	4	3	
Crosses Over	Carnage way (motor vehicles and cycles together)	3	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	3	1	2	3	3	3	3	4	
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	3	4	3	3	2	2	4	4	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tactile without significant contrast with surrounding paving	3	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem > 0.5 m from building line	3	3	3	3	4	3	2	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	2	3	3	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% to 1/12, 4.7deg, 8% incline	3	3	3	3	2	1	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	3	4	3	
Signal (red/green man)	Far side signal	3	4	4	4	3	4	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	3	2	3	3	2	3	2	3	2	3	1	
Count Down	Count down	4	3	4	4	4	4	3	3	3	4	4	4	4	
Tactile Rotating Cone	Rotating cone right side only	3	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	1	2	2	2	1	2	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	4	4	3	3	3	3	4	3	4	3	4	
Lines	yellow/red/white lines at road edge	3	3	3	3	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	3	4	2	4	3	4	3	3	4	3	3	
Kerb Type (moving alongside)	Delimiting kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	4	3	
Footway Width															
Width	Footway width 1.5 m to 2 m	3	3	3	2	2	2	4	3	3	2	2	2	3	
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	0	2	0	1	1	1	1	1	
Street Furniture															
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	3	2	3	4	4	3	3	
Cafe Tables	No cafe tables	4	4	3	3	3	3	4	3	3	3	4	3	4	
Temporary Items	Temporary, obstructions, Chapter 8	2	1	2	2	2	2	1	1	2	2	2	1	1	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	4	3	4	4	3	3	3	3	
Bench Spacing	Bench between 150 m and 400 m away	3	3	3	2	2	3	3	3	3	3	3	3	3	
Bench Design	Benches without backrests or arms	3	3	3	2	1	1	3	3	2	2	3	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	3	2	3	1	3	
Slopes															
Gradient (in direction of travel)	Gradient < 1/50	3	4	3	4	3	4	3	3	4	3	4	3	3	
Camber (across footway)	Camber 1/20 to 1/50	3	2	1	3	3	1	3	3	3	3	3	3	3	
Vehicle Access															
Vehicle Crossover	No crossover	3	3	3	3	3	4	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	2	3	3	3	3	3	2	1	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	4	4	4	3	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	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	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	3	2	3	3	3	
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	3	4	3	3	
Bus Stop Type	Flag only	3	3	3	3	1	3	3	3	3	1	3	2	2	
Toilets															
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	3	4	3	3	3	4	
Changing Places Toilets	Within 500 m	3	4	3	3	3	4	3	3	3	3	3	4	4	

Leadenhall Street - CoLSAT assessment of proposed design
3 October 2024

City of London Street
Accessibility Tool v2.2

Needs Segments:



Crossing Point		Comments											
Crossing Type	Controlled crossing (any road width)	4	4	4	4	4	4	4	4	4	4	4	3
Crosses Over	Carrageeway (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	3	1	2	3	3	3	4
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	3	4	3	3	2	2	4
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	3	2	3	3
Tactile Paving Tonal Contrast	Tactile without significant contrast with surrounding paving	3	3	3	3	3	3	3	2	2	2	3	3
Tactile Paving Stem Length	Tactile stem > 0.5 m from building line	3	3	3	3	4	3	2	3	3	3	3	4
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	3	4	4	3
Island Type	No island	2	3	2	2	2	2	2	2	2	2	2	3
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	3	4	3	4	4	3
Kerb Drop Slope	Kerb drop 1/6, 9.5 deg, 17% to 1/12, 4.7deg, 8% incline	3	3	3	3	2	1	3	3	3	3	2	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)	Far side signal	3	4	4	4	3	4	4	4	4	4	4	4
Audible (beeping)	No Audible	3	3	2	3	3	2	3	2	3	2	3	1
Count Down	Count down	4	3	4	4	4	4	3	3	3	4	4	4
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	3	2	3	3	3	3	3
Surface Material													
Surface Type	Smooth York Stone	3	3	3	3	4	2	4	4	3	3	4	3
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	3	3
Contrast with Road Lines	Higher tonal contrast between paving and road yellow/red/white lines at road edge	3	3	4	4	3	3	3	3	4	3	4	4
Kerb													
Kerb Type (crossing over)	Crossing Upstand 0 mm to 3 mm + 800 tactile paving	4	3	3	4	2	4	3	4	3	3	4	3
Kerb Type (moving alongside)	Delimiting kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	4	3
Footway Width													
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	3	4	3	3	4
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	3	4	3	3	4	3	3
Street Furniture													
Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	2	3	3	2	2	3
Cafe Tables	No cafe tables	4	4	3	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
Contrast	High tonal contrast with paving	3	3	4	3	3	4	3	4	3	3	3	3
Bench Spacing	Bench within 150 m	3	3	3	4	4	4	3	3	3	3	4	4
Bench Design	Benches with arms + Backrests	3	3	3	4	4	3	3	3	4	4	4	3
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	3	4	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3
Slopes													
Gradient (in direction of travel)	Gradient < 1/50	3	4	3	4	3	4	3	3	4	3	4	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	1	3	3	1	3	3	3	3	3	3
Vehicle Access													
Vehicle Crossover	No crossover	3	3	3	3	3	4	3	3	3	3	3	3
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	2	3	3	3	3	2	1
Taxi Drop Off Location	Taxi drop off 10 m to 100 m away	3	3	3	3	3	3	3	1	3	4	3	3
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	3	2	3	3
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	3	4	3
Bus Stop Type	Flag only	3	3	3	3	1	3	3	3	3	1	3	2
Toilets													
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	3	4	3	3	4
Changing Places Toilets	Within 500 m	3	4	3	3	3	4	3	3	3	3	4	4

Published June 2024

The City of London Street Accessibility Tool (CoLSAT) was developed by Ross Atkin Associates and Urban Movement for the City of London Corporation with the generous assistance of 41 disabled individuals who participated in research interviews.



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<p>Committees: Streets and Walkways Sub-Committee <i>[for decision]</i></p> <p>Projects and Procurement Sub Committee <i>[for information]</i></p>	<p>Dates: 19 November 2024</p> <p>09 December 2024</p>
<p>Subject: Bank Junction Improvements: Experimental traffic order to reintroduce taxis.</p> <p>Unique Project Identifier: 11401</p>	<p>Gateway 3/4: Options Appraisal (Regular)</p>
<p>Report of: Executive Director Environment</p> <p>Report Author: Gillian Howard, Policy and Projects, City Operations</p>	<p>For Information</p>
<p>PUBLIC</p>	

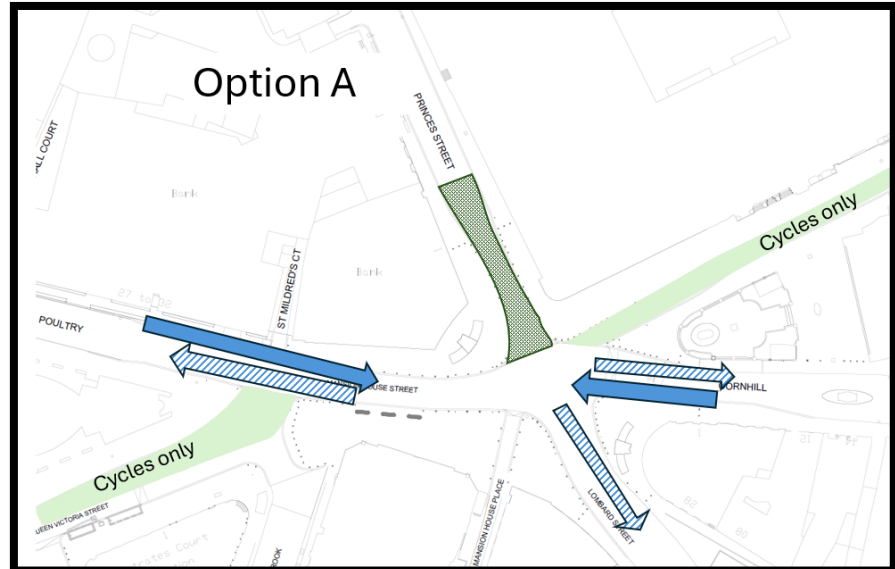
<p>1. Status update</p>	<p>Project Description: The Bank Junction Improvements project has delivered All change at Bank. The project is now focussed on implementing an experimental traffic order to allow licensed taxis through Bank Junction during restricted hours.</p> <p>The following refers only to the Experiment and not the wider programme.</p> <p>RAG Status: Amber (N/A at last report to Committee)</p> <p>Risk Status: Medium (N/A at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): For just the experiment as a project - £760k-860k</p> <p>Change in Total Estimated Cost of Project (excluding risk): N/A</p> <p>Spend to Date: £136k spent and committed (all phases spent and committed 6.2M)</p> <p>Costed Risk Provision Utilised: £0</p> <p>Slippage: N/A</p> <p>This report is a Gateway 3/4 as it is introducing a new phase into the Bank Junction Improvements project following the</p>
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	<p>completion of the main construction works for All Change at Bank, and the decision by the Court of Common Council to move forward with an Experimental Traffic Order (ETO) at Bank.</p> <p>This report sets out routing options for licensed taxis to travel through Bank junction. The recommended option seeks to balance the desire to reintroduce taxi access while minimising potential negative impacts.</p> <p>The report also outlines the likely success criteria and monitoring approach for the traffic experiment, these are for consideration only at this stage.</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: <i>Gateway 5: Authority to Start Work, Report expected January 2025</i></p> <p>Next Steps: Between now and January 2025</p> <ul style="list-style-type: none"> • Further engagement with TfL • Engagement with the taxi trade representatives • Drafting of the monitoring strategy, including success criteria • Continuation of traffic modelling auditing by TfL • Preparation of the 'proposed' traffic model for submission to TfL • Preparation of the communications strategy for the experiment • Preparation for the public and statutory consultation for the experiment <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That Option B is approved to be taken forward to the next stage of traffic modelling. This option would allow taxis to enter and exit Bank Junction via Cornhill and Poultry only, during the restricted hours of Monday to Friday 7am to 7pm. 2. Subject to further agreement with TfL, that the four broad key success criteria of Taxi Availability, Safety, Pedestrian Wait times and Bus journey times, as set out in Paragraphs 32-44, are agreed. 3. Note the other areas proposed to be included in the monitoring strategy in paragraphs 45-49. 4. Note the total estimated cost of the project (to reintroduce taxis to Bank junction through an experimental traffic order) is £760k-860k (excluding risk); 5. That a Costed Risk Provision of £150k is retained for this gateway (to be drawn down via delegation to Chief Officer). 6. Note that the total Project Budget (all phases) currently sits at £7.3M (including risk.)

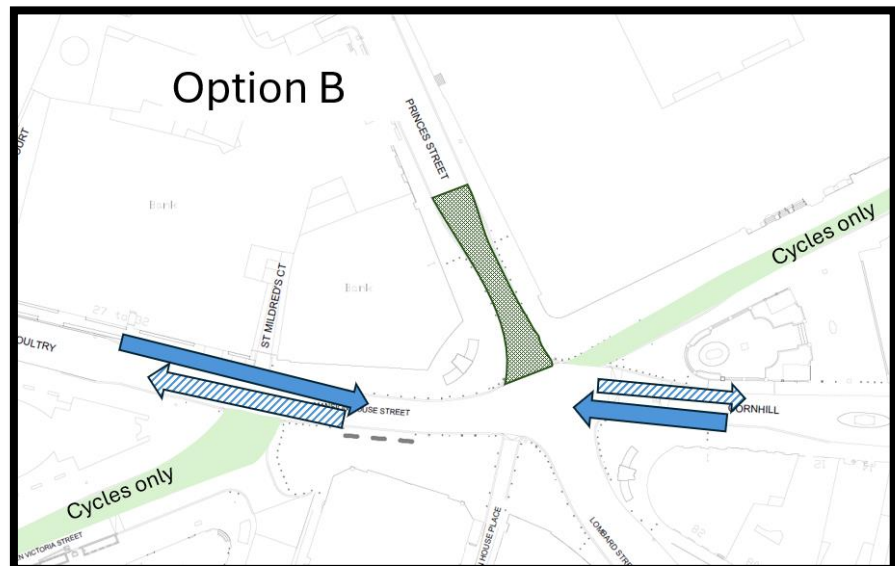
<p>3. Resource requirements to reach next Gateway</p>	<p>No additional funding is being requested to reach the next gateway.</p> <p>However, additional funding will be required at the next gateway. The amount depends upon the option chosen to go forward and the level of monitoring and consultation required to support that change. It is likely to be in the region of an additional £500-600K. If a funding bid from On Street Parking Reserve is required, this would be subject to the initial consideration of the Chief Officer Priorities Board and then subsequently by Resource Allocation Sub Committee and Policy and Resources Committee.</p> <p>The costed risk provision (CRP) of £150k, as shown in risk item 21, is still required to reach the next gateway and has been rolled over from the completion of the review.</p> <p>The amount of CRP would increase at the next gateway stage as indicated by R22.</p> <p>Costed Risk Provision requested for this Gateway: 150k already allocated (as detailed in the Risk Register – Appendix 2)</p> <p>The Costed risk register in Appendix in 2 is for the entire Bank Junction Improvements project programme of work.</p> <p>The remaining costed risk associated with All Change at Bank is still currently required whilst the remaining public realm features, planned to follow after the completion of the base design, are delivered. This was agreed at gateway 5 in December 2021, and a further progress report will be submitted in due course.</p>
<p>4. Overview of project options</p>	<p>Options for routing taxis across Bank</p> <ol style="list-style-type: none"> 1. This section summarises the results of traffic modelling on the options for routing taxis through Bank. It builds on previous work undertaken in 2023 as part of the traffic and timing mix review and can be found in the background papers for reference. 2. There are five routing options reviewed A, B, C, D and E. In the following options, vehicles, including taxis, can continue to use Princes Street southbound to access Cornhill at all times. 3. For each option there is a full sized marked up plan, in Appendix 3, showing which arms the taxis would be able use to enter the junction from (solid arrow), and which arms the taxis would use to exit the junction (patterned arrow). The shaded areas of street refer to existing 24-hour restrictions

as explained in Plan 1 in appendix 3). Simplified versions are below for ease of reference.

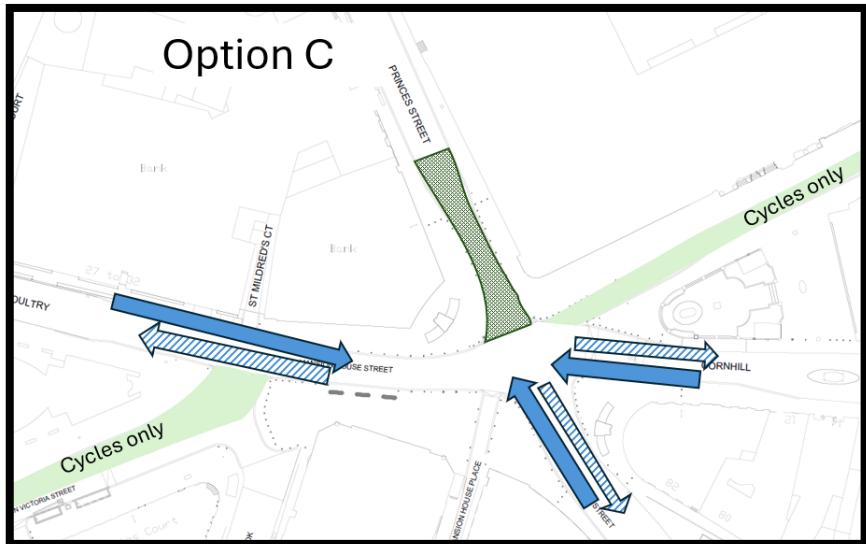
- Option A -Allow taxi access to Bank from Poultry and Cornhill only. Allow all permitted movements from these arms.



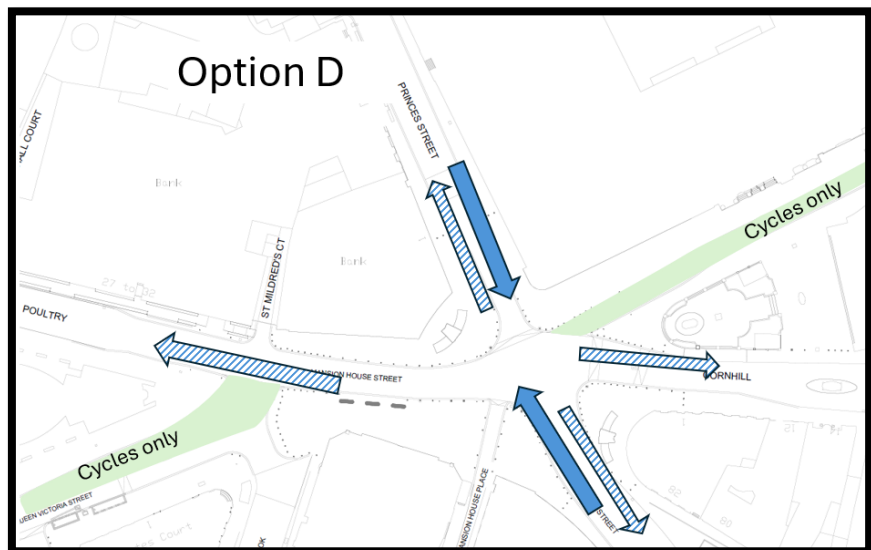
- Option B- Allow taxi access to Bank from Poultry and Cornhill only. Allow movements between these two streets only.



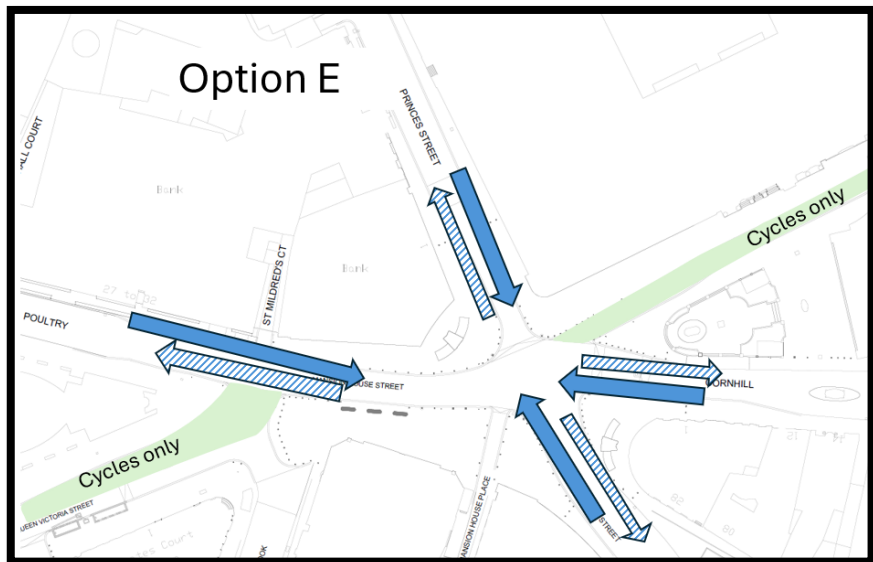
- Option C- Allow taxi access from Poultry, Cornhill and King William Street. Allow all permitted movement between these three arms. (Taxis would **not be** permitted to travel northbound on Princes Street.)



- Option D- Allow taxi access to Bank from King William Street and Princes Street. Allow all permitted movements available to buses.



- Option E- Allow taxi access to Bank from all four approach arms and all permitted movements available to buses.



4. Each option has been looked at in terms of safety and wait/journey times. These align with the associated key areas suggested for the Success Criteria in paragraphs 32-44

Options review -Safety

5. There are several aspects to consider.
 - Increasing the number of vehicle movements increases the risk of a collision regardless of the type of vehicle.
 - Turning movements increase complexity and conflict.
 - Queues of traffic create opportunity for people to cross between stationary traffic, and not easily be seen.
 - Queues also encourage people cycling to pass the queue to get to the front and stay ahead of the traffic.
 - The suitability of streets to accommodate increased numbers of vehicles (specifically during 7am to 7pm Monday to Friday).

6. The All Change at Bank project simplified the number of arms for motor traffic at the junction to improve safety. This also reduced the number of turns available. During the restricted times when the numbers of people cycling is at its greatest, there is only one scheduled bus route that makes a turn within the junction. Introducing taxis and increasing the opportunity for turning movements (as in options A, C, D and E) will increase the risk of conflict and therefore collision. The degree to which that risk materialises is closely linked to behaviour of all users of the junction and how they interact with each other and respond to each other's actions. There is little further that can be undertaken from an engineering perspective to reduce this risk.

Table 1- Summary table for Safety.

Safety			
option	Possible turning movements (higher the number, the greater the risk)	Risk of queues of traffic on approach arms	increases traffic on Lombard street
A	2	medium	yes
B	0	low	no
C	4	medium	yes
D	4	high	yes
E	6	high	yes

7. As can be seen by table 1, option E has the highest number of possible turns made available to taxis. This would increase the risk of collision considerably. The volume of taxis thought to potentially be attracted by this routing, also raises the likely number of vehicles that would undertake a turn within the junction. It is considered that option E has a much higher risk due to the higher turning movements, higher risk of queues on approach arms and increases the volume of vehicles on Lombard Street.
8. Options C and D both introduce four turning movements available to taxis within the junction. This again increases the risk of collision compared to the current situation but has a lower risk than option E. Option D however also has higher risk for queues and increases the volume of vehicles on Lombard street.
9. Option B does not introduce any turning movements thereby minimising the risk to safety. Option A offers taxis the opportunity to turn into King William Street from both Cornhill and Poultry, increasing the opportunity for travel for taxi passengers, whilst introducing an elevated risk regarding safety within the junction, but arguably to a lesser extent than option C, D and E.
10. It is not just turning movements within the junction that need to be considered. A further left turn into Lombard Street would also be facilitated in all options other than B (see plan 3 in Appendix 3). This manoeuvre has not been facilitated in restricted times since 2017.
11. In addition, increasing vehicle numbers on Lombard Street should be considered with caution. This is a very narrow street that is busy with people walking, wheeling and cycling. People often walk in the carriageway due to narrow pavements. Lombard Street is a local access street, primarily used for the first or final part of a journey, providing access

for vehicles to properties, and is not suitable for large volumes of vehicles.

12. If an option that allows increased vehicles on Lombard Street were preferred, then casualties on Lombard Street should be considered as part of the monitoring strategy, and perhaps even within the success criteria. There has not been a reported collision on Lombard Street since October 2019.

13. Option B only allows straight forward movements between Cornhill and Poultry for taxis. It thereby offers the lowest increase to risk of safety. It also has the lowest risk of queues on the approaches to the junction and does not open up the potential for Lombard Street to become a busy through route for taxis.

14. Option B is the preferred option based on safety considerations.

Options review -Wait and Journey times

15. The next set of criteria to consider is the potential for increased wait times for people waiting to cross the road and people cycling. Also increased journey times for bus passengers, both at the junction and potentially in the surrounding area. Table 2 focuses on the impact at Bank, but there are some possible implications at other junctions.

Table 2 - summary table of wait times and journey time implications.

option	wait times/journey time		
	likely to increase pedestrian wait time at Bank	bus delay impact	how many bus routes would share approaches with taxis
A	medium	low	4
B	low	low	4
C	medium/high	medium	7
D	high	high	4
E	high	high	7

16. The rating of 'high' in table 2 for pedestrian wait times and delay to bus journey times is the most likely outcome of introducing options D and E. This means that to mitigate the delay to buses, the overall traffic signal time would have to be increased. This would increase the amount of time everyone would have to wait for their phase of green lights at the junction. This reduces the number of opportunities to cross safely. The longer people have to wait, the higher the risk of people crossing outside of their allocated times and increasing the risk of conflict. By increasing the overall signal timings, this is still not believed to be enough to minimise the

impact on bus journey times. Delays are still forecast in both options D and E which is likely only to be resolved by a redesign of Princes Street. This is out of scope of this ETO.

17. Option C is more impactful than option A with a higher chance of needing to increase the signal timings to mitigate the bus journey time delays forecast. Option C is also more likely to still experience a delay to bus journey times even after increasing the signal times. Bus Journey times are a key consideration as any increase impacts on service reliability. This in turn impacts attractiveness of the service to customers and combined this impacts on TfL in terms of operating costs.

18. Option B offers the lowest risk to needing to increase the overall traffic signal timings and the lowest risk to impacting Bus journey times. It is the preferred option in terms of this criteria.

Overall Summary of Options.

19. It is recommended that Option D and E should be discounted. These are unlikely to be achievable without significant changes which may include the redesign of the Princes Street arm of the junction. This has only recently been completed and is really outside the scope of an ETO. Alongside this they carry higher degrees of risk and would cause the greatest impact to others.

20. Option C would be a challenge to achieve based on the information that we have. It has higher risks of negative impacts compared to Option A, but likely to have similar outcomes in terms of the potential numbers of taxis through the junction. Option C is not recommended.

21. The recommended option, Option B, limits the associated risks as much as possible and at this stage is considered achievable.

22. Option B offers a corridor through the centre of the City from New Change/Cheapside to Leadenhall/Fenchurch Street junction where essentially taxi movement would have a high degree of priority.

23. To note, all options assume that taxis are permitted to continue to use the traffic restriction on Cheapside. Taxis entering or exiting Cornhill at the Bishopsgate junction would only be able to travel straight ahead into and from Leadenhall. There are no proposals to alter the traffic orders at the Bishopsgate/Cornhill/ Leadenhall Street junction as this would have implications for TfL's bus gate scheme on Bishopsgate which the City is not responsible for.

General risk factors associated with all options.

24. There is a general caveat with both the possible taxis numbers and the journey time impacts to buses. As explained in the May 2023 report, there is significant uncertainty about what that number of taxis is likely to be. It is not clear how attractive this route may be to taxis that are travelling outside of the current modelled area, and who may choose to divert towards Bank if it were open. This uncertainty is the main reason the changes to the restrictions should be tested using an ETO.
25. The impact to journey times to buses, and possible wait times for other people are likely to increase the more attractive the route to taxis is.
26. To try and reduce this uncertainty, some further work has been undertaken on the strategic traffic model, the ONE model (owned by TfL). This tests the routing options through Bank on a much wider geographical area to capture potential taxi demand for this route from further away. This helps to reduce the uncertainty, but by no means provides a robust scenario. The review of the options has used the model outputs and local understanding of the network in addition to logic to try and set out the likely negative and positive impacts of each option. These are set out in the Options matrix
27. It is worth noting that at this stage we are not clear on what the impacts further away from the junction might be. The work to date concentrates on the impact at Bank, but as a preferred option is identified and more detailed modelling undertaken, it may identify that traffic signal timings at other junctions may need to be amended to deal with the change in traffic patterns. This may be quite minor, but there is a risk that some junctions may struggle to balance these differences within their current overall signal times. This could potentially lead to further delay to bus journey times and wait times for people walking and cycling on other corridors, such as on Gracechurch Street.
28. There are some concerns that changing traffic patterns may impact projects with interdependences with Bank, such as Monument junction and St Paul's gyratory transformation. The project teams are working together to identify any impacts or synergies and will work together to address them. TfL are currently designing and intend to undertake public consultation shortly on the proposals for Monument Junction. This junction has continued to be a junction of concern for the City with a poor safety record and a difficult junction for people with any mobility issue with a lack of safe and

accessible crossing locations. Changes at this location would be welcomed.

29. It should also be noted that there are other potential risks and benefits of changing traffic patterns in the wider area around Bank. For example, if some routes become quieter as taxis have diverted, these routes may experience a reduced risk of collision as the volume of vehicles has decreased. Conversely, these changes may lead to a reduction in taxi availability on these routes rather than a general increase in the availability of taxis across the area.

30. These possible impacts will be better understood by undertaking the next stage of traffic modelling and continuing engagement with TfL. However, it should be noted that the only way to fully appreciate the impacts will be to undertake the experiment. It is the uncertainty of the volume of taxis that would divert from the local area through Bank and those that would divert from further away to use that route, which makes it difficult to more confidently set out the likely impacts and risk factors.

31. All of the factors above lend to the reintroduction of taxis at Bank to be undertaken by using an ETO which provides a little more flexibility, and an ability to make decisions based on the experience of the change.

Success criteria

32. An Experimental Traffic Order (ETO) must have success criteria so that at the end of the experiment a decision can be taken as to whether it has achieved its aims.

33. The draft themes for the success criteria for the ETO to allow taxis through Bank at all times are:

- Taxi availability
- Safety
- Pedestrian wait times
- Bus journey times

34. Members are asked to consider whether the four proposed themes of criteria are acceptable as the key success criteria for the experiment. Further discussion with TfL regarding the level of tolerance that might be appropriate will continue. The final success criteria wording will be presented for Member decision in January. The following information explains how we can measure these criteria.

Taxi availability

35. The decision by the Court of Common Council in June 2024, to pursue a change to the restrictions, was based on the aim of improving taxi availability in the area around Bank

Junction, particularly for people who rely on licensed taxis for travel.

36. Taxi availability on the approaches to Bank can be assessed through on-street counts. Taxi rank usage in the area can also be measured. This success criteria could be based on an increase on the pre-ETO baseline.

Safety

37. Reducing collisions has been a focus of all improvements to Bank junction since the timed traffic restriction was first introduced in 2017.

38. There are difficulties with using safety as a success criteria due to the way data is reported, the delay in data being published and the further time required to access verified data. Depending on the reporting timescales for the ETO we would expect to have access to casualty data for the first 6-9 months of the experiment. This would be provisional and as a result some recorded collisions may be missing or incorrectly classified. Feedback from the City of London Police on any information regarding any attended collisions not captured by the available published data can also be requested.

39. With these limitations in mind, it is suggested that the following criteria could be baselined by using the average number of recorded collisions (all severities) in the existing Bank monitoring area, over the maximum period for which data is available, compared with the equivalent average for the last three years. Severity of casualties and modes involved in collisions should be able to be presented.

40. Collision analysis will be focused on the restricted times, Monday to Friday, 7am to 7pm.

Pedestrian wait times

41. Given the dominance of walking and wheeling as a mode of travel through Bank it is proposed that there should be a success criteria based on the waiting time at crossings. This would be measured using the timing of the phases of the traffic signals at Bank. Other locations that require to be changed could be included in the success criteria or monitored.

Bus journey time impacts

42. A key consideration of TfL will be the impact this change has on bus journey times. As well as impacting passengers, increased bus journey times can have operational impacts and increase the cost of providing the service. These can be significant if additional vehicles are required to maintain

frequency. The City Corporation may be required to cover any increases in operational costs.

43. It is unlikely that TfL will accept a negative impact on bus journey times across the junction or in the wider area, such as on Cannon Street, Bishopsgate, London Wall or St Martin Le Grand/New Change. Whether there is any tolerance will be established over the next few months as discussions continue and likely impacts are better understood.

44. Bus journey times are monitored using TfL's iBus system which tracks buses in real time.

Monitoring.

45. In addition to the success criteria, it is proposed that additional monitoring will be carried out to give a fuller picture of the benefits and disbenefits of the ETO. This monitoring will be included alongside the success criteria to inform the final decision on whether to make the ETO permanent. Both the success criteria and the final monitoring strategy will need to be agreed with TfL as part of the submission for the Traffic Management Approval application (TMAN). TfL are also the owners of some of the data sets required.

46. Additional monitoring could include:

- Changes to pedestrian wait times at signalised crossings on the wider approaches to Bank. These may need to be changed to accommodate changes in traffic patterns.
- If there are significant changes to signal timings at other junctions, some level of monitoring should be undertaken at these locations for wait times, queues etc.
- Taxi numbers and/or availability across the City. It has previously been suggested that the current restrictions at Bank have led to taxi drivers avoiding the City. This would include availability in the evening as well as during restricted hours.
- Comparison of journey times on the key traffic corridors that bypass Bank to understand if there has been any change to traffic patterns.
- The cycling level of service across the junction and on the approaches to it to see whether the vehicle numbers exceed the recommended maximum for streets without protected cycle facilities. Volumes of people cycling can also be monitored to see if there are any changes.
- Perception surveys to understand how people perceive Bank as a place both before and during the experiment.

Making Bank a place to spend time in rather than pass through was an objective of the overall Bank project. Surveys could also include questions about the ease of hailing a taxi, perceptions of safety, etc.

- Gathering information to help update the Equalities Analysis to broaden the understanding of any changes in positive and negative impacts for people with protected characteristics.

47. In addition, we will continue to monitor Air Quality by diffusion tube monitoring which has been in place since 2015 and shows longer term trends of NOx at Bank and in a wider area.

48. All of these data sets would help Members to have a broader view of the possible benefits and disbenefits of introducing taxis between 7am and 7pm, Monday to Friday. They will also help to assess whether this is being achieved at the expense of other street users and whether these impacts are proportionate. This would include informing an updated Equalities Impact Assessment.

49. During the debate on previous reports several members raised the question of the economic impacts of the Bank restrictions. So far it has not been possible to establish a methodology that can disaggregate the economic impact of a change to the restrictions at Bank from wider economic trends and influences. However, we will continue to engage with the business community to gather their views as part of the public consultation process.

Consultation and engagement

50. There will be a six-month statutory public consultation once the experiment has started. This provides the opportunity for individuals or organisations to formally support or object to the ETO being made permanent. Officers will attempt to resolve any objections but if this is not possible, they will be presented to Members for consideration.

51. Alongside the statutory consultation we will run a wider public facing consultation to gather as wide a range of views as possible. A communication and engagement strategy will be prepared to ensure that people who live, work and visit the city are aware of the consultation. This will also set out any additional activities such as focus groups, perception surveys etc.

52. The outcomes from this consultation will be presented alongside the monitoring and the equalities analysis to inform the final decision on whether to make the experiment

	<p>permanent. The draft communication and engagement strategy will be included in the January report.</p>
<p>5. Recommended option</p>	<p>53. It is recommended that Option B, which is that taxis be permitted to use Poultry and Cornhill in both directions only.</p> <p>54. This option offers the opportunity to allow access to taxis on an east west route through the junction whilst limiting the impacts of doing this on other street users:</p> <ul style="list-style-type: none"> • There would be no permitted turning movements for taxis within the junction, reducing the risk of collisions. • It would avoid increasing vehicle numbers on Lombard Street, which is unsuitable for through traffic movement due to the narrowness of both the street and its pavements, and the fact it is very busy with people walking, wheeling and cycling. • It is unlikely to need the overall cycle time of the traffic signals at Bank modified, meaning that wait times for people walking and wheeling are unlikely to be impacted • There is expected to be limited impact to bus journey times through the junction or in the surrounding area. • The traffic model forecast at this stage keeps the number of vehicles across the junction comfortably within the theoretical capacity, and therefore leaves room for higher levels cycling during the spring and summer and for future growth. • There is forecast to be a limited increase in vehicles queuing on the approach to the traffic signals, reducing the risk of people cycling overtaking stationary traffic, and limiting the impact on taxis using the rank on Poultry being blocked by the queue. <p>55. Early discussions with TfL have indicated that Option B is broadly supported, based on the reasons above, as the option to progress the future traffic modelling work on.</p> <p>56. It is also recommended that themes for the success criteria for the ETO to allow taxis through Bank at all times are:</p> <ul style="list-style-type: none"> • Taxi availability • Safety • Pedestrian wait times • Bus journey times <p>57. Further discussion with TfL regarding the level of tolerance that might be appropriate will continue. The final success criteria wording will be presented for Member decision in January.</p>

<p>6. Risk</p>	<p>Further information available in the Risk Register (Appendix 2) and Options Appraisal.</p> <p>58. The risks of the options have been described in Section 5 of the matrix below.</p> <p>Risks for the project: <u>Risk to safety.</u></p> <p>59. Introducing changes to the volume of vehicles and/or movement increases the risk of collision which is not present in the current scheme. The City has to be minded to ensure it seeks to minimise those risks in determining the way forward at Bank. This risk is mitigated, but not removed, by choosing Option B.</p> <p><u>TfL Approval Process</u></p> <p>60. There is a risk that it will not be possible to start the experiment in the late spring of 2025 as outlined in the June 2024 Court of Common Council paper. The outlined programme relied upon a tight programme for the traffic modelling auditing process between the City and TfL. Following a cyber security incident some systems remain restricted at the time of writing, and this may impact on the overall programme. TfL and the City continue to work closely together to minimise the risk to the programme.</p> <p><u>Consultation</u></p> <p>61. There is a risk that consultation of the experiment is more time consuming and costly than estimated if it becomes a contentious consultation. This is being minimised by seeking external advice on how it would be best to undertake this consultation and plan appropriately given the experience of our previous consultations on Bank.</p> <p><u>Funding</u></p> <p>62. That the cost estimate for delivery of the experiment, its monitoring, consultation and reporting is not sufficient as more things are added such as more monitoring, more stakeholder engagement, more reporting points etc over and above the estimated Costed risk provision.</p>
<p>7. Procurement approach</p>	<p>63. Consultancy support for this phase of work is being undertaken through the Transport and Public Realm framework contract.</p> <p>64. Works would be undertaken by our term highways contractor FM Conway.</p> <p>65. If an additional enforcement camera or changes to the software were required to support the ETO this would form part of the existing contract with Parking.</p>

	66. Any other commissions that fall outside of these contracts would follow standard procurement guidelines and procedures.
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for whole programme)
Appendix 3	Routing Option diagrams

Background Documents

- [Court of Common Council report](#) September 2018 that made the original Traffic experiment at Bank permanent
- [Planning and Transportation Report](#) June 2023 that discussed the previous taxi routing options and likely impacts.

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Options Appraisal Matrix

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
1. Brief description of option	To allow access for licensed taxis across Bank Junction during the existing restricted times of Monday to Friday 7am to 7pm. The following options assess the possible routes that taxis could take through the junction For this matrix, where King William Street is mentioned, it refers to the section of Lombard street that joins with King William Street on the approach to the junction				
	Allow taxi access to Bank from Poultry and Cornhill only. Allow all permitted movements from these arms	Allow taxi access to Bank from Poultry and Cornhill only. Allow all movements between these two streets (This option is recommended)	Allow taxi access from Poultry, Cornhill and King William Street. Allow all permitted movements between these three arms	Allow taxi access to Bank from King William Street and Princes Street only. Allow all permitted movements from these two arms available to buses	Allow taxi access to Bank from all four approach arms (Princes Street, Cornhill, King William Street and Poultry). Allow all permitted movements for buses.
2. Scope and exclusions	The relaxation of the restriction does not include Private Hire vehicles such as uber etc. The restriction times of Monday to Friday 7am to 7pm remain unchanged.				
	Excludes the use of Princes Street northbound by taxis			<u>Includes</u> the use of Princes Street northbound for taxis	
3.	Excludes the use of King William Street Northbound into the junction	Excludes the use of King William Street in either direction	Would provide the same level of movement as allowed after 7pm.	Excludes the use of Poultry or Cornhill to enter the junction.	This would allow all permitted bus movements for taxis.

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
Project Planning					
4. Programme and key dates	<ul style="list-style-type: none"> • January 2025: G5 report seeking authority to implement the experiment subject to TfL's final approval through the traffic management process. • Indicative late Spring 2025 launch of experiment • Followed by 6 months of statutory and public consultation • Between 12-14 months after the experiment starts, a monitoring report to be produced • Approximately 15 months after the experiment has started a report for final committee approval to either retain the experiment as a permanent feature or reinstate the previous way of operation. 				
5. Risk implications	<p>Overall project option risk: Medium</p> <ul style="list-style-type: none"> • Introduces the option a right turn for taxis into King William Street which is currently only used by the route 133 (every 6 to 11 minutes frequency). Turns increase the risk of conflict and collision • Introduces the option for a left turn for taxis from 	<p>Overall project option risk: low</p> <ul style="list-style-type: none"> • Provides a very limited routing across Bank which may not result in the desired impact for improving the availability of taxis in the area. • Increased volumes of vehicles still increase the risk factor for a potential collision but this option 	<p>Overall project option risk: Medium</p> <ul style="list-style-type: none"> • Introduces the option a right turn for taxis into King William Street (from Poultry/Mansion House Street) which is currently only used by the route 133 (every 6 to 11 minutes frequency). • Introduces an opportunity for a left turn from 	<p>Overall project option risk: <i>High</i></p> <ul style="list-style-type: none"> • introduces the option for a left and right turn from Princes Street and King William Street in the junction. Turns increase the risk of conflict and collision • Princes Street has very limited capacity because of its design – this option 'breaks' Princes Street. No 	<p>Overall project option risk: <i>High</i></p> <ul style="list-style-type: none"> • All permitted movements allowed so turning movements allowed from all arms except from Poultry and Cornhill Northbound on Princes Street. Maximising the potential risk for conflict.

Option Summary	Option A	Option B	Option C	Option D	Option E
	<p>Cornhill to King William Street.</p> <ul style="list-style-type: none"> • Access from Poultry and Cornhill only is likely to regulate the number of taxis finding this route attractive with a stronger approach from Poultry expected • Risk of queuing traffic at the traffic lights on Poultry into Bank junction. increasing the likelihood of people cycling in the oncoming lane to get to the front of the queue for the lights • Queue may extend back and block the taxi rank exit on Poultry 	<p>appears to limit this risk substantially</p>	<p>Cornhill into King William Street</p> <ul style="list-style-type: none"> • Introduces the need for a left or right turn from King William Street at the junction. • Turns increase the risk of conflict and collision • Increases number of vehicles on Lombard Street heading towards Fenchurch Street. This street has narrow pavements and carriageway and is not suitable for large volumes of traffic. • Risk that the forecasting for the number of taxis for this option is lower than it would be due to small streets which taxis might 'wriggle through' 	<p>mitigation available to address the size of problem without the probable redesign of the Princes Street approach to the junction.</p> <ul style="list-style-type: none"> • Increases number of vehicles on Lombard Street heading towards Fenchurch Street. This street has narrow pavements and carriageway and is not suitable for large volumes of traffic. • Risk that the forecasting for the number of taxis for this option is lower than it would be due to small streets which taxis might 'wriggle through' are not coded in 	<ul style="list-style-type: none"> • Princes Street has very limited capacity because of its design – this option 'breaks' Princes Street. No mitigation available to address the size of problem without the probable redesign of the Princes Street approach to the junction. • Increases number of vehicles on Lombard Street heading towards Fenchurch Street. This street has narrow pavements and carriageway and is not suitable for large volumes of traffic. • Risk that the forecasting for the number of taxis for this option is lower than it would be

Option Summary	Option A	Option B	Option C	Option D	Option E
	<ul style="list-style-type: none"> Risk of delay to bus routes 8, 25 and 26 particularly in the PM peak. Increases number of vehicles on Lombard Street heading towards Fenchurch Street. This street has narrow pavements and carriageway and is not suitable for large volumes of traffic. 		<p>are not coded in the model.</p> <ul style="list-style-type: none"> Small delay to buses on route 8, 25, and 26 in the region of 1-2 minutes forecast after initial mitigation. May require an increase in the overall signal times If the volume of taxis northbound on King William Street is higher, then probable delay to bus routes 21, 43, 141 and 133. 	<p>the model (such as Finch Lane).</p> <ul style="list-style-type: none"> Likely to cause significant delays to bus routes 21,43 and 141 (southbound on Princes Street) If the volume of taxis northbound on King William Street is higher, then probable delay to bus routes 21, 43, 141 and 133. 	<p>due to small streets which taxis might 'wriggle through' are not coded in the model (such as Finch Lane).</p> <ul style="list-style-type: none"> Likely to cause significant delays to bus routes 21,43 and 141 (southbound on Princes Street) If the volume of taxis northbound on King William Street is higher, then probable delay to bus routes 21, 43, 141 and 133.
<p>6. Stakeholders and consultees</p>	<p><i>Developed assessment of the key people who will need to be consulted during the evolution of the project (internal and external)</i></p> <p>On the lead up to Gateway 5 approval in January 2025 and the subsequent TfL TMAN approvals, the following stakeholders will be involved and engaged:</p> <ul style="list-style-type: none"> Transport for London – various teams within TfL with an interest in this proposal Streets and Walkways and Planning and Transportation Committee Members Taxi trade 				

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
	<ul style="list-style-type: none"> • Cycling groups • Walking groups • Emergency services including City of London Police • Disability groups <p>After Gateway 5 and the decision to proceed has been confirmed there will be wide engagement and awareness before the change happens, and for the public consultation exercise to include residents, workers, visitors, City businesses. This engagement and consultation strategy will be presented to Streets and Walkways in draft at the G5 stage.</p>				
7. Benefits of option	<p>May improve the journey time for some people travelling by taxi through the junction depending on origin and destination</p> <p>May help increase the accessibility and inclusivity of the Bank area</p> <p>Changes to traffic signals at the junction are forecast to remain within the existing cycle time. Therefore, not increasing the amount of time for people waiting to cross</p>	<p>May improve the journey time for some people travelling by taxi through the junction depending on origin and destination</p> <p>May help increase the accessibility and inclusivity of the Bank area</p> <p>The lower-level forecast of taxis in this option limits the associated risks of introducing higher volumes of traffic into the junction</p>	<p>May improve the journey time for some people travelling by taxi through the junction depending on origin and destination</p> <p>May help increase the accessibility and inclusivity of the Bank area</p> <p>Likely to offer a greater improvement than options A and B regarding improved journey times for some people travelling by taxi through the</p>	<p>Likely to encourage a higher number of taxis as the routes for travelling North/South are limited in the area.</p> <p>May help increase the accessibility and inclusivity of the Bank area</p> <p>May improve the journey time for some people travelling by taxi through the junction depending on origin and destination – but this is less likely than option A and B due to the forecast</p>	<p>Likely to attract a higher volume of taxis as all arms available are open to taxi movement.</p> <p>May help increase the accessibility and inclusivity of the Bank area</p> <p>May improve the journey time for some people travelling by taxi through the junction depending on origin and destination – but this is less likely than option A and B due to the forecast</p>

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
	(assuming volumes of taxis are not significantly higher in practice.	It is thought that this option (assuming volumes are not significantly higher in practice) will not require an increase in the overall signal time at Bank. This means no increase in time for people waiting to cross the junction	junction as more arms are 'opened'	queues and need to increase the traffic signal times.	queues and need to increase the traffic signal times.
To Note that the benefits and the Disbenefits can only really be determined by undertaking the experiment and monitoring it in this case.					
8. Disbenefits of option	<p>noting the risks in Section 5 of this matrix:</p> <p>In addition, this option may require signal time changes at other locations such as:</p> <ul style="list-style-type: none"> • Bishopsgate/Cornhill/Leadenhall Street • Cheapside/King Street/Queen Street • Lombard Street/Gracechurch 	<p>noting the risks in Section 5 in section 5 of this matrix:</p> <p>In addition, this option may require signal time changes at other locations such as:</p> <ul style="list-style-type: none"> • Bishopsgate/Cornhill/Leadenhall Street • Cheapside/King Street/Queen Street <p>These may be required to be increased to accommodate the</p>	<p>noting the risks in Section 5 of this matrix:</p> <p>In addition, this option may require signal time changes at other locations such as:</p> <ul style="list-style-type: none"> • Bishopsgate/Cornhill/Leadenhall Street • Cheapside/King Street/Queen Street • Lombard Street/Gracechurch 	<p>noting the risks in Section 5 of this matrix:</p> <p>This option is not really achievable without significant redesign of the junction – which is not in scope.</p> <p>This option is also most likely to require changes at other locations</p> <ul style="list-style-type: none"> • Moorgate/Lothbury/Princes Street 	<p>noting the risks in Section 5 of this matrix:</p> <p>This option is not achievable without significant redesign of the junction – which is not in scope.</p> <p>This option is also most likely to require changes at other locations</p> <ul style="list-style-type: none"> • Moorgate/Lothbury/Princes Street

Option Summary	Option A	Option B	Option C	Option D	Option E
	<p>Street/Fenchurch Street.</p> <p>These may be required to be increased to accommodate the additional flow of vehicles towards those junctions and may cause further delays to other bus routes.</p> <p>This option does not assist with improving journey times for people travelling in a north/south direction wishing to gain local access.</p>	<p>additional flow of vehicles towards those junctions and may cause further delays to other bus routes.</p> <p>However, the risk of this is lower than option A</p> <p>This option does not assist with improving journey times for people travelling in a north/south direction wishing to gain local access.</p>	<p>Street/Fenchurch Street.</p> <ul style="list-style-type: none"> • Monument <p>These may be required to be increased to accommodate the additional flow of vehicles towards those junctions and may cause further delays to other bus routes.</p>	<ul style="list-style-type: none"> • Lombard Street/Gracechurch Street/Fenchurch Street. • Monument <p>These may be required to be increased to accommodate the additional flow of vehicles towards those junctions and may cause further delays to other bus routes.</p>	<ul style="list-style-type: none"> • Lombard Street/Gracechurch Street/Fenchurch Street. • Monument <p>These may be required to be increased to accommodate the additional flow of vehicles towards those junctions and may cause further delays to other bus routes.</p>
				<p>If redesign of Princes Street were to happen there would be considerable disbenefit to the large volumes of people who exit Bank station at the two exits on the corner of Princes Street and the people who cross this section of street.</p>	
Resource Implications					
9. Total estimated cost	<p>The traffic mix and timing review cost approximately £265,000, leading to the COCO decision in June 2024 to proceed with developing an ETO to reintroduce access to taxis to Bank.</p>				

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
	<p>We have spent/committed £136k to date on developing the experiment. In order to implement the experiment and see it through the monitoring stages, further funding will be required. It is estimated that the total project budget will be between £1.01m and £1.11m including costed risk provision to the end of the experiment. This is likely to require a bid for further funding as explained in section 3 of the main report.</p> <p>Once the option is chosen, monitoring document scoped and feedback on the expectation of the communications strategy is understood, these costs will be firmed up. The level of confidence in these estimates is currently low as there are many variables.</p>				
10. Funding strategy	<p>Funding for the ETO as a project is currently funded from the On Street Parking Reserve.</p> <p>Either a further Bid for OSPR to cover costs will be required once they are better understood at G5, or depending upon the outcome of the final settlement of the All Change at Bank project, there may be some OSPR funds that could be diverted to help towards the cost of this experiment. However, at the time of writing we are still awaiting the settlement of accounts of the main build and confirmation of costs for the additional work that had been agreed to proceed to understand if this is an option.</p>				
11. Investment appraisal	N/A				
12. Estimated capital value/return	N/A				
13. Ongoing revenue implications	There are likely to be minimal implications for maintenance from any of these options other than potentially a number of additional signs. If any of the options significantly increased the number of taxis in the city this may contribute to greater wear and tear on the road surfaces.				
14. Affordability	Dependent upon the funding to carry on past Gateway 5 being agreed			If the redesign of the Princes Street arm and its integration with the junction were needed, this would be a costly exercise and significantly	

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
				delay the implementation of introducing taxis to Bank.	
15. Legal implications	<p>In exercising the City Corporation's functions as traffic authority, the City are required to comply with the duty in Section 122 of the Road Traffic Regulation Act which requires the traffic authority, in exercising its traffic authority functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to:</p> <ul style="list-style-type: none"> (a) the desirability of securing and maintaining reasonable access to premises. (b) the effect on the amenities of any locality affected. (bb) national air quality strategy. (c) the importance of facilitating the passage of public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles. (d) any other relevant matters. <p>Under Section 16 of the Traffic Management Act 2004 the City Corporation as the local traffic authority has a duty to manage its road network with a view to achieving, so far as may be reasonably practicable having regard to its other obligations, policies and objectives, the objectives of</p> <ul style="list-style-type: none"> (a) securing the expeditious movement of traffic on the authority's road network and (b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority. <p>Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to:</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation • Advance equality of opportunity and 				

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
	<ul style="list-style-type: none"> • Foster good relations between those who share a protected characteristic (i.e., race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not. <p>As part of the duty to have “due regard” where there is disproportionate impact on a group who share a protected characteristic, the City Corporation should consider what steps might be taken to mitigate the impact, on the basis that it is a proportionate means which has been adopted towards achieving a legitimate aim.</p>				
16. Corporate property implications	Is not expected to impact on Corporate Property.				
17. Traffic implications	<p>In addition to the risks, the disbenefits and the benefits already discussed in this matrix</p> <p>Changing the current mix of traffic at Bank will mean that several considerations, particularly for options A, C, D and E. Consideration to the suitability of streets such as Lombard Street and potentially King William Street (which is currently in construction to have wider pavements) to increased flows of traffic during the day and the impact of this on the Cycling level of service, and safety.</p> <p>Increasing the number of available taxis in the area around and through Bank, may improve the accessibility and inclusivity of the space</p> <p>Increasing the number of vehicles through bank during 7am to 7pm Monday to Friday may encourage some people to choose different cycling routes or choose not to cycle anymore.</p>				
18. Sustainability and energy implications	There is not expected to be any sustainability and energy implications. Licensed Taxis are in the process of switching to Electric engines reducing NOx at the point of use. Air quality in terms of NOx will continue to be monitored as part of the wider Bank Project monitoring strategy.				

<i>Option Summary</i>	<i>Option A</i>	<i>Option B</i>	<i>Option C</i>	<i>Option D</i>	<i>Option E</i>
19. IS implications	A further enforcement camera may be required, but these form part of an existing contract.				
20. Equality Impact Assessment	<p>The EQIA for the traffic mix and timing review concluded: “The additional research undertaken on taxi availability, journey times, and journey costs suggests that, as a whole, the restriction of taxi access through Bank junction between the hours of 7am to 7pm has not led to any extensive negative impacts on equality, and the impacts of the restrictions outside of these hours is deemed to be negligible.</p> <p>“However, it is important to acknowledge that there have been some negative impacts for certain individuals, particularly those that are most reliant on taxis as an essential mobility aid, such as some disabled people, older people with age-related mobility impairments, and pregnant women”.</p> <p>Updates to the EQIA will be undertaken for the ETO.</p>				
21. Data Protection Impact Assessment	N/A				
22. Recommendation	Not recommended	Recommended	Not recommended	Not recommended	Not recommended

Project Coversheet

[1] Ownership & Status

UPI: 11401

Core Project Name: Bank Junction Improvements: All Change at Bank

Programme Affiliation (if applicable): Bank on Safety

Project Manager: Gillian Howard

Definition of need: The junction was identified in the Bank area strategy in 2013, as a space that did not work well for anyone. It was seen as dangerous and polluted with a high collision rate. This project was initiated to investigate solutions to these issues, to simplify the movement at the junction to create less conflict, to reallocate space to assist with the growth of pedestrian numbers and to ensure that the 'Place' function for the centre of the Bank conservation area is enhanced

Key measures of success:

- 1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured.
- 2) Reduced NO₂ emission levels
- 3) Improved Pedestrian comfort levels
- 4) Improved perception of Place (as a place to spend time in, and not just pass through)

Expected timeframe for the project delivery: 3-4 years (following restarting it in January 2019)

Key Milestones:

- 1) ~~Gateway 4 – September/October 2020 (was March/April 2020)~~
- 2) ~~Gateway 4c December 2020/January 2021 (received February 2021)~~
- 3) ~~Gateway 5 – September/October 2021 (was March April 2021). (received in December 2021)~~
- 4) Construction substantially complete by end 2022. (updated to Summer 2023) (subsequently updated to Spring 2024)

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

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

With its close relationship with the Bank on Safety scheme – the longer-term project has had media interest which has been managed by the media team. The public are currently aware that more change is forthcoming at Bank.

[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 Proposal' G1/G2 report (as approved by PSC 05/12/2013):

- Total Estimated Cost (excluding risk): 4-6 million
- Resources to reach next Gateway (excluding risk) £532,000
- Spend to date: £434,000

Appendix 1

- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down:
- Estimated Programme Dates: G3 anticipated June 2015 - scheme completion estimated 2019/2020

Scope/Design Change and Impact: some slippage on timeframe for G3 with delays with consultant. Subsequently a fatality at the junction in June 2015 changed the approach to the project

'Options Appraisal and Design' G3 report (as approved by PSC 01/12/2015):

- Total Estimated Cost (excluding risk): 4-18 million
- Resources to reach next Gateway (excluding risk) £1,179,000
- Spend to date: £886,791
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 mid 2017; construction start late 2018 complete in 2020

Scope/Design Change and Impact:

The introduction of what became the Bank on Safety Scheme was initiated at the Gateway 3 stage of this project (in the same report). Intention to continue to work on both projects.

This project was formally put on hold in February 2018 in an issues report

An issues report in January 2019 sought to restart the project with changes to the project approach. Members agreed a strategic option to pursue rather than continuing with looking at 4 rigid options following the experience and lessons of delivering the Bank on Safety scheme.

Both Planning and Transportation and Streets and Walkways Sub Committee changed the recommendation in the January 2019 Issues report to read:

“Proceed with feasibility design of Strategic Option 2 (semi pedestrian priority with some vehicle movement) to a Gateway 4 report, on the basis that the proposed timescales for the project be tightened, and that Strategic Option 1 be retained as the Corporation’s longer-term aspiration for the junction. The next phase of work will investigate different options for highways alignment, design of public realm and vehicle mix to inform the Gateway 4 report;”

The April 2019 issues report sought approval to the proposed project approach to achieve the strategic aim agreed in the January 2019 report with a request for further funds.

Due to the introduction of the organisations fundamental review the funding element of the April report was not confirmed until June 2019 following changes being made to the source of funding to be S106 and not OSPR.

Appendix 1

A further Capital Funding Bid as part of the new annual process was submitted and £4m has been allocated from this process in addition to the existing £1.5m of S106 and TFL funding already secured.

A second Gateway 3 was submitted:

'Options Appraisal and Design' G3 report (as approved by PSC 27/05/2020):

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk) £1,583,457
- Spend to date: £1,190,861
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 Sept/Oct 2020; construction start late 2021 complete in 2023

Scope/Design Change and Impact

3 options out of 20 were agreed to proceed for further design.

'Options Appraisal and Design' G4 report: (as approved by Projects Sub 23/10/20)

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk): 541,935
- Spend to date: 1,381,474
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G4c December 2020/January 2021

1 option chosen for detailed design to continue

'Options Appraisal and Design' G4b report: (as approved by Court of Common Council 3/12/20)

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk): 541,935
- Spend to date: 1,381,474
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G4c December 2020/January 2021

Detailed Design G4c report: (as approved by Projects Sub 23/02/2021)

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (G5) (excluding risk): 541,935
- Spend to date: 1,475,110
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: Progress report on consultation findings – June/July 2021 followed by G5 October 2021.

Appendix 1

Agreement of the design option to be proceed to Public consultation.

Issues report: (as approved by Projects Sub 23/07/21).

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 693,258*
- *Spend to date: 1,613,003*
- *Costed Risk Against the Project: £253,500*
- *CRP Requested: 93,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: Progress report on consultation findings – September 2021 followed by G5 October 2021.*

Scope/Design Change and Impact: the change to programme following more time needed to fully analyse the consultation results means that we will no longer be able to substantially complete the work by the end of 2022 as planned. It is still possible to complete a large area before the LM show 2022 but a substantial area will need to be completed after LM show.

Issues report – public consultation findings report (As approved by Projects sub 15/09/21)

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 693,258*
- *Spend to date: 1,689,517*
- *Costed Risk Against the Project: £253,500*
- *CRP Requested: 93,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: G5 October 2021.*

'Authority to start Work' G5 report (as approved by Projects sub 15/012/22):

- *Total Estimated Cost (excluding risk): £6.7 million (costed risk to be utilised on delivery when no longer needed for Risk – descoping options included in the report)*
- *Resources to reach next Gateway (excluding risk): 3,513,197 (+297k to 997k risk)*
- *Spend to date: £1,945,799*
- *Costed Risk Against the Project: £1,175,000*
- *CRP Requested: 390,000 (confirmed funding) to 1,090,000 (awaiting confirmation of capital bid)*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: construction completion summer 2023*

Scope/Design Change and Impact:

Due to increasing contract costs, labour and materials, the original project budget of £5.6m was no longer going to deliver the basic functional change as designed. The report discussed how delivery could happen with no extra funding, which would be to not undertake the physical change in Queen Victoria Street or deliver any of the public realm enhancements that had been consulted upon.

A capital top up bid of £700k based on a anticipated 20% uplift in the prices used to estimate for the Gateway 5 had been applied for, but the final decisions on the funding was not going to be taken until the Court of Common Council in March

Appendix 1

2023. If the 700k was granted, the full base design would be achievable, and there would be scope to deliver some of the public realm enhancements by utilising costed risk provision that had not been required during the substantive build.

Issues Report September 2022: update on progress and Public realm priorities.

- Total Estimated Cost (excluding risk): £6.7 million to max £6.8million utilising unspent costed risk
- Resources to reach next Gateway (excluding risk): 3,513,197 (+297k to 997k risk)
- Spend to date: £2,342,000
- Costed Risk Against the Project: £1,175,000
- CRP Requested: £666,498 (remaining)
- CRP Drawn Down: £423,502
- Estimated Programme Dates: construction completion Spring 2024

Scope/Design Change and Impact

Following the successful bid for funding to cover the increased inflationary costs and contract rises which ensured that the basic functional change of the project could be delivered, this report focused on the enhancements that needed to be prioritised as and when/or if funding became available to deliver them. The principle of using any unspent costed risk provision on the enhancements was approved at gateway 5. This report agreed a priority to which funding would be directed

A series of reports relating to the traffic mix and timing review have also been received by committee (S&W) May 2022, February 2023, May 2023.

An Urgency report was considered in August 2023 regarding an additional £500k (Plus £150k CRP) to the budget specifically for progressing the traffic mix and timing review

- Total Estimated Cost (excluding risk): £6.7 million to max £7.3 million utilising unspent costed risk
- Spend to date: £3,495,398
- Costed Risk Against the Project: £1,240,000
- CRP Requested: £816,498 (remaining)
- CRP Drawn Down: £423,502
- Estimated Programme Dates: construction completion Spring 2024

Progress Report November 2023: report on the progress of the construction works for All Change at Bank project.

- Total Estimated Cost (excluding risk): £6.7 million to max £7.3 million utilising unspent costed risk
- Spend to date: £3,476,194
- Costed Risk Against the Project: £1,240,000
- CRP Requested: £816,498 (remaining)
- CRP Drawn Down: £423,502
- Estimated Programme Dates: construction completion Spring 2024

A number of reports regarding the review of traffic and timing mix have taken place, the final decision on the review was taken in June 2024 by the Court of

Appendix 1

Common Council to proceed with working towards an experimental traffic order to reintroduce taxis through Bank. This decision creates a new phase of the overall bank junction improvements project.

G3/4 – Taxi Experimental Traffic Order. November 2024 –

Total anticipated on-going commitment post-delivery [£]: Value to TBC once the level of greening, seating and enhancement is confirmed following the prioritisation of the enhancements should there be funding to deliver these. The maintenance value is including in the cost estimates of the project and is not a further resource to acquire.

There is a likely change to cleansing and maintenance costs of the area with additional greenery and seating.

Programme Affiliation [£]: with Bank on Safety Scheme up to £9.08 million

City of London: Projects Procedure Corporate Risks Register

Project Name:	All Change at Bank	PM's overall risk rating:	Medium	CRP requested this gateway	£ 816,498	Average unmitigated risk	9.4	Open Risks	7
Unique project identifier:	11401	Total estimated cost (exec risk):	£ 6,677,930	Total CRP used to date	£ 626,714	Average mitigated risk score	6.0	Closed Risks	11

General risk classification								Mitigation actions								Ownership & Action							
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	Inaccurate or incomplete project estimates, including baxters/ 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.	Likely	Serious	8	£7,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	* Undertake regular cost reviews via the highways team.	£0.00	Possible	Serious	£6,000.00	6	£0.00	staff time	14/09/2020	Gillian Howard	Ben Bishop		reduced impact rating now that the main build is complete. Remain open for the outstanding public realm and access work
R6	5	(2) Financial	Accessibility and/ or security concerns lead to project change	Further changes to the project's design if necessary may impact on accessibility/ security concerns leading to further changes.	Unlikely	Serious	4	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	* On-going dialogue with the accessibility/ security workstreams	£0.00	Rare	Minor	£15,000.00	1	£0.00	Costs to cover staff and/ or fees	14/09/2020	Gillian Howard	Neil West		works on the ramp to the raised area still needs to be undertaken Utility works all complete - awaiting final bills.
R9	5	(10) Physical	Trial holes/ utility investigations lead to further information being required and an increase and time.	Delays could occur which result in unplanned costs if utility companies don't engage as expected or additional utility surveys are required.	Possible	Serious	6	£8,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Liaise closely with design engineers to work out an approach to cover utility delays or site discoveries. Trial holes to be undertaken once security measures have been developed further.	£0.00	Rare	Minor	£5,000.00	1	£0.00	staff time	14/09/2020	Gillian Howard	Ben/ Bishop/ Neil West		
R10	5	(3) Reputation	Expectation of the look and feel of the scheme is higher than what can be achieved with the budget available.	It is possible that we lose support for the proposed changes whilst still having a need to make functional change to support the growth in pedestrian numbers.	Possible	Serious	6	£8,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Liaise closely with design engineers to maximise public realm opportunities that can be included, subject to site and budget constraints.	£0.00	Unlikely	Serious	£7,000.00	4	£0.00	cost to cover staff time	14/09/2020	Gillian Howard	Ben/ Bishop/ Neil West		reduced risk impacts now that we are a significant way into the build and look and finish.
R11	5	(1) Service Delivery/ Performance	Additional investigations or surveys may be required by internal/ external parties to further validate the design.	Delays could occur to the programme if validation of the design is delayed.	Unlikely	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Liaise with internal/ external parties at an early stage to agree the scope of any additional investigations/ surveys.	£0.00	Rare	Minor	£11,000.00	1	£0.00	Costs to cover staff time and/ or consultants time/fee	14/09/2020	Gillian Howard	Neil West		Nearing the end of the risk life.
R16	5	(4) Contractual/Partnership	Change in term contractor/supplier rates taking into account recent market changes not available at the GS stage	Increased price of construction costs and associated services limiting ability to deliver full design	Possible	Major	12	£700,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	impact of changes are out side of our control - we can only change scope to accommodate the budget available	£0.00	Possible	Major	£276,498.00	12	£432,502.00	works costs/ including site supervision	19/10/2021	Gillian Howard	Gillian Howard/ Neil West		recalculation of further increased costs over and above those calculated for the September 2022 report being done. These costs will create another issue log and drawn down, however the market is not fluctuating as much as it was so have reduced the likelihood classifications
R19	5	(2) Financial	increased costs of site supervision due to delays,	increased site supervision costs and associated work	Possible	Serious	6	£90,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	regular construction meetings to get early warning of any problems.	£0.00	Possible	Minor	£77,000.00	3	£0.00	staff costs	08/11/2021	Gillian Howard	Gillian Howard/Ben Bishop		
R21	6	(1) Compliance/Regulatory	Traffic mix and timing review decisions are challenged and require legal advice and possibly goes to Court	significant delay to deliverign the outcome of the review, and if challenge lost this may impact the ability to progress	Possible	Major	12	£150,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	undertake process correctly and ensure decisions are made by Members with good evidence and data available to them	£0.00	Unlikely	Major	£150,000.00	8	£0.00	staff costs/ legal fees	03/08/2023	Gillian Howard	Gillian Howard		This sum is not to be used for public realm enhancements once risk of challenge regarding the Traffic and Timing review has passed
R22	6	(2) Financial	If the proposed level of monitoring, stakeholder engagement that is costed to see through the experiment is not sufficient, more surveys, support, time and work may be required to determine the experiments outcome	not enough money to undertake the additional things that may be asked of us which may be in addition to the proposed monitoring and engagement plans, or could be that more sites need to be included as the impact is wider than expected.	Possible	Serious	6	£100,000.00	N	B - Fairly Confident	working on the best information we have to set out a robust plan for monitoring and engagement for Memebrs to agree to reduce the chace of additional work being added after. But due to the experimetnal nature of the proejct, there is always a risk somethign may happen which is outside our control	£0.00	Possible	Serious	£100,000.00	6	£0.00	staff costs, fees, works	01/10/2024	Gillian Howard	Gillian Howard		This will be reviewed for the GS and CRP requested at that stage alongised any necessary funding Bid.

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City of London: Projects Procedure Corporate Risks Register

Project name: *All Change at Bank*

Unique project identifier: *11401*

Total est cost (exc risk) *£6677930*

Corporate Risk Matrix score table

PM's overall risk rating	Medium		Minor impact	Serious impact	Major impact	Extreme impact
Avg risk pre-mitigation	9.4	Likely	4	8	16	32
Avg risk post-mitigation	6.0	Possible	3	6	12	24
Red risks (open)	0	Unlikely	2	4	8	16
Amber risks (open)	4	Rare	1	2	4	8
Green risks (open)	1					

Costed risks identified (All)	£1,445,000.00	22%	Costed risk as % of total estimated cost of project
Costed risk pre-mitigation (open)	£1,103,000.00	17%	" "
Costed risk post-mitigation (open)	£647,498.00	10%	" "
Costed Risk Provision requested	£816,498.00	12%	CRP as % of total estimated cost of project

- (1) Service Delivery/ Performance
- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (4) Legal/ Statutory
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	6.0	£20,000.00	0	1	0
1	0.0	£150,000.00	0	0	0
3	6.0	£217,000.00	0	2	1
1	6.0	£8,000.00	0	1	0
1	12.0	£700,000.00	0	1	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	6.0	£8,000.00	0	1	0

Issues (open)	3
All Issues	3

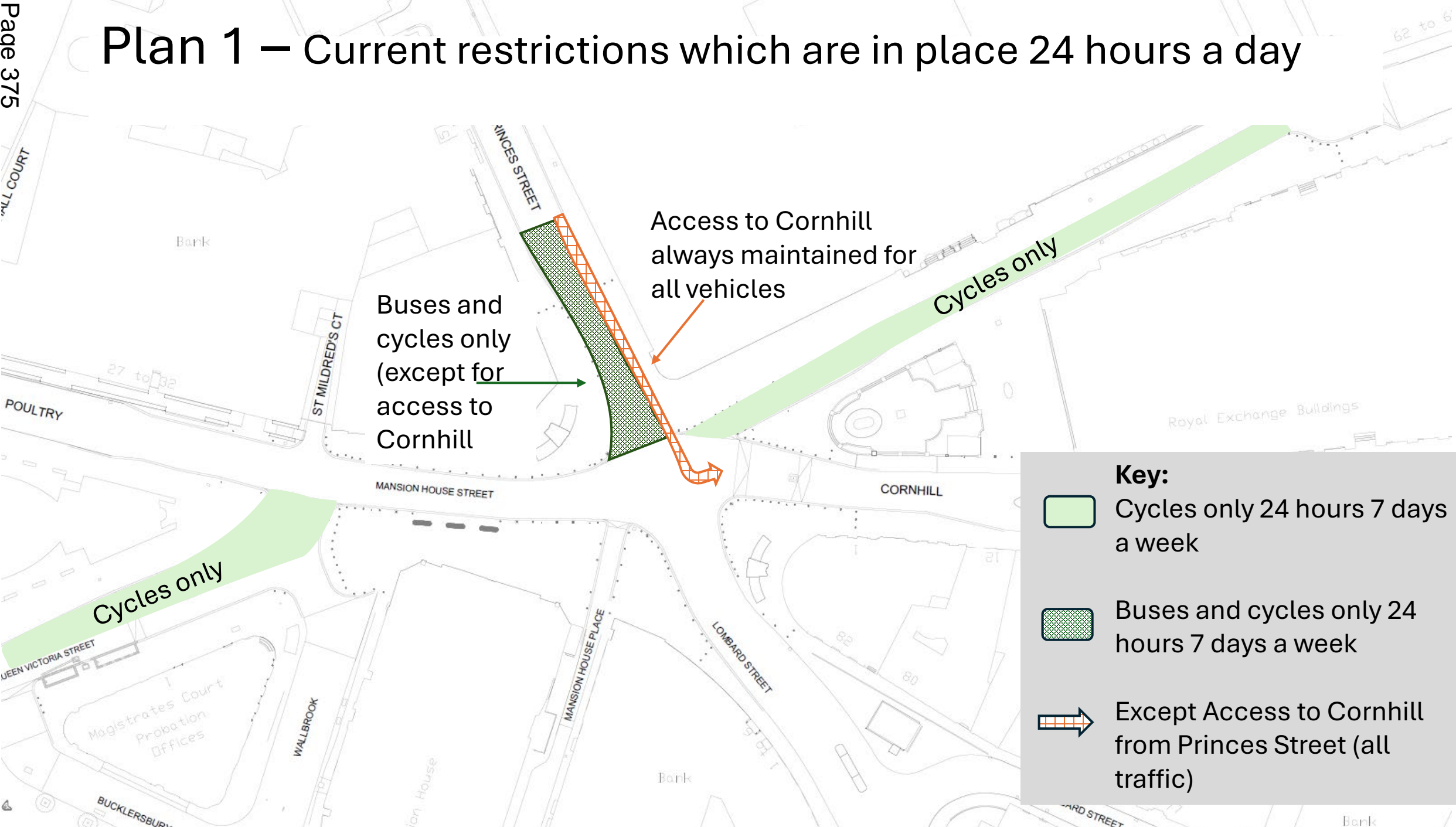
	Extreme	Major	Serious	Minor
Open Issues	1	0	1	1
All Issues	1	0	1	1

Cost to resolve all issues (on completion) £486,714.00

Total CRP used to date £626,714.00

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Plan 1 – Current restrictions which are in place 24 hours a day



Buses and cycles only (except for access to Cornhill)

Access to Cornhill always maintained for all vehicles

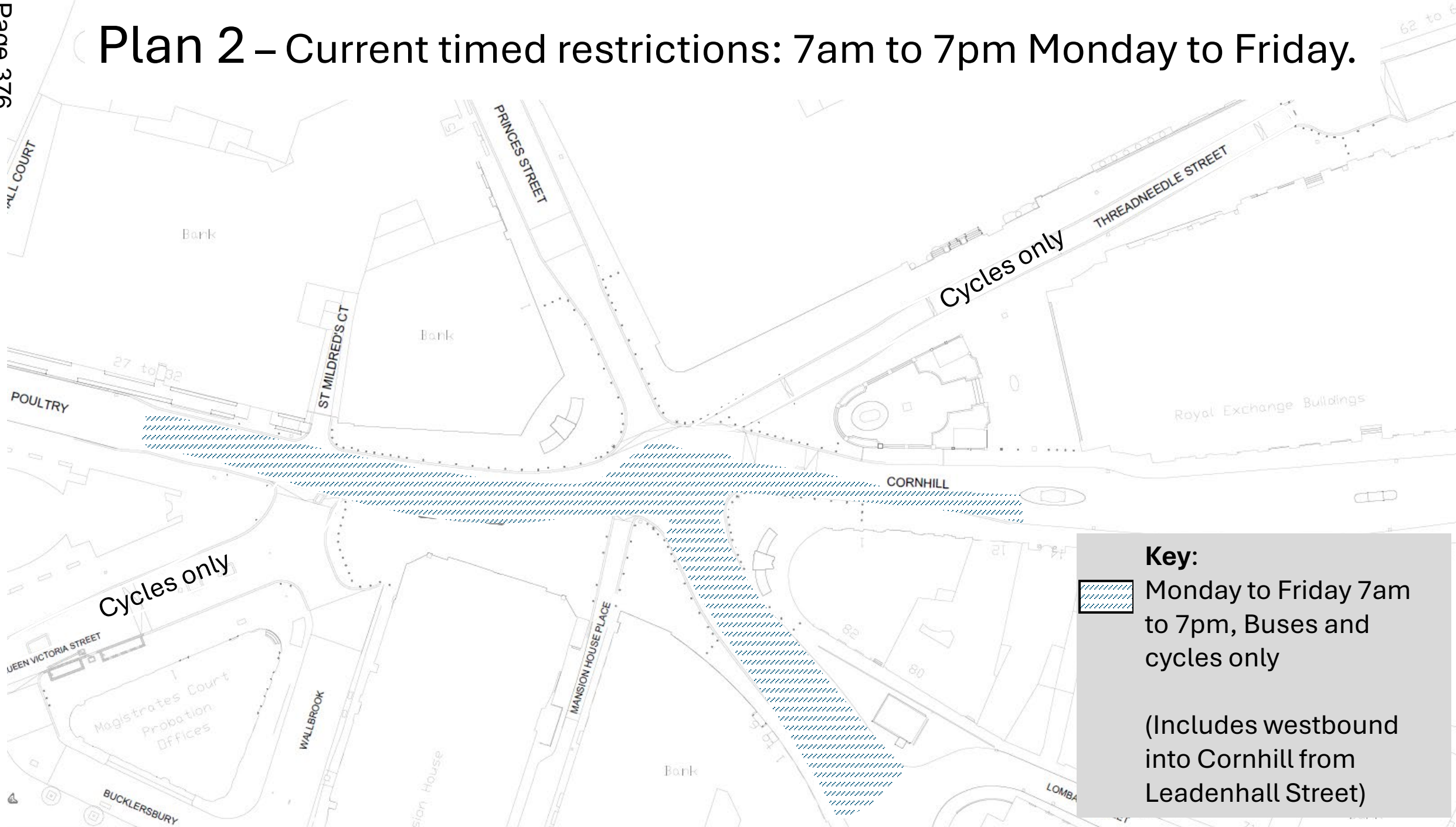
Cycles only

Cycles only


Key:

- Cycles only 24 hours 7 days a week
- Buses and cycles only 24 hours 7 days a week
- Except Access to Cornhill from Princes Street (all traffic)

Plan 2 – Current timed restrictions: 7am to 7pm Monday to Friday.



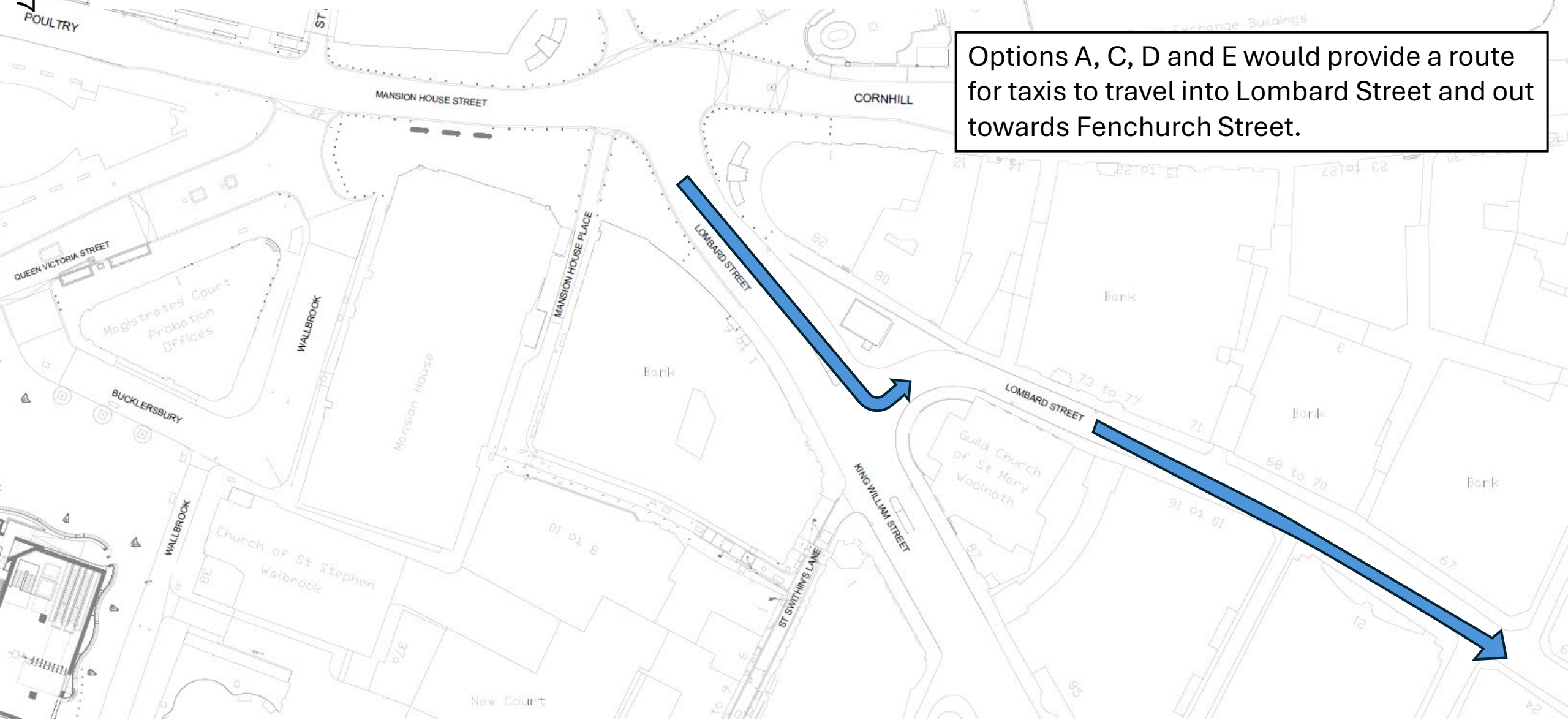
Key:

 Monday to Friday 7am to 7pm, Buses and cycles only

(Includes westbound into Cornhill from Leadenhall Street)

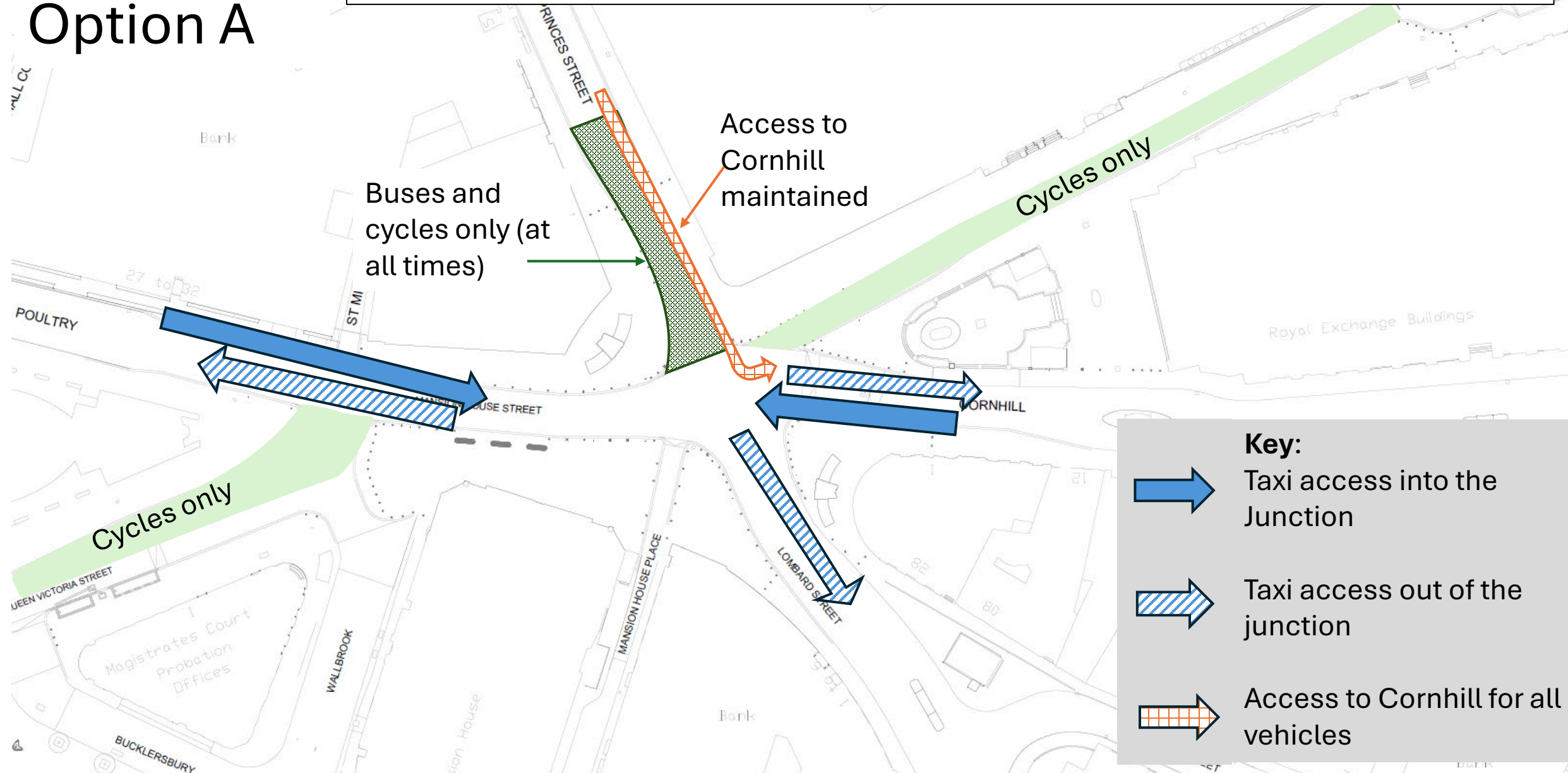
Plan 3: Route into Lombard Street

Options A, C, D and E would provide a route for taxis to travel into Lombard Street and out towards Fenchurch Street.



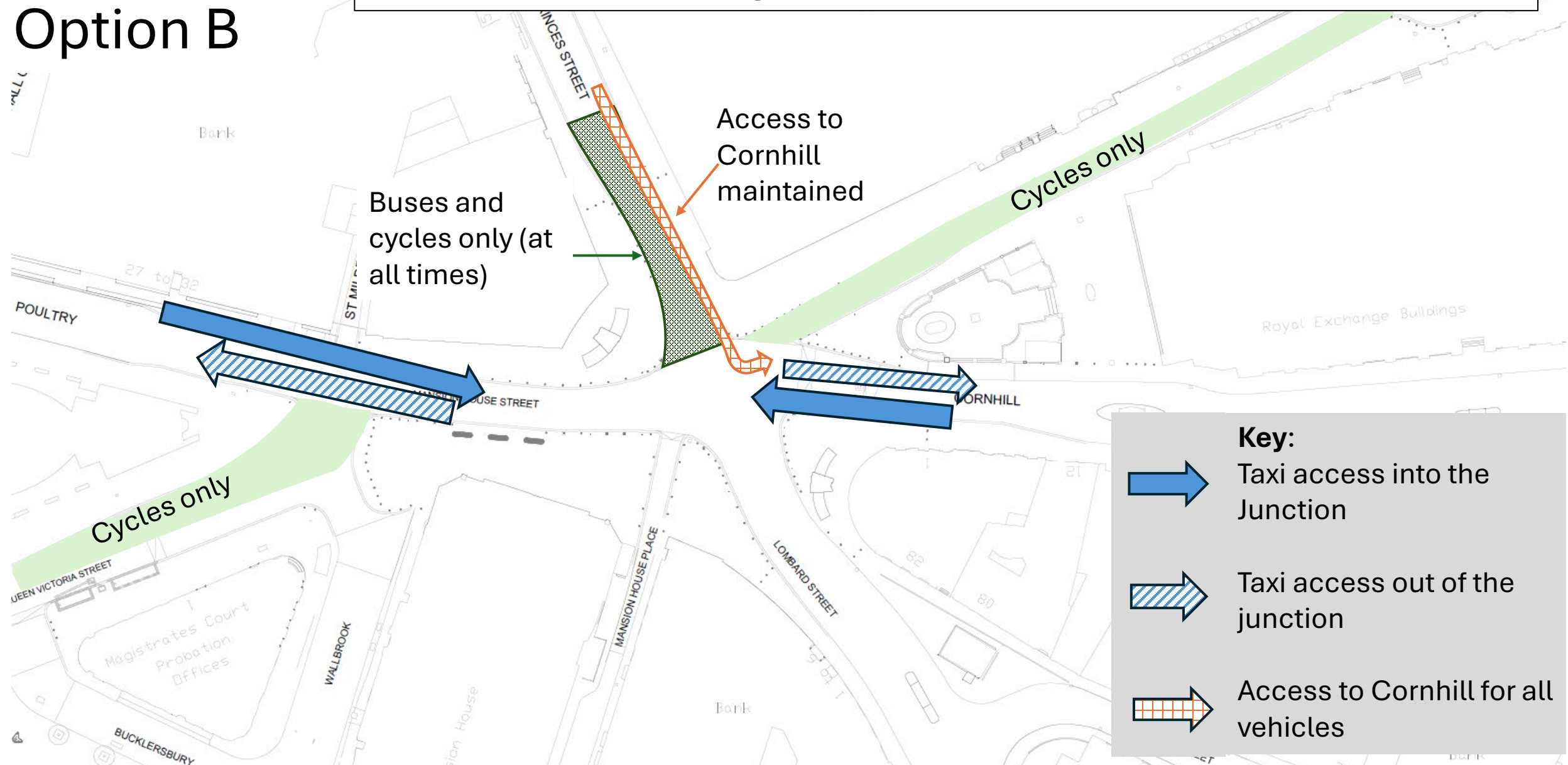
Plan 4 Option A

Taxis enter from Poultry and Cornhill only, but all permitted movements are allowed within the junction i.e. access to southbound Lombard Street/King William Street. There is no access into Princes Street (northbound)



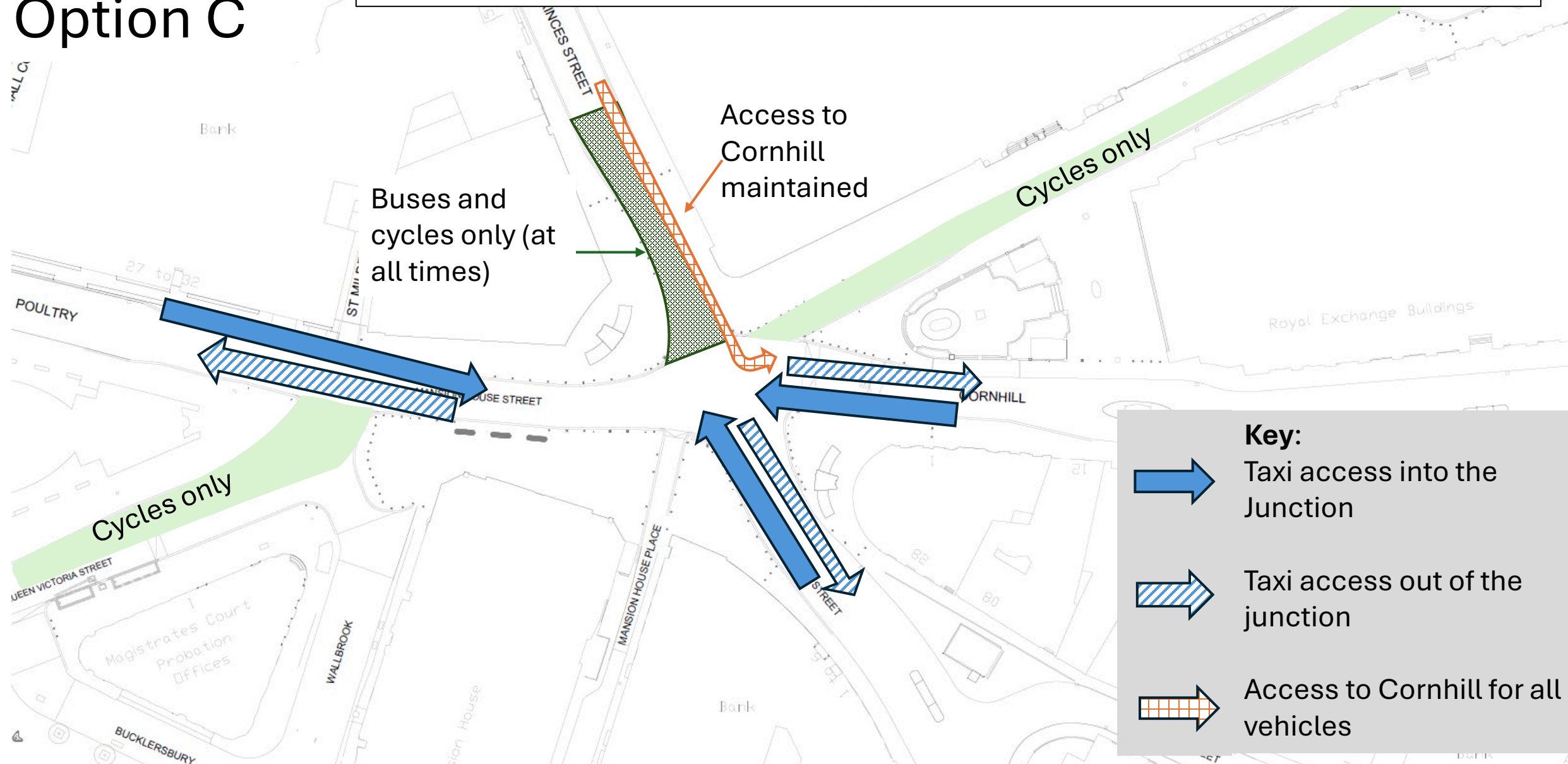
Plan 5 Option B

Taxis enter from Poultry and Cornhill but can only proceed straight ahead onto either Cornhill or Poultry. No turning movements from the junction would be permitted, with no access to Lombard Street/King William Street.



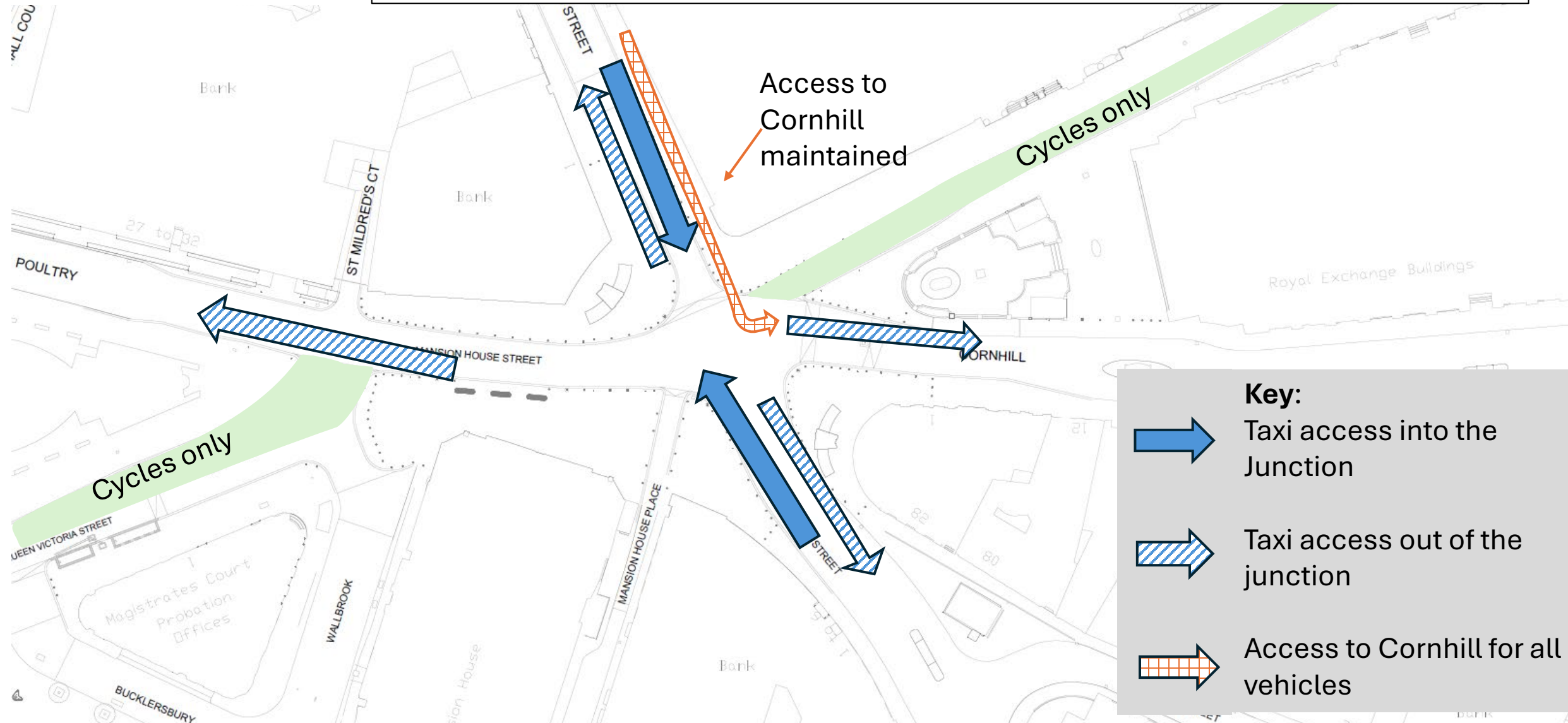
Plan 6 Option C

Taxis would be allowed to approach from Poultry, Cornhill and King William Street and be able to make all permitted movements between these three arms.
Taxis would not be permitted to travel northbound on Princes Street.






Plan 7 Option D

Taxis would be allowed to enter the junction from King Williams Street and Princes Street only. They would be allowed to undertake any movement permitted to a bus, i.e. could turn to use Poultry and Cornhill from both arms and could also travel northbound on Princes Street.

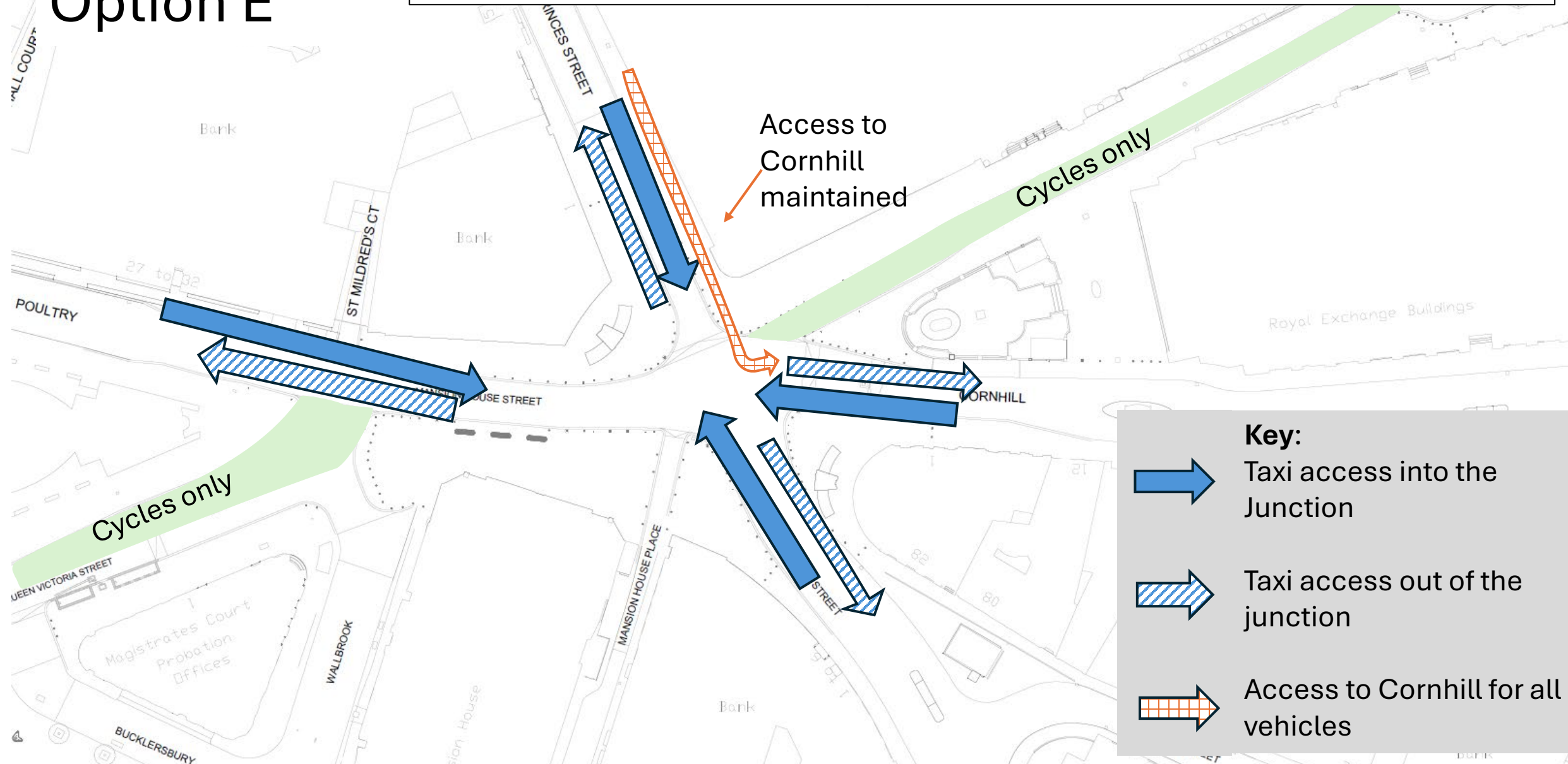


Key:




-  Taxi access into the Junction
-  Taxi access out of the junction
-  Access to Cornhill for all vehicles

Plan 8 Option E

This routing option is to open all four arms, Princes Street, Cornhill, King William Street and Poultry with all permitted movements for buses allowed. This option includes travelling northbound on Princes Street from King William Street.



Key:

-  Taxi access into the Junction
-  Taxi access out of the junction
-  Access to Cornhill for all vehicles

Committees: Streets and Walkways Sub-Committee <i>[for decision]</i> Projects and Procurement Sub <i>[for information]</i>	Dates: 19 November 2024 9 December 2024
Subject: 2 Aldermanbury Square Unique Project Identifier: 12359	Gateway 4: Detailed Options Appraisal (Regular)
Report of: Executive Director Environment Report Author: Andrea Moravicova	For Information
<h1 style="margin: 0;">PUBLIC</h1>	

1. Status update	<p>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.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): £0.86M – £1.2M</p> <p>Change in Total Estimated Cost of Project (excluding risk): The total estimated cost of the project remains within the range provided at Gateway 2 and Gateway 3 (£0.83M - £1.2M).</p> <p>Spend to Date: £59,864</p> <p>Costed Risk Provision Utilised: None</p> <p>Slippage: None</p>
2. Next steps and requested decisions	<p>Next Gateway: Gateway 5 (Authority to Start Work)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Complete the detailed design for the recommended option and draft construction package. • Finalise the Section 278 agreement with the 2 Aldermanbury Square developer to receive the funding necessary to procure material and works in readiness for implementation.

	<ul style="list-style-type: none"> • Prepare Gateway 5 report requesting authorisation to start works for approval under delegated authority in Q1 2025. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Authorise officers to progress with detailed designs for the recommended Option 2 outlined below to be fully funded by Section 278 agreement with the developer of 2 Aldermanbury Square and undertake relevant consultations, including Traffic Management Orders if necessary. 2. Authorise officers to invoice the developer for additional staff costs, as outlined Table 1 in section 3 below, required to progress the project to the next Gateway (Authority to Start Works). 3. Note the total estimated cost of the project at £926,023 based on option 2 (excluding risk). 4. Note that, as per the Projects Procedure and subject to approval of the recommended Option 2, and scope and costs remaining within the parameters agreed in this report, the approval of Gateway 5 report will be delegated to Director City Operations. 5. Approve the Risk Register in Appendix 6; and delegate approval of any future costed risk provision and its drawdown to Executive Director Environment should this be required at Gateway 5. 6. Delegate to the Director City Operations, in consultation with the Chamberlain, authority to further increase or amend the project budgets in future (above the level of existing delegated authority) provided any increase is fully funded by the developer, and the scope and timelines of the project remain unchanged.
<p>3. Resource requirements to reach next Gateway</p>	<p>The total cost of the project for the recommended design (Option 2) is currently estimated at £926,023.</p> <p>Expenditure to date is £59,864. Activities completed include further liaison between City officers and the developer, and vehicle tracking studies to ensure the most suitable option is proposed to be taken forward to detailed design and implementation.</p> <p>Table 1 outlines the costs necessary to reach the next Gateway (Authority to Start Works).</p> <p>The staff costs will cover project management, detailed design and construction package completion, local stakeholder liaison, developer negotiations and report writing.</p> <p>Table 2 indicates an estimate of the overall costs of the project, including maintenance, for implementation of the recommended Option 2.</p>

Table 1: Revised budget to reach next Gateway			
Item	Funds received to date (£)	Resource required to reach next gateway (£)	Revised budget to next gateway (£)
Staff costs	37,000	14,953	51,953
Fees	63,000	0	63,000
Total	100,000	14,953	114,953

Table 2: Estimated overall costs for Option 2		
Item	Cost (£)	Funds/ Source of Funding
Staff costs	202,000	S.278
Fees	89,830	
Works	495,104	
Utilities	95,000	
Planting	10,000	
Maintenance	34,089	
Total	926,023	

Please see Appendix 3 for more information.

Legal fees are secured by undertakings and are therefore excluded from the Section 278 works payment.

Costed Risk Provision requested for this Gateway: None requested at this gateway. Costed risk Provision will be requested at G5 for the construction phase.

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 design options, all reflecting the scope of works outlined in the Section 106 agreement, have been progressed. All three options have the same design for Basinghall Street but differ in the proposals for London Wall as described below and shown in Appendix 2.

Basinghall Street design proposal

- Repave the north footway along the development between eastern end of the development site to Brewers Hall Gardens in York stone.

- Adjust the Basinghall Street / Basinghall Avenue junction to help integrate a new pedestrian route through the development site.
- Raise carriageway to the footway level at the Basinghall Street / Basinghall Avenue junction to aid people walking and wheeling.
- Re-introduce trees to the north footway between Basinghall Avenue and Aldermanbury.
- Install seating to help improve the health and accessibility index.

London Wall design options proposal

Option 1 (the most ambitious changes to the London Wall area)

- 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 (recommended) – moderate changes to the London Wall area)

- Reduce road width of London Wall to one lane westbound (using line markings, with no changes to existing pavement widths).
- 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)

- 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.

Following further negotiations with the developer, it was concluded that Option 2 is the most proportionate, delivering what is required to mitigate the impact of the development and provide for a greater enhanced public realm in the vicinity of their development. These changes align with the City's Transport Strategy objective to improve the experience for people walking, wheeling and cycling on City streets. The Option 2 design also affords flexibility should

future changes be implemented in light of developing ambitions for London Wall corridor, with minimal abortive costs.

Traffic implications

The proposal includes narrowing the westbound carriageway on London Wall to one lane. This will allow improvements to the cycle provision in the area.

London Wall westbound has been operating with one lane only between the access road to 1 Coleman Street and Brewers Hall Garden since January 2022, without significant impact on traffic flows. Therefore, the recommended Option 2 is thought to be acceptable. Further observation will be undertaken as part of the next stage of design which will also include liaison with TfL regarding the junction with Wood Street and any needed changes to the signal timings here. The detailed design will address any findings as necessary.

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 to varying extents, could potentially improve walking and wheeling experience for 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 test of relevance was shared and approved at the previous gateway and is attached for information at Appendix 4.

The Option 2 proposal has been 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.

CoLSAT Summary Results Table for Option 2

	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	2	0	1	0
Mobility Scooter user	2	0	2	0	2	1	1	1
Walking Aid user	0	0	0	0	1	0	1	0
Person with a walking impairment	0	0	0	0	1	1	3	1
Person who uses cycle as their primary mobility aid	2	0	0	0	4	2	4	2
Long cane user	1	0	1	1	2	2	2	2
Guide Dog user	1	0	0	0	3	1	3	2
Residual Sight user	0	0	0	0	3	0	0	1
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	2	0	1	0
Developmental Impairment	2	0	0	0	5	2	5	2
Total	10	0	3	0	29	9	22	9

The CoLSAT Summary table above shows the severe (0) and significant (1) issues identified through the CoLSAT assessments of the existing condition and the recommended design proposal. The proposed scheme has a potential to improve the walking and wheeling experience for all assessed characteristics. The recommended design would eliminate severe issues (0), and materially reduce the significant accessibility issues present in the area of Basinghall Street between Aldermanbury Square and Basinghall Avenue. The scheme, however, will be unable to resolve a small number of accessibility issues, these relate to: taxi drop-off locations, 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 proposed Options 1 and 2. Basinghall Street score remains unchanged as the design remains the same in all options.

The minor changes to the London Wall design, which retains a reduction of the motorised traffic to one-lane, result in Option 2 scoring four points lower than Option 1, however this is considered acceptable.

Healthy Street score for London Wall comparing the existing situation (faded colour) and the proposed Option 2 design (bold colour)

	Existing Layout Score	Proposed Option 2 Score
Healthy Streets Score	43	48
Everyone feels welcome	51	60
Easy to cross	25	33
Shade and shelter	17	17
Places to stop and rest	67	73
Not too noisy	33	33
People choose to walk and cycle	51	60
People feel safe	49	56
Things to see and do	67	67
People feel relaxed	51	60
Clean air	25	25

Healthy Street score for Basinghall Street comparing the existing situation (faded colour) and the proposed design which remains the same for each option (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

	More detail of the CoLSAT and Healthy Streets assessments are shown in Appendix 5.
5. Recommendation	<p>It is recommended that the detailed design for the recommended Option 2 is progressed and implemented, subject to receipt of Section 278 funds from the developer.</p> <p>This option aligns with the objectives of the City's Transport Strategy to improve experience for people walking, wheeling and cycling on City streets. It also allows for further changes to London Wall, should these be needed following the outcome of the London Wall corridor feasibility study which looks at the long-term future of London Wall and will be reported on in due course.</p>
6. Risk	<p>The key risks of the project</p> <p><i>1. Programme delays.</i> 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.</p> <p><i>2. Increase in the overall project costs.</i> Risk response: reduce Any unforeseen circumstances are likely to increase the cost of the project. Although these costs will be covered by the developer under Section 278 agreement, officers are undertaking all reasonable steps, including ground investigations and other necessary surveys and assessment to ensure the cost estimates are as accurate as possible.</p> <p>Issues</p> <p><i>Developer disagrees with the upper cost estimate of the project.</i> Risk response: accept All options were designed to align with the scope defined within the S106 agreement to mitigate the impact of the development. Following further discussions with the developer, it has now been agreed that Option 2 is the most proportionate overall, ensuring the developer is meeting their obligations to the Corporation whilst also improving the public realm in the vicinity of the site. Accordingly, this report proposes to progress Option 2 to detailed design in readiness for implementation. Further information available in the Risk Register (Appendix 6) and Options Appraisal below.</p>
7. Procurement strategy	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.
8. Programme	<p>Key dates:</p> <ul style="list-style-type: none"> • Finalise S278 Agreement – December 2024 • Commence with drafting a construction package – December 2024 • Gateway 5 report (delegated) – Q1 2025 • Issue Construction package – April 2025 • Pre-construction planning – April / June 2025 • Project construction starts – summer 2025* • Construction completion – summer 2026* • G6 report – Q4 2026 <p>*Construction start and end dates will be aligned to the developer's programme.</p>

Appendices

Appendix 1	Project coversheet
Appendix 2	Design Options Plans
Appendix 3	Finance Tables
Appendix 4	Test of Relevance
Appendix 5	City of London Streets Accessibility & Healthy Streets assessments
Appendix 6	Risk Register

Contact

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Telephone Number	020 7332 3925

Options Appraisal Matrix

Option Summary	Option 1	Option 2	Option 3
1. Brief description of option	<p>Section 278 highway works in the immediate vicinity of the new development at 2 Aldermanbury Square.</p> <p>All three options have the same design proposed for Basinghall Street but differ in the proposals for London Wall.</p> <p>Basinghall Street proposals:</p> <ul style="list-style-type: none"> • Repave the north footway along the development between eastern end of the development site to Brewers Hall Gardens in York stone. • Adjust the Basinghall Street / Basinghall Avenue junction to help integrate a new pedestrian route through the development site. • Raise carriageway to the footway level at the Basinghall Street / Basinghall Avenue junction to aid people walking and wheeling. • Re-introduce trees to the north footway between Basinghall Avenue and Aldermanbury. • Install seating to improve street's health and accessibility index. 		
2. Scope and exclusions	<p>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.</p> <ul style="list-style-type: none"> • 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. 	<p>Proposal aligns to the scope outlined in the Section 106 agreement, but with no changes to the southern pavement on London Wall.</p> <ul style="list-style-type: none"> • Changes to junction of Basinghall Street and Basinghall Avenue • Improvements to cycling provision on London Wall westbound. • Repaving surfaces in the City standard palette <p>Exclusions:</p> <ul style="list-style-type: none"> • Widening the southern pavement on London Wall 	<p>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.</p> <ul style="list-style-type: none"> • Changes to junction of Basinghall Street and Basinghall Avenue • Improvements to cycling provision on London Wall westbound. • Repaving surfaces in the City standard palette <p>Exclusions:</p> <ul style="list-style-type: none"> • Widening the southern pavement on London Wall • Widening the central reservation at the existing raised tables on London Wall.

Option Summary	Option 1	Option 2	Option 3
Project Planning			
3. Programme and key dates	<p>Expected completion: 2026*</p> <p>Key dates:</p> <ul style="list-style-type: none"> • Finalise S278 Agreement – December 2024 • Commence with drafting a construction package – December 2024 • Gateway 5 report (delegated) – Q1 2025 • Issue Construction package – April 2025 • Pre-construction planning – April / June 2025 • Project construction starts – summer 2025* • Construction completion – summer 2026* • G6 report – Q4 2026 <p>*Construction start and end dates will be aligned to the developer's programme.</p>		
4. Risk implications	<p>Overall project risk: Low</p> <ol style="list-style-type: none"> 1. Delay to the Section 278 agreement sign-off 2. Programme delays <p>Further information available within the Risk Register (Appendix 2).</p>		
5. Stakeholders and consultees	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Option Summary	Option 1	Option 2	Option 3
	<p>development helps promote active travel.</p> <ul style="list-style-type: none"> • Level crossings at the Basinghall Street / Basinghall Avenue junction improves the public 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. • 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. 	<p>active travel, albeit to a lesser extent than Option 1.</p> <ul style="list-style-type: none"> • Level crossings at the Basinghall Street / Basinghall Avenue junction improves the public realm for people walking and wheeling. • A hatched area to separate the cycle lane from motor vehicles on London Wall could contribute to safer experience for people cycling. 	<p>and wheeling, which helps promote active travel.</p> <ul style="list-style-type: none"> • Provision of a mandatory cycle lane.
<p>7. Disbenefits of option</p>	<ul style="list-style-type: none"> • Only one lane available to westbound motor vehicles could potentially increase travel times for people using motor vehicles. • Risks to programme and cost associated with widening the pavement and the impact this may have on the underground car park structure and pipe subway. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.
<p>Resource Implications</p>			

Option Summary	Option 1	Option 2	Option 3
8. Total estimated cost (including maintenance)	£1,222,596	£926,023	£865,060
9. Funding strategy	The project will be fully funded by external contribution from the developer through Section 278 agreement.		
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 recommended options offers good value for money and has been agreed with 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 on London Wall 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 on London Wall 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.

Option Summary	Option 1	Option 2	Option 3
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. IT implications	N/A		
19. Equality Impact Assessment	<p>The proposal aims to improve accessibility for people walking, wheeling and cycling.</p> <p>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.</p> <p>However, removal of a lane of traffic on London Wall may increase the travel times and costs, and therefore negatively impact some people with these protected characteristics, who may be more reliant on a motor vehicle as a mobility aid.</p>	<p>The test of relevance assessment concluded the proposed changes will have either positive or 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.</p> <p>The potential of increased travel times and costs for people with protected characteristics who may be more reliant on a motor vehicle as a mobility aid will remain the same as per Option 1.</p>	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 that Option 2 is progressed to detailed design and implemented, subject to receipt of Section 278 funds from the developer. This option aligns with the objectives of the City's Transport Strategy to improve experience for people walking, wheeling and cycling on City streets. It also allows for further changes to London Wall, should these be needed following the outcome of the London Wall corridor feasibility study which looks at the long-term future of London Wall and will be reported on in due course.		

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 – December 2024
- Gateway 4 report – November 2024
- Draft Construction package – December 2024
- Gateway 5 report – Q1 2025
- Issue Construction package – April 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.

'Options Appraisal' G3 report (as approved by Streets and Walkways Sub Committee on 09/07/2024):

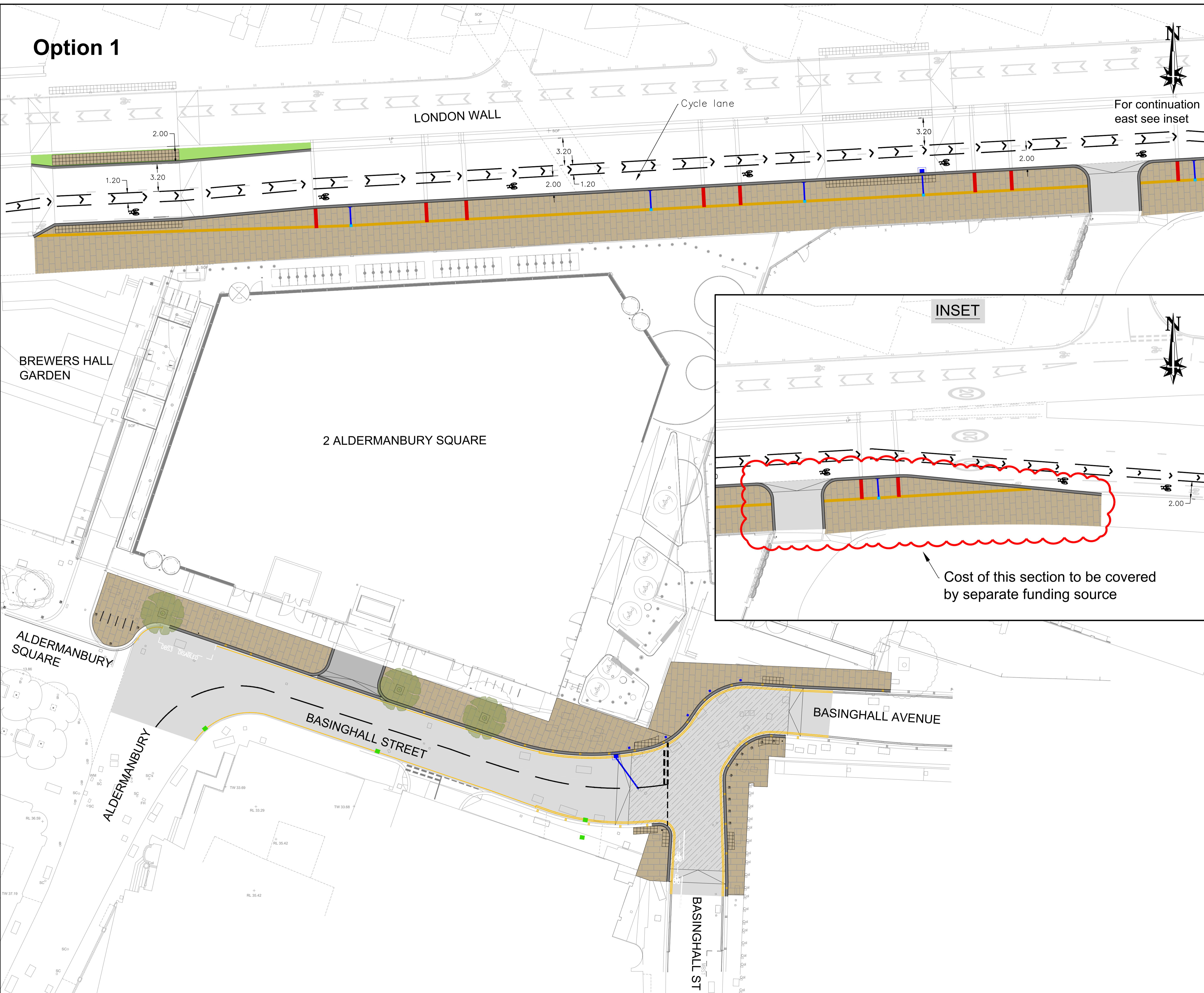
- Total Estimated Cost (excluding risk): £833,060 - £1,204,096 (remains within the range provided at Gateway 2).
- Resources to reach next Gateway (excluding risk): N/A
- Spend to date: £50,088
- Costed Risk Against the Project: None
- Estimated Programme Dates:
 - Lower range estimate: works start mid-2025
 - Upper range estimate: works start late 2025 / early 2026

Scope/Design:

Remains the same as per G2. The scope is defined within S106 agreement.

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

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 drainage 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
 - Existing bollard to be retained
 - Existing sign post to be retained
 - Clean out existing gully and replace grate with cycle friendly design

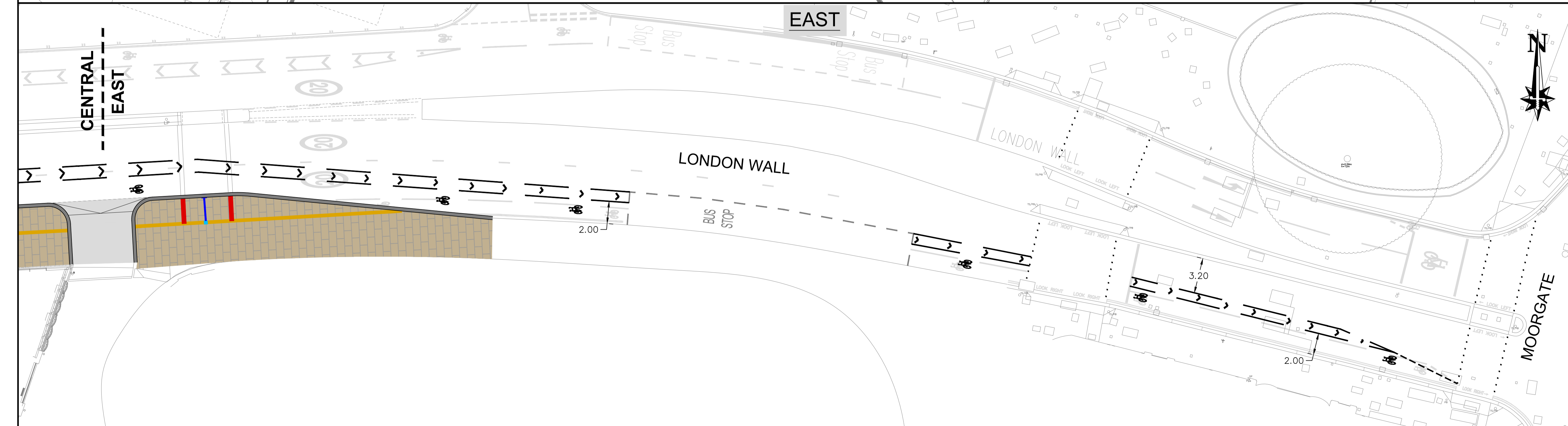
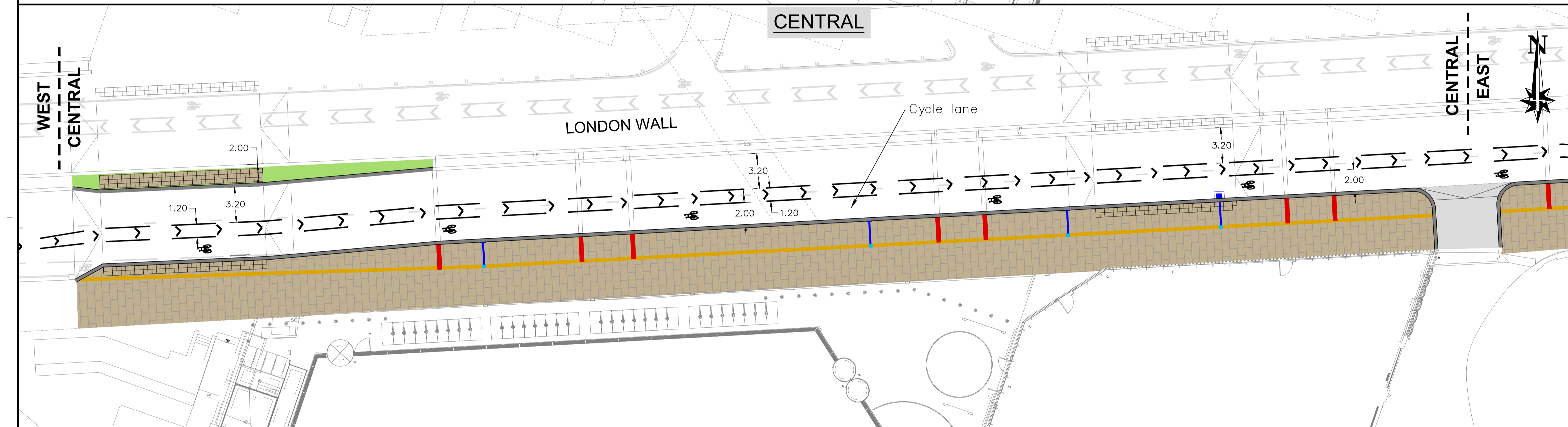
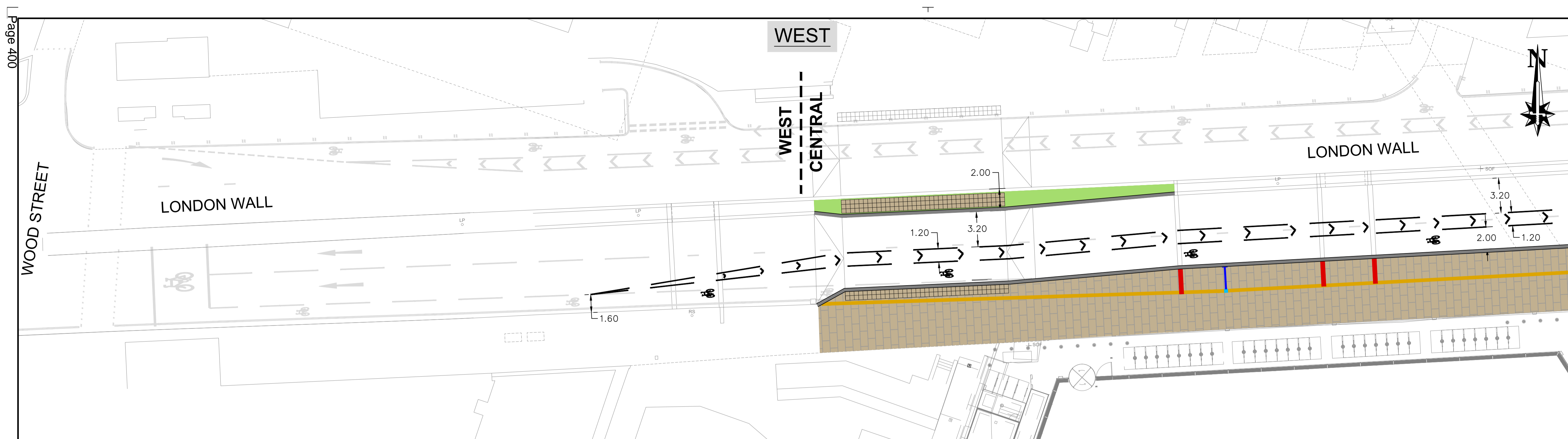
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		Revision	

PROJECT:
**2 ALDERMANBURY SQUARE
S278**

TITLE:
**OPTION 1
GENERAL ARRANGEMENT
MAIN SHEET**

CLIENT:
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AND CONSTRUCTION**
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CITY OF LONDON
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Key

- Proposed new kerb line
- New Yorkstone paving
- Proposed line marking
- Proposed blister tactile paving
- Proposed yorkstone surface drainage channel
- Proposed new carriageway drainage catch pit
- Proposed new wier gully in kerb line
- Proposed new footway drainage catch pit
- Proposed new drainage pipe connection
- Structural joint footway cover
- Proposed carriageway resurfacing
- Proposed new mastic footway

Rev No.	Date	Description	By
Revision			

PROJECT:
**2 ALDERMANBURY SQUARE
S278**

TITLE:
**OPTION 1
GENERAL ARRANGEMENT
LONDON WALL DETAIL**

CLIENT:
**HIGHWAY DESIGN
AND CONSTRUCTION**

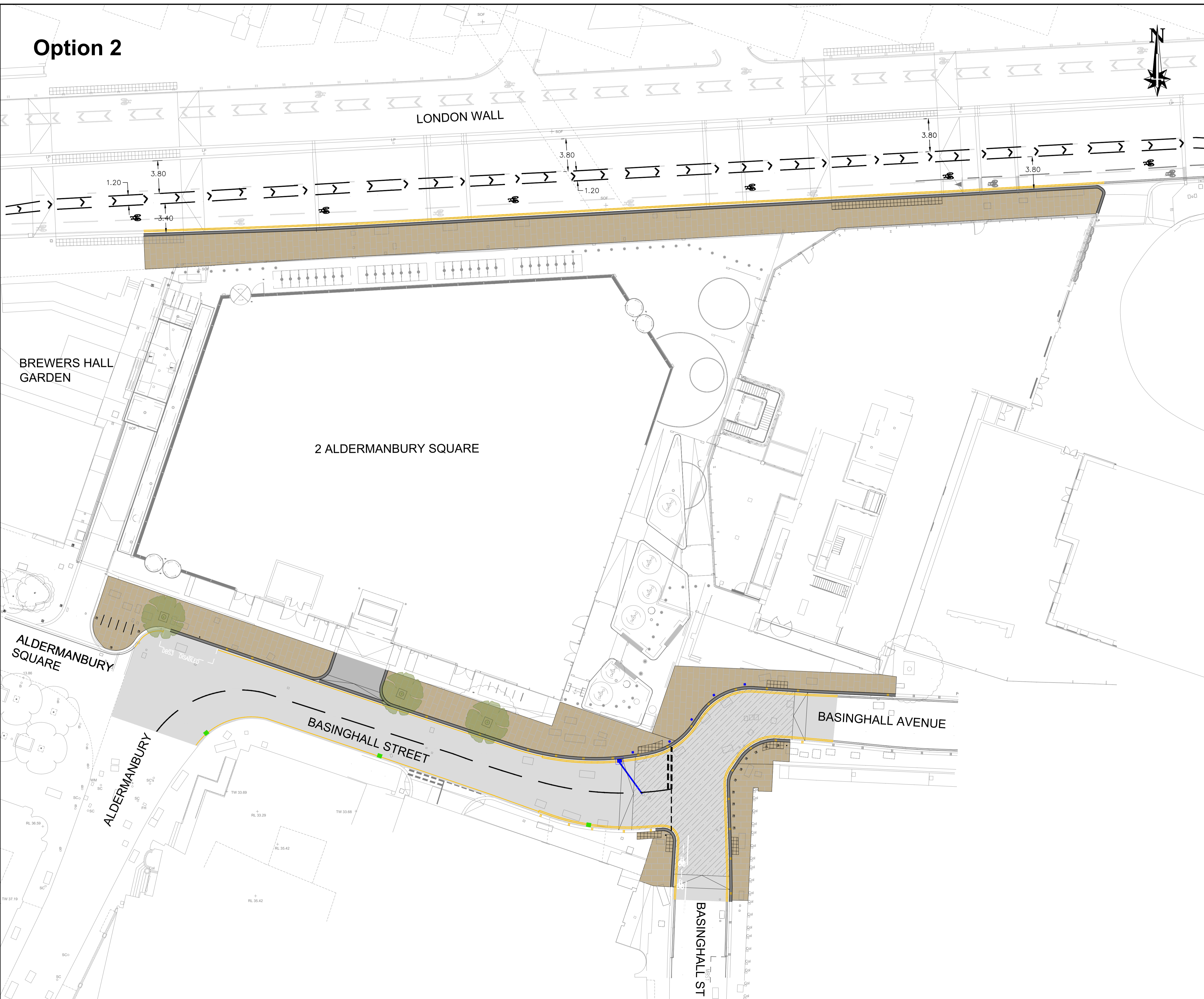
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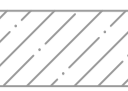
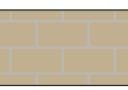

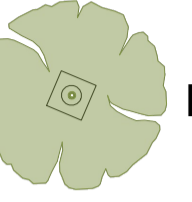
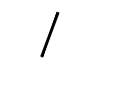

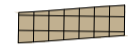







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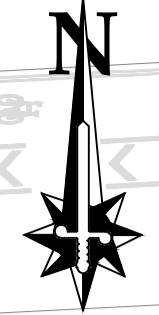
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Option 2



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
-  Existing bollard to be retained
-  Existing sign post to be retained
-  Clean out existing gully and replace grate with cycle friendly design



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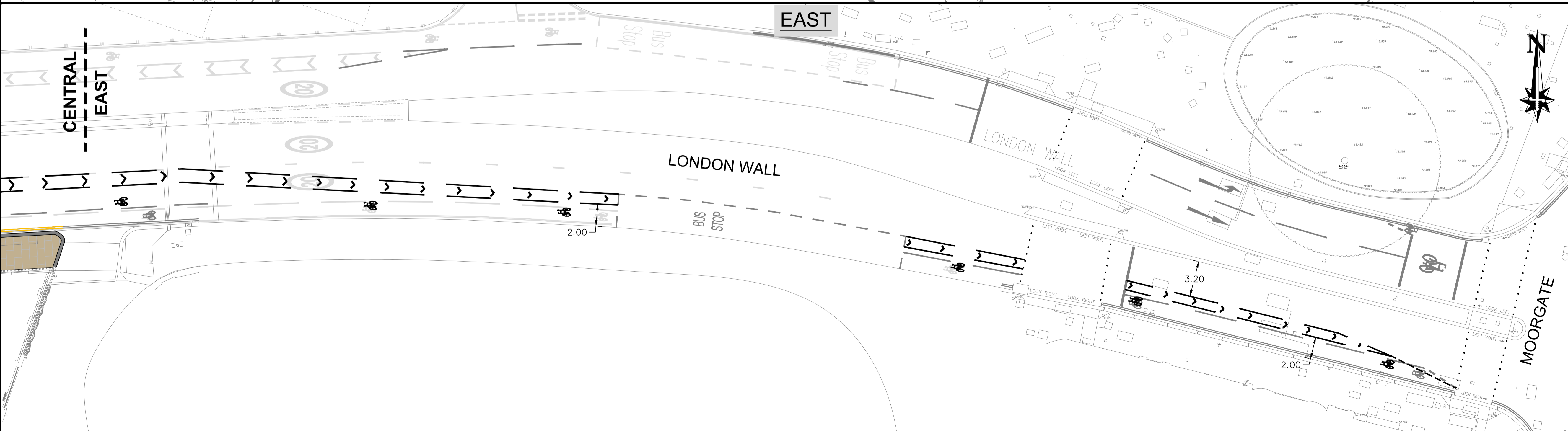
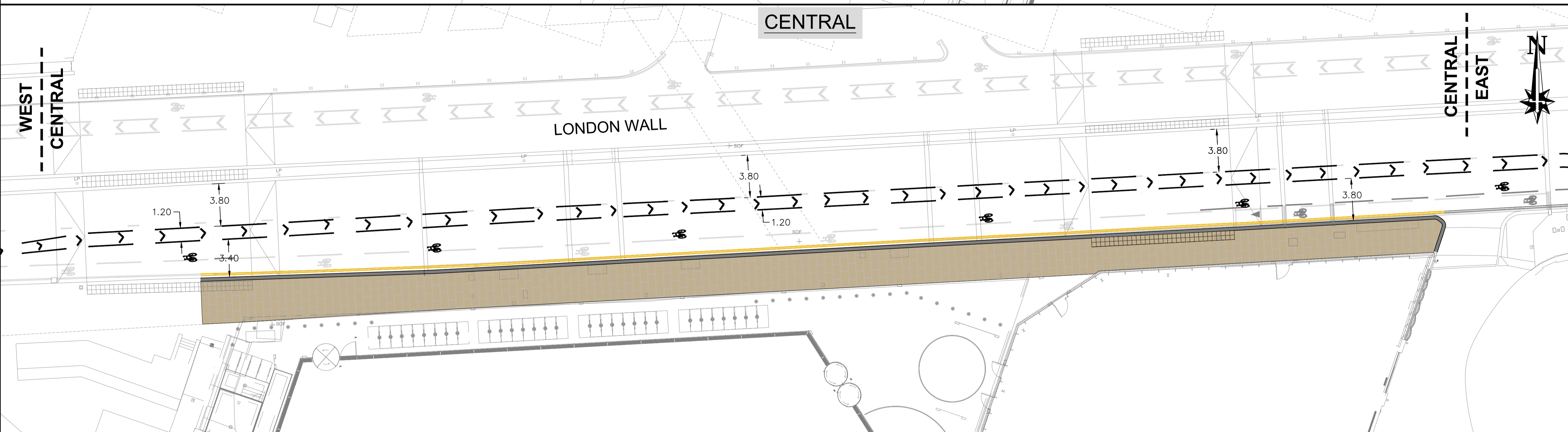
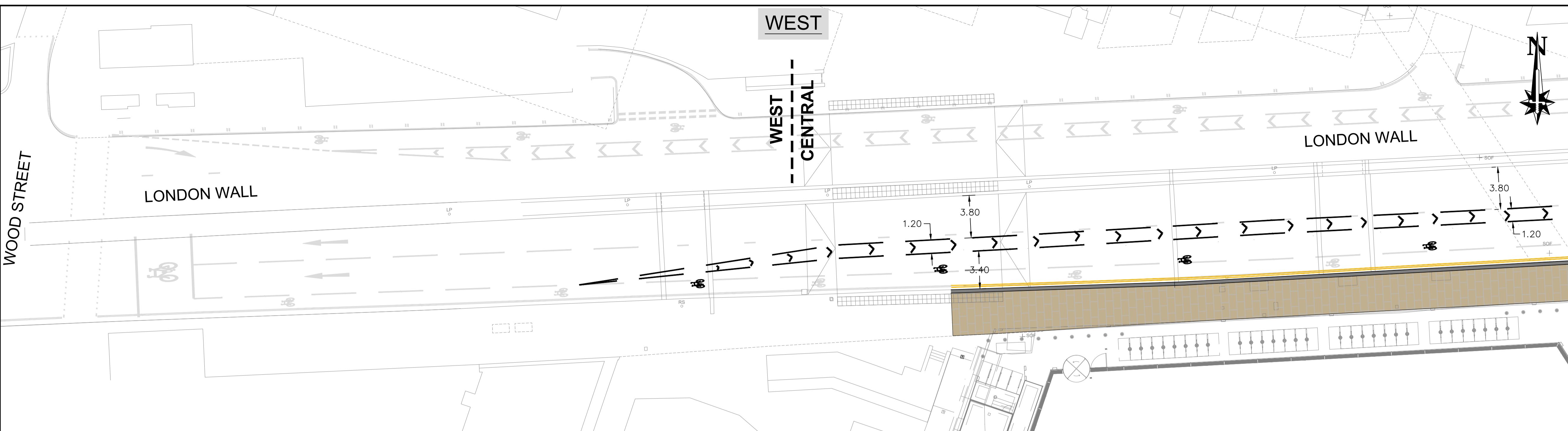
PROJECT:
**2 ALDERMANBURY SQUARE
 S278**

TITLE:
**OPTION 2
 GENERAL ARRANGEMENT
 MAIN SHEET**




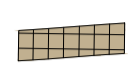
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Key

-  Proposed new kerb line
-  New Yorkstone paving
-  Proposed line marking
-  Proposed blister tactile paving

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**2 ALDERMANBURY SQUARE
 S278**

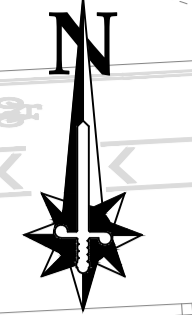
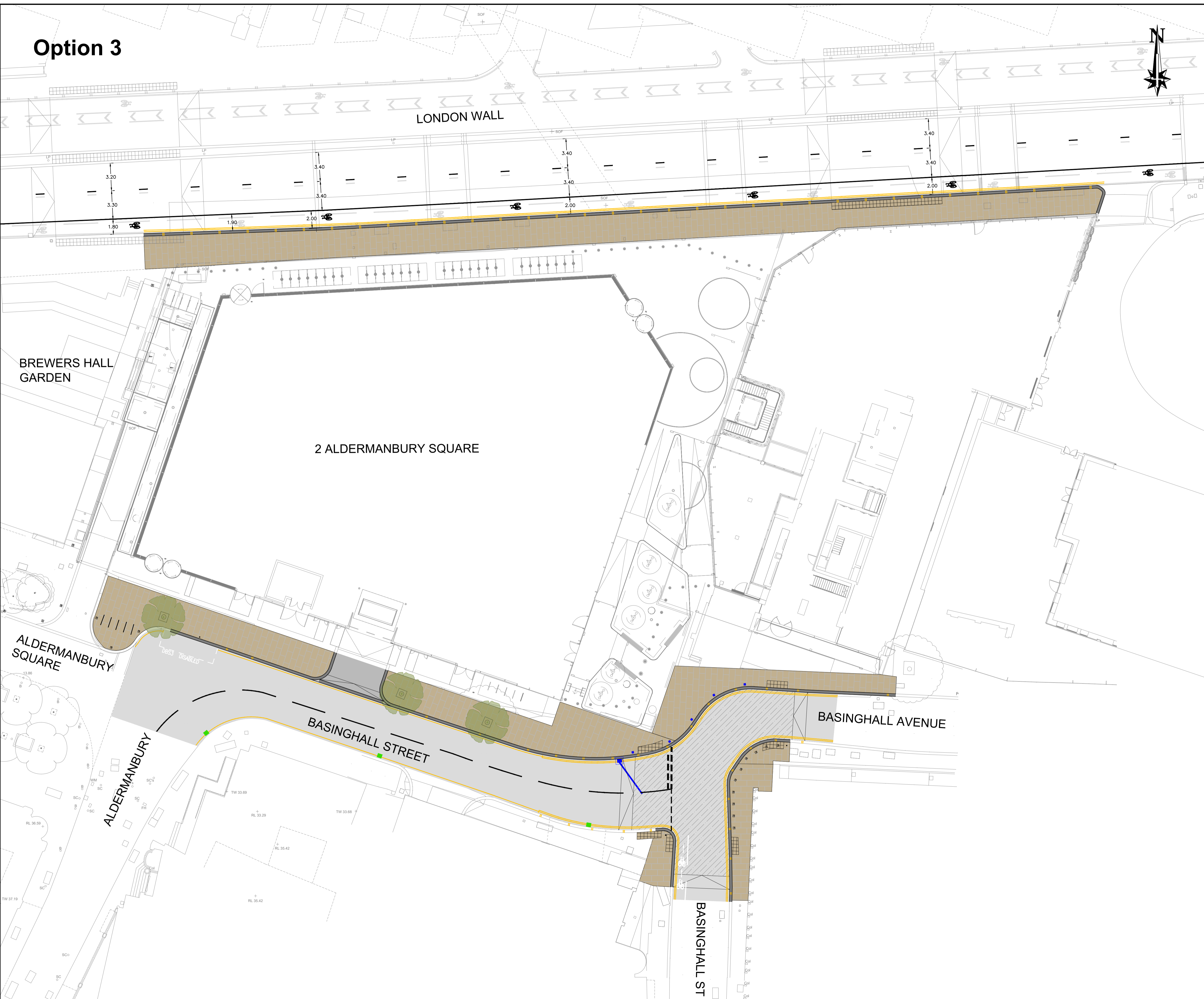
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Option 3



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
- Existing bollard to be retained
- Existing sign post to be retained
- Clean out existing gully and replace grate with cycle friendly design

Rev No.	Date	Description	By
Revision			

PROJECT:
**2 ALDERMANBURY SQUARE
S278**

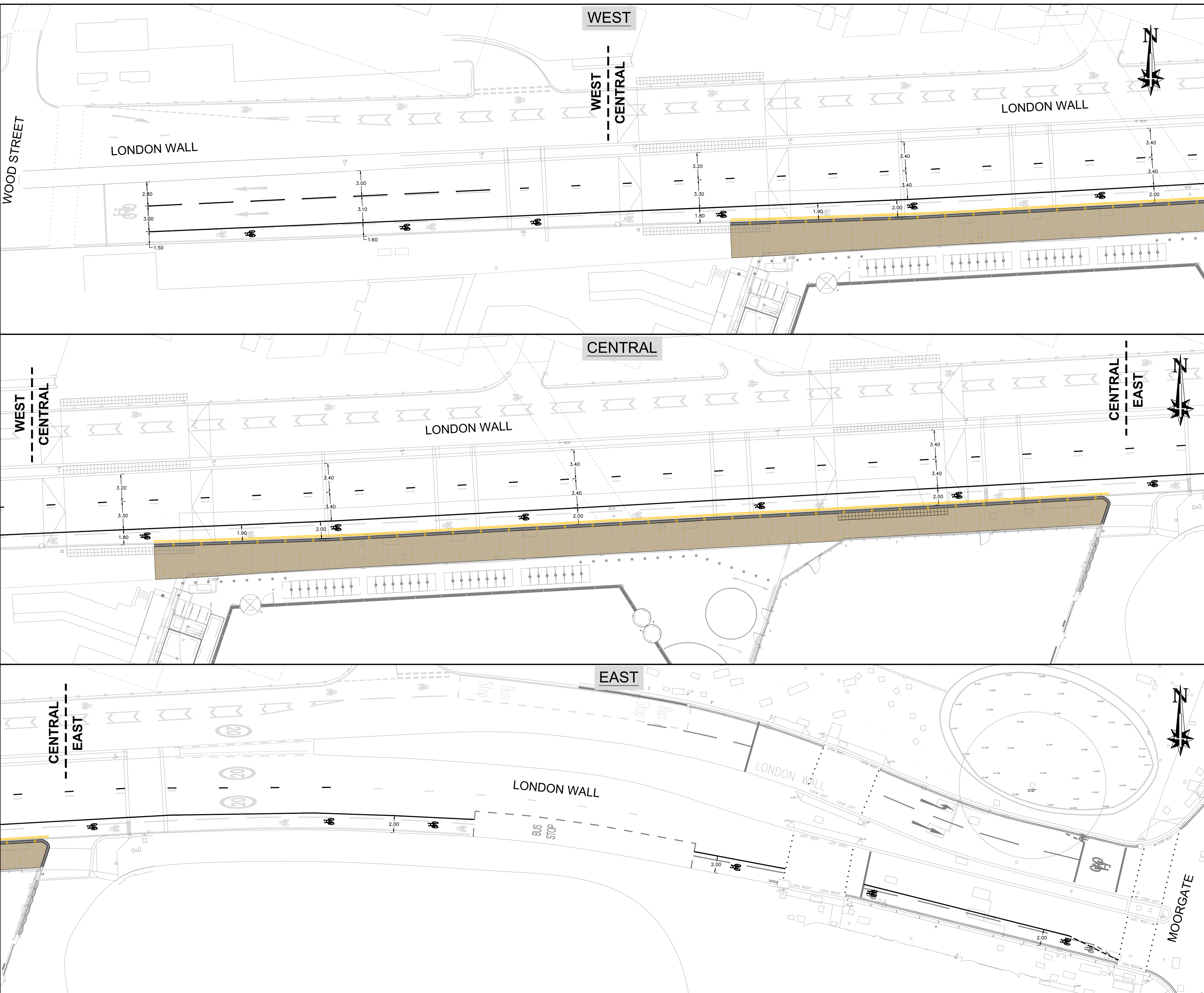
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Key

- Proposed new kerb line
- New Yorkstone paving
- Proposed line marking
- Proposed blister tactile paving

Rev No.	Date	Description	By
Revision			

PROJECT:
**2 ALDERMANBURY SQUARE
 S278**

TITLE:
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Appendix 2

Table 1: Expenditure to Date: 2 Aldermanbury Square S278 - 16800476			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	14,000	11,361	2,639
P&T Staff Costs	23,000	19,336	3,664
P&T Fees	63,000	28,802	34,198
TOTAL	100,000	59,499	40,501

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	14,000	11,002	25,002
P&T Staff Costs	23,000	3,951	26,951
P&T Fees	63,000	-	63,000
TOTAL	100,000	14,953	114,953

Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
S278	100,000	14,953	114,953
Total Funding Drawdown	100,000	14,953	114,953

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TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on City of London Intranet at: [Equality and Inclusion](#)

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 statutory ‘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
- Sexual orientation

It is also Corporation policy to give voluntary (non-statutory) ‘due regard’ to the impact upon Social Mobility

What is due regard?

- Statutorily, 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 rigour 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.

The Corporation has also adopted a voluntary (non-statutory) due regard of the impact upon social mobility issues. This should be considered generally and, more specifically, against the aims/objectives in the Social Mobility Strategy, 2018-28.

How to demonstrate compliance

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 rigour 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 data 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 must 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 references to it in the Background Papers when reporting to the Committee or other decision making process.

1. Proposal / Project Title: 2 Aldermanbury Square (London Wall)

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):

Improvements to the public realm area in the vicinity of a new development at 2 Aldermanbury Square.

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.

The project aims to:

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

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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Through the Option 1 design, older and younger people and children are likely to benefit from the proposals to renew the surfaces, widen footways and central reservation at the existing raised tables on London Wall. They are also likely to benefit from a new level crossing at Basinghall Street junction.

				<p>Option 2 design will likely benefit older people, younger people and children to walk, wheel through the area.</p> <p>However, it is acknowledged, that the Options 1 and 2 have a potential to impede people with this protected characteristic, as they are more likely to be reliant on using motor vehicle as a mobility aid. This is because reducing the road to one lane on London Wall could potentially increase the travel time and its cost.</p> <p>Option 3 will bring benefits to people walking and wheeling in Basinghall Street; the impact of changes in London Wall will remain unchanged.</p>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>People with mobility impairment will likely benefit from wider pavements around the development, renewed surface and level pedestrian crossing at the junction of Basinghall Street and Basinghall Avenue and wider central reservation at the existing raised tables on London Wall.</p> <p>People with vision impairment are also expected to benefit from the same level surface and clear demarcation of changes between road and pavement.</p> <p>However, it is acknowledged, that the Options 1 and 2 have a potential to impede people with mobility impairment, as they are more likely to be reliant on using motor vehicle as a mobility aid. This is because reducing the road to one lane on London Wall could potentially increase the travel time and its cost.</p>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No evidence of impact to gender reassignment was discovered during this exercise.
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No evidence of impact to gender reassignment was discovered during this exercise.

Pregnancy and Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Level crossing points, clearly demarcated infrastructure, widened footways, and renewed surfaces are also likely to benefit people with this protected characteristic. However, it is acknowledged, that the Options 1 and 2 have a potential to impede people with this protected characteristic, as they are more likely to be reliant on using motor vehicle as a mobility aid. This is because reducing the road to one lane on London Wall could potentially increase the travel time and its cost.
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No evidence of impact to gender reassignment was discovered during this exercise.
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No evidence of impact to gender reassignment was discovered during this exercise.
Sex (i.e. gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No evidence of impact to gender reassignment was discovered during this exercise.
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No evidence of impact to gender reassignment was discovered during this exercise.

4. Are there any potential social mobility or wider issues? Please check appropriate box

Yes

No

Briefly explain your answer:

This project is looking to improve the quality and function of the local public realm for people walking, wheeling, and cycling. All proposed Options can bring a positive change to the public realm for people with protected characteristics, albeit to a varying extent.

5. There are no negative / adverse impact(s)

Some negative impact could be experienced by people with protected characteristics of age, disability and pregnancy and maternity, who are likely to use motor vehicles as a mobility aid.

6. Are there positive impacts of the proposal on any equality groups or Social Mobility? It is envisaged that the proposals will encourage active travel. It is expected that all people with protected characteristics will benefit from raising the carriageway to the footway level and narrowing the space motor vehicle space to improve the environment and ease of active movement in the area for people walking, wheeling and cycling.

7. As a result of this screening, is a full EA necessary?

Please check appropriate box

Yes

No

Briefly explain your answer:



The proposed changes seem to have positive or neutral impact on people with protective characteristics who use active mode of transport. However, reducing a road with to one lane for motor vehicles may impede people with protected characteristics of age, disability and pregnancy and maternity, who are more likely to use motor vehicles as a mobility aid due to potential increase in journey times and associated costs. The option recommended for implementation will be re-assessed prior to Gateway 5.

8. Name of Lead Officer: Andrea Moravicova

Job title: Project Manager

Date of completion: 12/06/2024

Signed off by Department Director:

Name:

Date:

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Healthy Streets Score

Name of street

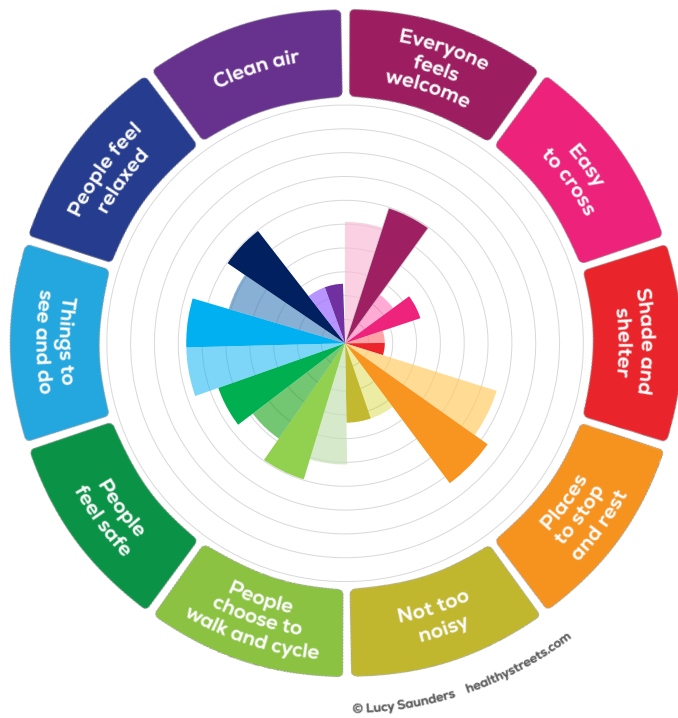
London Wall

Name of street at start junction

Coleman Street

Name of street at end junction

Wood Street



	Existing Layout Score	Proposed Option 2 Score
Healthy Streets Score	43	48
Everyone feels welcome	51	60
Easy to cross	25	33
Shade and shelter	17	17
Places to stop and rest	67	73
Not too noisy	33	33
People choose to walk and cycle	51	60
People feel safe	49	56
Things to see and do	67	67
People feel relaxed	51	60
Clean air	25	25

City of London Accessibility Tool - London Wall assessment

CoLSAT Summary Results Table. London Wall improvements				
	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	2	0	1	1
Walking Aid user	0	0	1	0
Person with a walking impairment	0	0	3	1
Person who uses cycle as their primary mobility aid	0	0	4	2
Long cane user	1	0	2	2
Guide Dog user	0	0	3	1
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	5	2
Total	3	0	22	9

* 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.

City of London Street Accessibility Tool v2.2

Needs Segments:



		Comments																
Crossing Point																		
Crossing Type	Uncontrolled crossing > 8m road width	3	2	2	1	2	2	0	2	2	3	1	2	1				
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4
Edge Marking	800 mm deep tactile paving edge marking (full width of flush area)	3	3	3	3	1	2	3	3	4	3	3	3	3	4	3		
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	2	3	3	3	3	3	3	3		
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	3	2	3	3	3	3			
Tactile Paving Tonal Contrast	Tactile without significant contrast with surrounding paving	3	3	3	3	3	3	2	2	2	3	3	3	3	3			
Tactile Paving Stem Length	No tactile stem	3	4	3	3	4	3	1	2	3	3	3	3	3	3			
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	3	4	4	3	3				
Island Type	Island with tactile	4	3	4	4	2	4	4	4	4	3	3	4	3				
Island Depth	Island depth < 1.2 m	2	2	2	3	3	1	3	2	3	2	3	2	3	3	3		
Kerb Drop Slope	Kerb drop 1/6, 0.5 deg, 17% to 1/12, 4.7deg, 8% incline	3	3	3	3	2	1	3	3	3	3	3	3	3	3	3		
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	3	3	3	4	3		
Signal (red/green man)	Far side signal	3	4	4	4	3	4	4	4	4	4	4	4	4	4	4		
Audible (beeping)	No Audible	3	3	3	2	3	3	2	3	2	3	2	3	2	3	1		
Count Down	No count down	2	3	3	3	3	3	3	3	3	2	3	2	3	3	2		
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	3	2	3	3	3	3	3	3	3			
Surface Material																		
Surface Type	Smooth York Stone	3	3	3	3	4	2	4	4	3	3	4	3	3				
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3		
Contrast with Road	Higher tonal contrast between paving and road	3	3	4	4	3	3	3	3	4	3	4	3	4	3	4		
Lines	yellow/red/white lines at road edge	3	3	3	3	3	3	3	3	4	3	4	4	4	4			
Kerb																		
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	3	4	2	4	3	4	3	3	4	3	3				
Kerb Type (moving alongside)	Delimiting kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	3	3	4	3		
Footway Width																		
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	3	4	3	3	4	4				
Unobstructed Width	Min unobstructed width > 1.5 m	3	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	2	3	3	2	2	3	3				
Cafe Tables	No cafe tables	4	4	3	3	3	4	3	3	3	3	4	3	4	3	4		
Temporary Items	Temporary, obstructions, Chapter 8	2	1	2	2	2	2	1	1	2	2	2	1	1				
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	3				
Contrast	High tonal contrast with paving	3	3	4	3	4	3	4	4	3	4	4	3	3	3			
Bench Spacing	Bench within 150 m	3	3	3	4	4	4	3	3	3	3	4	4	3				
Bench Design	Benches with arms + Backrests	3	3	3	4	4	3	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	3	4	3	3	3				
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3	3				
Slopes																		
Gradient (in direction of travel)	Gradient < 1/50	3	4	3	4	3	4	3	3	4	3	4	3	3				
Camber (across footway)	Camber 1/20 to 1/50	3	2	1	3	3	1	3	3	3	3	3	3	3				
Vehicle Access																		
Vehicle Crossover	Crossover level	3	2	2	2	4	2	2	1	2	4	3	3	2				
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	2	3	3	3	3	3	3	2	1			
Taxi Drop Off Location	Taxi drop off 100 m to 250 m away	3	2	0	2	1	3	3	1	2	2	2	2	2				
Taxi Drop Off Kerb	Taxi drop off kerb > 150 mm	4	4	0	3	2	3	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	3				
Bus Stop Location	100 m to 250 m away	3	3	3	2	3	3	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	3	4	3	3				
Bus Stop Type	Shelter + perch seat	3	3	2	3	2	3	3	4	3	4	3	3	3				
Toilets																		
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	3	4	3	3	3	3	4			
Changing Places Toilets	More than 500 m away	3	3	3	3	3	1	3	3	3	3	3	3	3	1			

Published June 2024

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Total number of 0: 0 0 2 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 3

Total number of 1: 0 1 1 1 3 4 2 3 0 0 0 1 1 1 5 22

City of London Street
Accessibility Tool v2.2

Needs Segments:



Crossing Point														Comments	
Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	2	3	3	3	2	2	2	3	2	3	2	
Carriageway (motor vehicles and cycles together)		3	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	3	1	2	3	3	3	3	4	
Tactile Paving Back Edge	Back edge offset from kerb edge	3	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	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tactile without significant contrast with surrounding paving	3	3	3	3	3	3	2	2	2	2	3	3	3	
Tactile Paving Stem Length	No tactile stem	3	4	3	3	4	3	1	2	3	3	3	3	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	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	3	2	3	4	3	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	4	4	3	4	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	3	2	3	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material															
Surface Type	Smooth York Stone	3	3	3	3	4	2	4	4	3	3	4	3	3	
Pattern	Pattern in paving	3	3	3	3	3	3	3	2	2	3	3	3	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	4	4	3	3	3	3	4	3	4	3	4	
Lines	yellow/red/white lines at road edge	3	3	3	3	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	3	4	2	4	3	4	3	3	4	3	3	
Kerb Type (moving alongside)	Delimiting kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	4	3	
Footway Width															
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	3	4	3	3	4	4	
Unobstructed Width	Min unobstructed width > 1.5 m	3	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	2	3	3	2	2	3	3	
Cafe Tables	No cafe tables	4	4	3	3	3	4	3	4	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	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	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	4	3	4	4	3	3	3	3	
Bench Spacing	Bench within 150 m	3	3	3	4	4	4	3	3	3	3	4	4	3	
Bench Design	Benches with arms + Backrests	3	3	3	4	4	3	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	4	3	3	3	
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3	3	
Slopes															
Gradient (in direction of travel)	Gradient < 1/50	3	4	3	4	3	4	3	3	4	3	4	3	3	
Camber (across footway)	Camber 1/20 to 1/50	3	2	1	3	3	1	3	3	3	3	3	3	3	The City's standard Camber across footway is 1/40; but the officers will explore possibilities to
Vehicle Access															
Vehicle Crossover	Crossover level	3	2	2	2	4	2	2	1	2	4	3	3	2	
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	4	3	3	3	3	3	3	3	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	4	4	4	3	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	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	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	3	2	3	3	3	
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	3	
Bus Stop Type	Shelter + proper seat	3	3	3	3	4	3	3	4	3	4	3	3	4	
Toilets															
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	1	3	3	3	3	3	3	1	

Published June 2024

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Total number of 0: 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

Total number of 1: 0 0 1 0 1 2 2 1 0 0 0 0 0 2 9

Healthy Streets Score

Name of street

Basinghall Street

Name of street at start junction

Aldermanbury Square

Name of street at end junction

Basinghall Avenue



	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

City of London Accessibility Tool - Basinghall Street assessment

CoLSAT Summary Results Table. Basinghall Street improvements				
	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	2	0
Mobility Scooter user	2	0	2	1
Walking Aid user	0	0	1	0
Person with a walking impairment	0	0	1	1
Person who uses cycle as their primary mobility aid	2	0	4	2
Long cane user	1	0	2	2
Guide Dog user	1	0	3	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	2	0
Developmental Impairment	2	0	5	2
Total	10	0	29	9

* 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.

City of London Street Accessibility Tool v2.2

Needs Segments:



Crossing Point

Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	2	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	3	3	4
Edge Marking	No tactile edge marking	3	3	3	3	4	3	0	1	1	3	4	2	0
Tactile Paving Back Edge	Back edge offset from kerb edge	3	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	3	2	3	3	3
Tactile Paving Tonal Contrast	Tactile without significant contrast with surrounding paving	3	3	3	3	3	3	2	2	2	2	3	3	3
Tactile Paving Stem Length	No tactile stem	3	4	3	3	4	3	1	2	3	3	3	3	3
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	3	4	4	3	3
Island Type	No island	2	3	2	2	2	2	2	2	3	2	2	2	3
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	3	4	3	4	4	4	3
Kerb Drop Slope	Kerb drop 1/6, 9.5 deg, 17% to 1/12, 4.7deg, 8% incline	3	3	3	2	1	3	3	3	3	3	2	3	3
Kerb Drop Tactile	Kerb drop without tactile paving	3	4	3	2	3	3	2	2	3	3	4	3	1
Signal (red/green man)	Far side signal	3	4	4	4	3	4	4	4	4	4	4	4	3
Audible (beeping)	No Audible	3	3	3	2	3	3	2	3	2	3	2	3	1
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	3	2
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	3	2	3	3	3	3	3	3

Comments

Surface Material

Surface Type	York Stone with gaps/bumps	2	2	2	2	1	1	2	2	2	1	2	3	3
Pattern	Pattern in paving	3	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	3
Lines	yellow/red/white lines at road edge	3	3	3	3	3	3	3	4	3	4	4	4	4

Kerb

Kerb Type (crossing over)	Crossing kerb 100 mm to 150 mm	0	0	0	2	2	0	2	3	1	2	2	3	0
Kerb Type (moving alongside)	Delimiting kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	4	3

Footway Width

Width	Footway width 1.5 m to 2 m	3	3	3	2	2	2	4	3	3	2	2	2	3
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	0	2	0	1	1	1	1	1

Street Furniture

Position	Street furniture > 0.5 m from kerb	3	3	2	3	3	2	2	3	3	2	2	3	3
Cafe Tables	No cafe tables	4	4	3	3	3	4	3	3	3	4	3	4	4
Temporary Items	Temporary, obstructions, Chapter 8	2	1	2	2	2	2	1	1	2	2	2	1	1
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	3
Contrast	High tonal contrast with paving	3	3	4	3	3	4	3	4	4	3	3	3	3
Bench Spacing	Bench within 150 m	3	3	3	4	4	4	3	3	3	3	4	4	3
Bench Design	Benches with arms + Backrests	3	3	3	4	4	3	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	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3	3

Slopes

Gradient (in direction of travel)	Gradient < 1/50	3	4	3	4	3	4	3	3	4	3	4	3	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	1	3	3	1	3	3	3	3	3	3	3

Vehicle Access

Vehicle Crossover	Crossover level	3	2	2	2	4	2	2	1	2	4	3	3	2
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	4	3	3	3	3	3	3	3	3
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	4	4	4	3	4	4	4	4	4	4	4
Taxi Drop Off Kerb	Taxi drop off kerb > 150 mm	4	4	0	3	2	3	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	3
Bus Stop Location	100 m to 250 m away	3	3	3	2	3	3	3	3	2	3	3	3	3
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	3	4	3	3
Bus Stop Type	Shelter + perch seat	3	3	2	3	2	3	3	4	3	4	3	3	3

Toilets

Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	3	4	3	3	3	4
Changing Places Toilets	More than 500 m away	3	3	3	3	3	1	3	3	3	3	3	3	1

Published June 2024

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City of London Street Accessibility Tool v2.2

Needs Segments:



Crossing Point

Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	2	3	3	3	2	2	2	3	2	3	2
Carriageway (motor vehicles and cycles together)		3	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	3	1	2	3	3	3	3	4
Tactile Paving Back Edge	Back edge offset from kerb edge	3	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	3	2	3	3	3
Tactile Paving Tonal Contrast	Tactile without significant contrast with surrounding paving	3	3	3	3	3	3	2	2	2	2	3	3	3
Tactile Paving Stem Length	No tactile stem	3	4	3	3	4	3	1	2	3	3	3	3	3
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	3	4	4	3	3
Island Type	No island	2	3	2	2	2	2	2	2	3	2	2	2	3
Island Depth	Island depth > 1.2 m	3	4	3	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	3	2	3	4	4
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	3	4	3
Signal (red/green man)	Far side signal	3	4	4	4	3	4	4	4	4	4	4	4	3
Audible (beeping)	No Audible	3	3	3	2	3	3	2	3	2	3	2	3	1
Count Down	No count down	2	3	3	3	3	3	3	3	3	2	3	3	2
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	3	2	3	3	3	3	3	3

Comments

Surface Material

Surface Type	Smooth York Stone	3	3	3	3	4	2	4	4	3	3	4	3	3
Pattern	Pattern in paving	3	3	3	3	3	3	3	2	2	3	3	3	3
Contrast with Road	Higher tonal contrast between paving and road	3	3	4	4	3	3	3	3	4	3	4	3	4
Lines	yellow/red/white lines at road edge	3	3	3	3	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	3	4	2	4	3	4	3	3	4	3	3
Kerb Type (moving alongside)	Delimiting kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	3	4	3

Footway Width

Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	3	4	3	3	4	4
Unobstructed Width	Min unobstructed width > 1.5 m	3	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	2	3	3	2	2	3	3
Cafe Tables	No cafe tables	4	4	3	3	3	4	3	4	3	3	4	3	4
Temporary Items	No temporary obstructions	4	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	3
Contrast	High tonal contrast with paving	3	3	4	3	3	4	3	4	4	3	3	3	3
Bench Spacing	Bench within 150 m	3	3	3	4	4	4	3	3	3	3	4	4	3
Bench Design	Benches with arms + Backrests	3	3	3	4	4	3	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	3	4	3	3	3
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3	3

Slopes

Gradient (in direction of travel)	Gradient < 1/50	3	4	3	4	3	4	3	3	4	3	4	3	3
Camber (across footway)	Camber 1/20 to 1/50	3	2	1	3	3	1	3	3	3	3	3	3	3

The City's standard Camber across footway is 1/40; but the officers will explore possibilities to

Vehicle Access

Vehicle Crossover	Crossover level	3	2	2	2	4	2	2	1	2	4	3	3	2
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	4	3	3	3	3	3	3	3
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	4	4	4	3	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	3	2
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	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	3	2	3	3	3
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	3
Bus Stop Type	Shelter + proper seat	3	3	3	3	4	3	3	4	3	4	3	3	4

Toilets

Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	3	4	3	3	3	4
Changing Places Toilets	More than 500 m away	3	3	3	3	3	1	3	3	3	3	3	3	1

Published June 2024

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Total number of 0: 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
 Total number of 1: 0 0 1 0 1 2 2 1 0 0 0 0 0 2 9

City of London: Projects Procedure Corporate Risks Register

Project name: 2 Aldermanbury Square Section 278

Unique project identifier: PV12359

Total est cost (exc risk) £889024

Corporate Risk Matrix score table

PM's overall risk rating	Low
Avg risk pre-mitigation	4.6
Avg risk post-mitigation	2.4
Red risks (open)	0
Amber risks (open)	5
Green risks (open)	9

	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

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£0.00	0	0	1
1	6.0	£0.00	0	1	0
3	3.0	£0.00	0	0	3
3	3.0	£0.00	0	0	3
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
6	6.2	£0.00	0	4	2

Issues (open)	1
All Issues	1

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	1
All Issues	0	0	0	1

Cost to resolve all issues (on completion)	£0.00
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Total CRP used to date	£0.00
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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: **4.6**

Open Risks: **14**

Unique project identifier: **PV12359**

Total estimated cost (exc risk): **£ 889,024**

Total CRP used to date: **£ -**

Average mitigated risk score: **2.4**

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 on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(3) Reputation	Delay to progress or vacation of worksite due to external events and occurrences	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	close liaison with the developer and ensure programmes are shared and potential impacts of external factors are discussed and a way forward is agreed.	£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	Early engagement with relevant teams and submission of required materials to obtain consent in timely manner, so these can be considered and processed accordingly.	£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 / increased 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	Consultation will be undertaken with stakeholders as part of the project process and the design will be adapted if required. Regular meeting with the developer will take place to ensure their client can be updated and consulted on key elements of the design.	£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	engaging with suppliers and term contractor to programme works and procure materials well in advance, allowing for at least 16 weeks lead in times. Reguof supply chain via existing meetings with principal contractor, and regular monitoring	£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	complete necessary survey as soon as possible and raise any potential need to divert or make adjustments to the utilities	£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 can 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	Project's programme will be adjusted accordingly - phases of works can also be switched if required. Additional resources will be considered to speed-up the work on site.	£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 unavailable when required, this could cause delays and cost increase to the project	Possible	Minor	3	£0.00	N	B – Fairly Confident	Liaise with the traffic management and other highways team to ensure the project's requirements are communicated to them; and apply for the necessary closures well in advance so this can be included in the closures programme.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	04/08/2022		Andrea Moravicova
R9	2	(10) Physical	Unforeseen 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 relationship 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 to the desired extent.	Possible	Minor	3	£0.00	N	B – Fairly Confident	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.	£0.00	Possible	Minor	£0.00	3	£0.00	N/A	14/06/2024		Andrea Moravicova	06/08/2024	This risk has materialised and has been transferred to issues.
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 programme.	£0.00	Possible	Minor	£0.00	3	£0.00		14/06/2024		Andrea Moravicova		

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Committees: Streets and Walkways Sub (for decision) Projects and Procurement Sub (for information) Natural Environment Board (for information)	Dates: 19 November 2024 9 December 2024 10 December 2024
Subject: Climate Action Strategy, Cool Streets and Greening Programme – Phase 3 City Greening and Biodiversity (Fann Street and St Peter Westcheap) Unique Project Identifier: N/A <i>PV Project ID 12332</i>	Gateway 4: Detailed Design (Regular)
Report of: Executive Director Environment Report Authors <ul style="list-style-type: none"> - Ben Bishop, Environmental Resilience Officer, Districts Surveyors (Climate Action Strategy) - Emmanuel Ojugo, Project Manager, City Operations 	For Information
<h1 style="margin: 0;">PUBLIC</h1>	

1. Status update	<p>Programme Description:</p> <p>Cool Streets and Greening is a £6.8m Climate Action Strategy (CAS) programme to pilot climate resilient streets and open spaces in the Square Mile.</p> <p>In February 2023 a Gateway 3-4 report was approved for Phase 3: ‘City Greening and Biodiversity’, which identified several sites for relandscaping along with various other projects that have been separately taken forward.</p> <p>Detailed designs for the relandscaping of Fann Street (west) and St Peter Westcheap churchyard have been prepared and this report seeks approval to progress these to Gateway 5.</p> <p>Project Descriptions</p> <p><u>Fann Street</u></p> <p>The proposals include removing the existing free-standing concrete planters to construct a series of in-ground planting beds along with permeable paving. The design focuses on enhancing biodiversity through flower-rich perennial planting and offers an improved public realm, by increasing accessibility, and supporting efforts to mitigate antisocial behaviour.</p> <p><u>St Peter Westcheap Churchyard</u></p> <p>This churchyard is located on Wood Street at its southern border with Cheapside, set back behind the small retail unit. The garden currently feels dated and shabby, attracting smokers and littering. It is</p>
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	<p>proposed to relandscape it by increasing the green coverage with more resilient planting and ensuring the existing mature tree, reportedly one of the oldest in the City of London, is protected. The existing pavements are concrete, and these are to be replaced by natural stone that is befitting an historic churchyard. New seating will also be introduced.</p> <p>RAG Status: Green (both projects)</p> <p>Risk Status: Medium (both projects)</p> <p>Total Estimated Cost of Project post-Gateway 5 (excluding risk): <i>Fann Street: £150,000 – £230,000</i> <i>St Peter Westcheap £180,000 - £350,000</i></p> <p>Change in Total Estimated Cost of Project (excluding risk): N/A</p> <p>Spend to Date: £390,685 spent across a number of projects within the City Greening and Biodiversity project code and includes spend on the preparation and design on these sites to date.</p> <p>Fann Street and St Peter Westcheap are deliverables from Phase 3: City Greening and Biodiversity - Cool Streets and Greening programme as approved by Members in the February 2023 Gateway 3-4 report. Each project will be allocated individual budget codes prior to the next gateway.</p> <p>Costed Risk Provision Utilised: None</p> <p>Funding Source: Cool Streets & Greening Programme (OSPR)</p> <p>Slippage: These proposals have been subject to extensive consultation with the local community at Fann Street and the church at St Peter Westcheap. Due to their location and constraints, design development has taken longer and they are due for completion by winter 2025/26.</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 5 (Authority to start work) – delegated to Chief Officer for both projects</p> <p>Next steps Fann Street:</p> <ul style="list-style-type: none"> • Final arrangement subject to further below ground investigations • Finalise construction package produced in collaboration with Highways Team • Undertake trial holes • Undertake tree root survey • Develop construction programme with the City's Highways Term contractor. • Gateway 5 approval (2025) • Construction – start on site end of 2025 utilising City's Highways Term contractor

Next steps St Peter Westcheap:

- Undertake tree root survey
- Undertake trial holes
- Church approvals and planning permission
- Seek approval of the design by the Diocese of London
- Seek a Burial Licence
- Develop construction programme with the City's Highways Term contractor.
- Gateway 5 approval (exp. July 2025)
- Finalise construction package produced in collaboration with Highways Team
- Construction – start on site winter 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. (£31,000 proposed for Fann Street and £4,000 proposed for St Peters) see table 2.
- II. Approve the design of the projects as set out in this report.
- III. Approve the funding strategy for Fann Street as set out in Table 4 in Appendix 4 and note the estimated project cost post Gateway 5 (excluding risk) is £150,000 - £230,000.
- IV. Approve the funding strategy for St Peter Westcheap as set out in Table 4 in Appendix 4 and note the estimated project cost post Gateway 5 (excluding risk) is £180,000 - £350,000.
- V. Approve the Risk Registers in Appendix 2; and delegate approval of any future costed risk provision and its drawdown to Executive Director Environment should this be required at Gateway 5.
- VI. Grant authority to City officers to enter into regulatory agreements with the Diocese of London and the Rector of St Vedast to carry out works on church land. In keeping with the various statutory powers in place for agreement between the Diocese of London and the City of London; to grant care management and maintenance to the City Corporation of a schedule of churchyard and disused burial sites throughout the City.

3. Resource requirements to reach next Gateway

Table 2: Resources Required to reach the next Gateway

Description	Resources Required for Fann Street (£)	Resources Required for St Peter Westcheap (£)
Env Servs Staff Costs	21,000	6,000
Open Spaces Staff Costs	2,000	4,000
P&T Staff Costs	-	15,000
P&T Fees	8,000	20,000
TOTAL	31,000	45,000

- 3.1. Additional fees and staff costs are required to reach the next gateway. This will include trial holes and other site investigations, as well as engagement with local occupiers and the church, project management and finalisation of design.
- 3.2. It should be noted the City is responsible for the care and maintenance of the Churchyard Peter Westcheap, in consideration of the same being used as a garden and open space by members of the public. This undertaking is consistent with various statutory powers in place for agreement between the Diocese of London and the City of London.
- 3.3. Further to this the City's responsibility does not extend to maintenance or repair of any drains beneath the churchyard, whether carrying surface water or otherwise nor for any downpipe, water supply, pipe, gas or electric mains or other apparatus.
- 3.4. Costed Risk Provision requested for this Gateway: None.

4. Design summary

Fann Street

- 4.1. The site is bounded by the Golden Lane Estate and opposite the Fann Street Wildlife Garden. Extensive residential engagement has been carried out as part of the project development prior to appointment of a landscape architect. Through this process residents were involved in an options assessment process to identify the preferred outcomes for the site and public realm enhancement.
- 4.2. The proposals are sited entirely within the public highway and the estate boundary will be retained. Further investigations will be undertaken to protect and retain the existing trees on the estate.
- 4.3. The site is within one of the City Greening and Biodiversity green corridor priority areas. Therefore, enhancement to greening has been identified as beneficial for both public and biodiversity benefit.

Proposal

- 4.4. The proposal includes three, connected planting beds which are to be set between a new area of permeable paving, to provide the existing and proposed greening with an improved catchment area for surface water.
- 4.5. The planting proposed will consist of 'flower-rich' perennials to provide high biodiversity value including a year-round provision of forage for wildlife (nectar, pollen, fruit and seeds). A dry shade planting palette will be developed with a horticultural landscaping consultant or City Gardens. A series of biodiversity enhancement measures will be reviewed including installation of 'bee posts', ground nesting invertebrate installation and interpretation, and loggeries, see appendix 3a Fann Street RIBA Stage 3 report.
- 4.6. The design provides an option to incorporate an innovative material such as 'HydroRock' as a water retention measure. These materials convey water beneath the permeable paving, allowing infiltration for any existing root systems and provide passive irrigation to the proposed planting. Implementation of 'HydroRock' or similar materials needs to be assessed and will be considered to be taken forward if the sustainability benefits are substantial. The benefits include the reduction of potable water use for the irrigation of the site, through re-use of surface water held within the material and increasing drought resilience.

Other considerations

Accessibility

- 4.7. The layout of these planting beds have been configured following an assessment of onsite desire lines and accessibility policies. Throughout the design, a minimum of 2 metre wide pavements have been provided. There are 3 existing single seats which will be replaced with new seats.

Security and anti-social behaviour

- 4.8. The design has taken into account reports of anti-social behaviour in the area through consultation with the City of London Police. To mitigate this further the proposed planting and levels retain site lines between the public highway and the housing estate. Whilst the new scheme provides a transition space that will delineate the boundary of the estate from the public highway.

Impact

- 4.9. The overall project is expected to have a positive environmental and social impact through improvements to the public realm in proximity to residents, local businesses and enhancement of local green infrastructure. There are expected to be some positive impacts on surface water management with a reduction

in the volume of water entering local drainage systems.

Next steps

4.10. The scheme will be progressed through the development of a construction pack, providing detailed construction designs. This will also include a construction programme which will be delivered by the highways term contractor. This will be funded through the Cool Streets and Greening programme of the CAS.

St Peter Westcheap

4.11. St Peter Westcheap is the site of the medieval church of St Peter, Westcheap (now Cheapside) that used to stand on the corner facing Cheapside. The church was lost to the Great Fire of 1666 and was never rebuilt. What remains is an old churchyard garden at the corner of Cheapside and Wood Street. The site is accessed via Wood Street and has a linear railing and gate defining the boundary between the public highway of Wood Street and the garden enclosure.

4.12. The garden is characterised by concrete pavements, a trio of gravestones and a mature plane tree said to be the oldest in the City of London. The tree is one of the great trees of London and was once described as the most valuable tree in the world. The tree has a preservation order protecting it from being impeded by nearby buildings, building work or highway activity. There are also low-level ancillary planting beds in the centre and to the rear of the garden, flanked by eight benches.

4.13. The project is restricted to the boundary of the churchyard. It is accessed via a set of steps (two treads) and there is no level access provision into the garden. The garden has poor legibility, it is almost unnoticeable tucked behind a two-storey retail unit on Cheapside. The garden feels dated, restricted, uninviting, unkempt, attracting smokers and other visitors contributing to the build-up of litter. The space is locked at night, but there is some evidence of anti-social behaviour, possibly related to the night-time economy nearby.

Proposal

4.14. The design of the new garden has been developed by architectural consultants with input from the City Gardens team, City Surveyor, City Engineers, City's Planning Authority as well as Diocese of London who own the asset managed by the City. See Appendix 6.

4.15. Given the relative simplicity of the scheme there is a single design option being developed. It is proposed to improve the garden by redesigning the space into a more user-friendly environment. Enhancements will include the following:

- a) Carry out some light pruning to the plane tree canopy.
- b) Replacing the concrete pavements with natural stone with semi-porous jointing to manage surface water run-off. Materials will be in keeping with the City's approved palette of materials in the City Public Realm Toolkit (January 2024).
- c) Reconfiguring the planters, by increasing their volume and establishing robust, climate resilient plants that are low maintenance and encourage local biodiversity.
- d) Existing benches will be replaced with new furniture, potentially utilising reclaimed timber in keeping with the City's approved palette of materials in the City Public Realm Toolkit (January 2024).
- e) Improve signage within the garden.

4.16. It is believed these measures will improve the quality of the garden and encourage a wider spectrum of visitors, who will provide some natural surveillance discouraging behaviour that may be considered anti-social.

Other Considerations

Railings, Gate and Wall

4.17. The railings/gate to the garden and the low wall in which they are inset, are currently in a poor state of repair visibly damaged by the plane tree roots. Whilst the structure is clearly part of the garden enclosure, these elements fall outside this project scope. Repair of the railings/gate and wall are part of an ongoing cyclical works package being managed by the City Surveyor.

Historic Interpretation

4.18. Whilst there is an opportunity to incorporate historic interpretation into the design for the garden, this has been limited in the proposed design. More ambitious interpretations of the local history will be subject to identifying additional sources of funding. If successful, this will be reported at the next gateway stage.

Accessibility

4.19. It is proposed to retain the existing stepped entrance and levels. This is because works to provide level access into the garden would result in disturbing the burials and archaeology and damage the tree roots. Provision of ramped access in such a small space would also greatly reduce the useable garden area and prevent an increase in green coverage reducing sustenance to the plane tree. Various seating options will improve accessibility and provide opportunities for rest.

<p>5. Confirmation that design solution will meet our SMART objectives</p>	<p>Climate Action Strategy Objectives:</p> <ul style="list-style-type: none"> • The City of London Corporation and its assets are resilient to climate change • The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change • People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation. <p>Fann Street</p> <ul style="list-style-type: none"> • The increase in additional greening will contribute to a wider network of green corridors providing connectivity and supporting access to nature. • This project at will enhance biodiversity through provision of ‘flower-rich perennial planting’ for pollinators and other wildlife. • The use of materials to capture surface water will enable to project to meet objectives to reduce water use and support drought resilient greening. • The increasing of greening within this location will provide benefits to local occupants including residents, businesses and community groups, supporting positive outcomes. <p>St Peter Westcheap</p> <ul style="list-style-type: none"> • The increase in additional greening will contribute to a wider network of pocket parks to provide respite and places to rest. • This project at will provide an improved environment for the large plane tree by providing a greater green volume to support root function and a planting palette that encourages for pollinators and other wildlife. • The use of materials to capture surface water will enable to project to meet objectives to reduce water use and support drought resilient greening. • The increasing of greening within this location will provide benefits to local occupants including residents, businesses and community groups, supporting positive outcomes.
<p>6. Risk</p>	<p>The main risks for the two projects are as follows:</p> <p>a) Utilities and underground structures restrict the ability to implement the schemes.</p> <p>Response: Ground investigations including radar surveys have been carried out Fann Street. Further trial holes are needed to confirm underground conditions.</p> <p>b) Burial constraints/archaeology may affect the final layout of the garden and delay the work programme.</p> <p>Response: The necessary statutory approvals will be sought to obtain the permissions to carry out works on church land.</p>

	<p>c) Objections from local occupiers Response: Extensive consultation has been undertaken with local occupiers at both locations with positive responses and further engagement is planned as the designs are developed.</p> <p>d) 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.</p> <p>e) Diocese of London do not support design proposals Response: Regular meetings have been carried out as part of the project governance ensuring buy-in from stakeholders throughout the life of the project.</p> <p>Costed Risk Provision Utilised at Last Gateway: None</p> <p>Change in Costed Risk: None</p> <p>NB: It should be noted both projects will be allocated individual budget codes and unique project identifiers prior to the next gateway. Likewise associated project risks will be reported separately at the next gateway.</p>
<p>7. Procurement strategy</p>	<p>a) A procurement exercise will be undertaken to appoint consultants to provide technical advice on the design following standard procurement rules.</p> <p>b) All works will be undertaken by the City's highway term contractor FM Conway</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3a	Fann Street General Arrangement
Appendix 3b	St Peter Westcheap General Arrangement
Appendix 4	Finance Tables (TBC with City Chamberlain)
Appendix 5	Fann Street RIBA Stage 3 report
Appendix 6	St Peter Westcheap RIBA Stage 3 report - Excerpt
Appendix 7a	Fann Street Test of Relevance (Equalities Impact)
Appendix 7b	St Peter Westcheap Test of Relevance (Equalities Impact)

Contact

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Project Coversheet

[1] Ownership & Status
<p>UPI: 12332</p> <p>Core Project Name: Climate Action Strategy, Cool Streets and Greening Programme – Phase 3 City Greening and Biodiversity</p> <p>Programme Affiliation (if applicable): Climate Action Strategy, Cool Streets and Greening Programme</p> <p>Project Manager: Ben Bishop and Emmanuel Ojugo</p> <p>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 (November 2024) focuses on two projects, Fann Street and St Peter Westcheap</p> <p>Key measures of success: Installation of an improvement of greening in this area and climate resilience measures, and improving accessibility (Fann St).</p> <p>Expected timeframe for the project delivery: 2022-2026</p> <p>Key Milestones:</p> <ul style="list-style-type: none"> • GW2/3 – November 2022 Programme level • GW 3/4 – December 2022 Phase 3 City Greening and Biodiversity • Cool Streets and Greening Programme report • GW 4 – Fann Street and St Peter Westcheap (November 2024) • GW5 – Autumn 2025 • Implementation winter 2025/26 <p>Are we on track for completing the project against the expected timeframe for project delivery? Y</p> <p>Has this project generated public or media impact and response which the City of London has needed to manage or is managing? N</p>

[2] Finance and Costed Risk
<p>Headline Financial, Scope and Design Changes:</p> <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> <p>‘Project Briefing’ G1 report (as approved by Chief Officer 30/09/20):</p> <ul style="list-style-type: none"> • 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: 2021-2026 <p><i>Scope/Design Change and Impact:</i></p> </div> <div style="border: 1px solid black; padding: 5px;"> <p>‘Project Proposal’ G3/4 report (as approved by OSCG, OPP, S&W 05/12/22, 16/01/23, 17/01/23):</p> <ul style="list-style-type: none"> • Total Estimated Cost (excluding risk): £2.5m for Phase 3 • Resources to reach next Gateway (excluding risk): £95K • Spend to date: £49,804 • Costed Risk Against the Project: None • CRP Requested: None </div>

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- CRP Drawn Down: None
- Estimated Programme Dates: 2024-2026

Scope/Design Change and Impact: N/A

Cool Streets and Greening Programme report (as approved by S&W 14/05/24):

- Total Estimated Cost (excluding risk): £330,000
- Resources to reach next Gateway (excluding risk: N/A
- Spend to date: NA
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: 2024-2026

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

Detailed Design' G4 report Fann Street and St Peter Westcheap (this report):

- Total Estimated Cost (excluding risk): £330,000 - £580,000
- Resources to reach next Gateway (excluding risk: £73k
- Spend to date: £390,685 as part of the development and delivery of Phase 3: City Greening and Biodiversity
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: 2025-2026

Scope/Design Change and Impact: This report focuses only on Fann Street and St Peter Westcheap 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,

City of London: Projects Procedure Corporate Risks Register

Project Name:	Cool Streets & Greening: Phase 3 City Greening and	PM's overall risk rating:	Medium	CRP requested this gateway:	£ -	Average unmitigated risk:	5.6	Open Risks:	10
Unique project identifier:	PV12332	Total estimated cost (exc risk):	£ 2,600,000	Total CRP used to date:	£ -	Average mitigated risk score:	1.9	Closed Risks:	0

General risk classification										Mitigation actions										Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)	
R1	2	(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	17/10/24	Ben Bishop / Emmanuel Ojugo	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	17/10/24	Ben Bishop / Emmanuel Ojugo	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 contract terms will oversee contracts and partnership arrangements	£0.00	Rare	Minor	£0.00	1	£0.00		0	17/10/24	Ben Bishop / Emmanuel Ojugo	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 offices left/being recruited. Use consultants if required	£0.00	Rare	Minor	£0.00	1	£0.00		0	17/10/24	Ben Bishop / Emmanuel Ojugo	Gordon Roy		
R5	2	(9) Environmental	Minimal opportunities for resilience measures due to utilities	Need to identify alternative sites and liaise with engineers	Likely	Serious	8	£0.00	N	A - Very Confident	Carry out this phase as preparation avoiding costly re-design for sites	£0.00	Rare	Minor	£0.00	1	£0.00		0	17/10/24	Ben Bishop / Emmanuel Ojugo	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 unforeseen underground structures	Unlikely	Serious	4	£0.00	N	A - Very Confident	Close liaison with project managers will enable early re-design before costs are incurred	£0.00	Rare	Minor	£0.00	1	£0.00		0	17/10/24	Ben Bishop / Emmanuel Ojugo	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	17/10/24	Ben Bishop / Emmanuel Ojugo	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	A - Very Confident	Avoid project delays, regular meetings with contractors, regular cost reviews	£0.00	Possible	Serious	£0.00	6	£0.00		0	17/10/24	Ben Bishop / Emmanuel Ojugo	Gordon Roy		
R9	4	(10) Physical	Burial sites	Excavations unearth bodies and burial sites delaying/preventing project delivery	Possible	Major	12	£0.00	N	A - Very Confident	Liaise with Church and Historic England throughout design process. Ensure an archaeologist is present at all excavations	£0.00	Possible	Minor	£0.00	3	£0.00		0	17/10/24	Ben Bishop / Emmanuel Ojugo	Gordon Roy		
R10	4	(10) Physical	Minimal opportunities due to tree roots	Tree roots within the boundary of the project may reduce opportunities to implement full proposal	Possible	Serious	6	£0.00	N	A - Very Confident	Carry out further investigations at this phase to avoid costly re-design and mitigate impacts to existing trees	£0.00	Possible	Minor	£0.00	3	£0.00		17/10/24	Ben Bishop / Emmanuel Ojugo	Gordon Roy			
R12	4						£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								
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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								

WOOD STREET

KEY

- 01. Entrance
- 02. Historic plane tree
- 03. New raised bed with resilient planting
- 04. Central square – greening/ historic interpretation
- 05. Reclaimed timber benches
- 06. New natural stone resurfacing
- 07. City of London signage



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APPENDIX 4: FINANCE TABLES

Table 1: Spend to date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
City Greening & Biodiversity Project (SRP) - 16800467			
P&T Staff Costs	27,677	27,676	1
P&T Fees	28,975	28,974	1
Total 16800467	56,652	56,650	2
City Greening & Biodiversity Project (CAP) - 16100467			
Env Servs Staff Costs	46,000	19,858	26,142
Open Spaces Staff Costs	28,000	13,013	14,987
P&T Staff Costs	109,323	101,174	8,149
P&T Fees	79,000	29,154	49,846
Env Servs Works	170,000	103,982	66,018
Open Spaces Works	175,000	66,855	108,145
Cost Risk Provision	45,000	-	45,000
Total 16100467	652,323	334,035	318,288
GRAND TOTAL	708,975	390,685	318,290

Table 2: Resources Required to reach the next Gateway		
Description	Resources Required for Fann Street (£)	Resources Required for St Peter Westcheap (£)
Env Servs Staff Costs	21,000	6,000
Open Spaces Staff Costs	2,000	4,000
P&T Staff Costs	-	15,000
P&T Fees	8,000	20,000
TOTAL	31,000	45,000

Table 3: Funding Sources		
Description	Resources Required for Fann Street (£)	Resources Required for St Peter Westcheap (£)
OSPR - CAS Cool Streets & Greening Programme	31,000	45,000
TOTAL	31,000	45,000

Table 4: Funding Strategy		
Description	Funding Strategy for Fann Street (£)	Funding Strategy for St Peter Westcheap (£)
OSPR - CAS Cool Streets & Greening Programme	230,000	350,000
TOTAL	230,000	350,000

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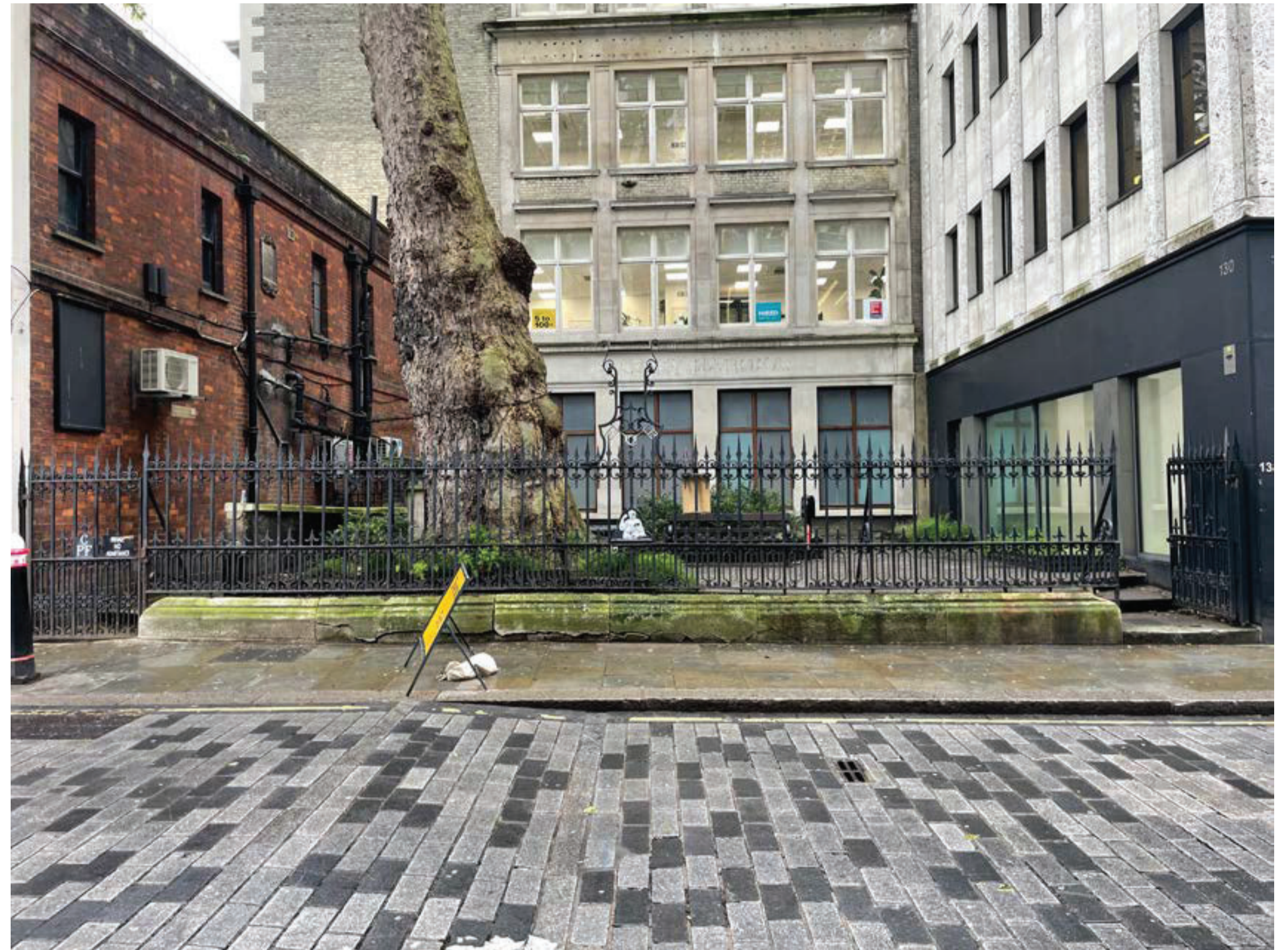
St. Peter's West Cheap

Existing Site

Lack of Historic Interpretation



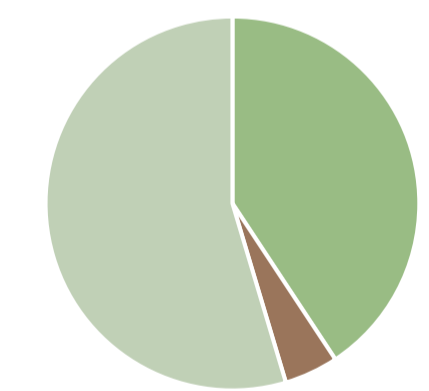
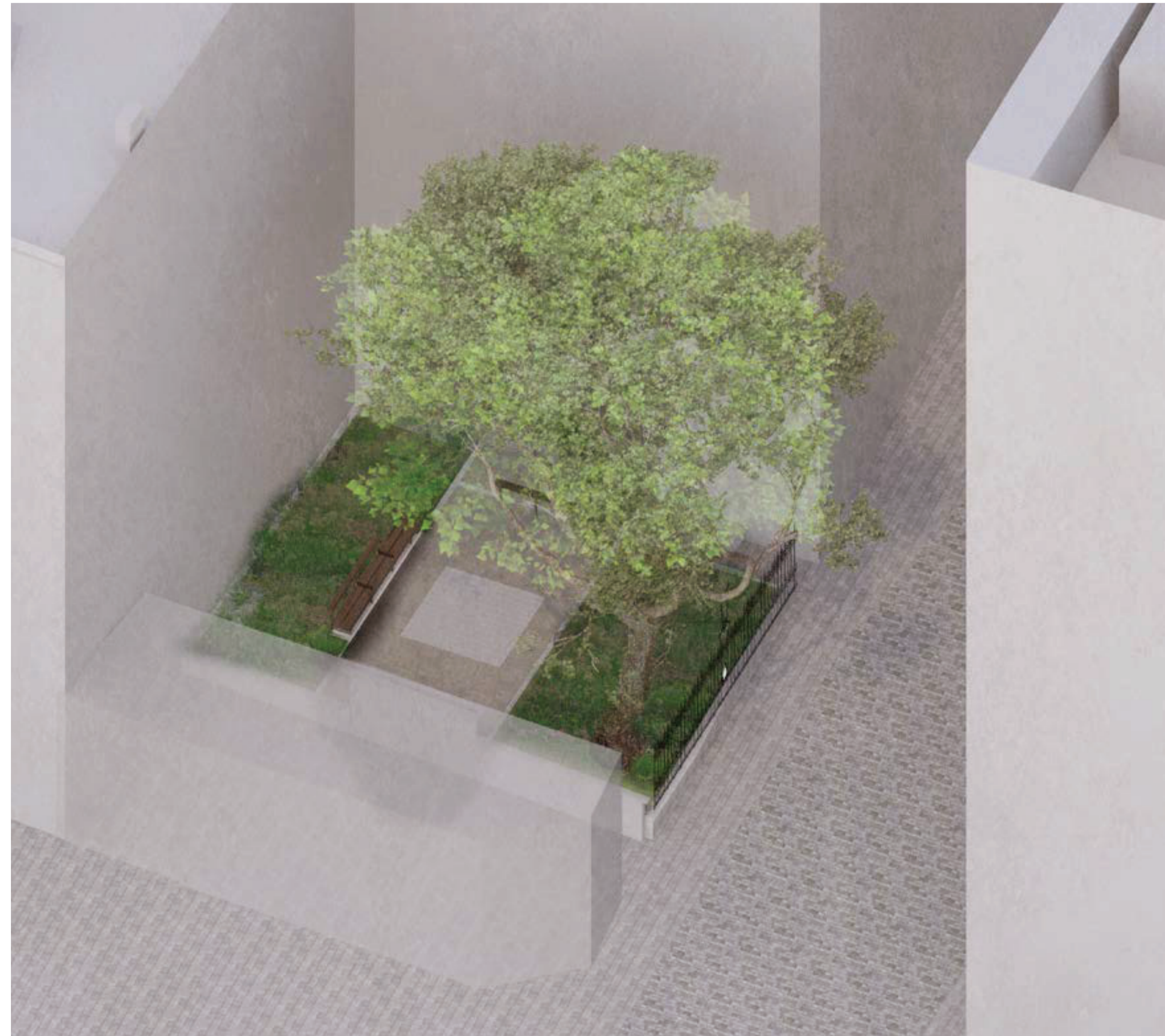
St. Peter's West Cheap, 2017



St. Peter's West Cheap, April 2024

RIBA Stage 3 Design Proposal

Proposed Axo



Benches - 5.2% - 10 seats
Planting - 36.3%
Permeable paving - 58.5%
Total 128.4 sq m

Proposed Plan



- 01. Entrance
- 02. Historic Plane Tree
- 03. New Raised bed with Shade resilient planting
- 04. Central Square - Greening and Historical Interpretation
- 05. Reclaimed timber benches
- 06. York Stone - Manchester Bond
- 07. City of London Sign Posting

WOOD STREET

St. Peter Westcheap



--- Off the shelf benches

--- Honed York Stone - Manchester Bond

Climate resilient planting





TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on City of London Intranet at: [Equality and Inclusion](#)

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 statutory '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
- Sexual orientation

It is also Corporation policy to give voluntary (non-statutory) 'due regard' to the impact upon Social Mobility

What is due regard?

- Statutorily, 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 rigour 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.

The Corporation has also adopted a voluntary (non-statutory) due regard of the impact upon social mobility issues. This should be considered generally and, more specifically, against the aims/objectives in the Social Mobility Strategy, 2018-28.

How to demonstrate compliance

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 rigour 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 data 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 must 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 references to it in the Background Papers when reporting to the Committee or other decision making process.

**1. Proposal / Project Title:
Fann Street Enhancement**

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):

Removal of hardstanding and existing concrete planters for the construction of three new connected and raised planting beds with integrated permeable paving. The project aims to increase greening to trial climate resilience measures and enhance biodiversity. The project proposed seeks to develop a woodland edge style planting scheme with species-rich perennial planting, integrating a range of measures for biodiversity including invertebrate nesting habitat. The project will also review opportunities to include small standard or multi-stem trees, shrubs and hedging to create layers enhancing ecological value. There are aspirations to incorporate educational interpretation. The proposed beds will be open to the ground and raised by 300mm utilising a range of climate resilient soils, substrates and mulches. Permeable paving will be implemented with a proposed subsurface measure to attenuate and infiltrate surface water for existing and new greening. The project has been co-designed with the local community, taking into account their aspirations and concerns, and has reached a viable design. The option will be progressed to Gateway 4 for approval. This project is not a Sustainable Drainage System (SuDS).

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The proposed scheme should increase local accessibility. Currently there is a series of 12 concrete planters though-out the public walkway which provide no clear route through. The proposed designs have been developed to create defined walkways and retain a minimum of 2000mm for accessibility. Seating has been included to replace the existing seating.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The proposed scheme should increase local accessibility. Currently there is a series of 12 concrete planters though-out the public walkway which provide no clear route through. The proposed designs have been developed to create defined walkways and retain a minimum of 2000mm for accessibility. Seating has been included to replace the existing seating.
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable
Pregnancy and Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable

Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable
Sex (i.e. gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable

4. Are there any potential social mobility or wider issues? Please check appropriate box

Yes	No	Briefly explain your answer:
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not applicable

5. There are no negative / adverse impact(s) Please briefly explain and provide evidence to support this decision:
A core objective of the project is to enhance to local area for public benefit. The project has been co-designed with local residents and focuses on providing an enhanced public realm, whilst retaining and improving accessibility. Once approved the detailed design and construction phase will continue to retain accessibility as a core objective.

6. Are there positive impacts of the proposal on any equality groups or Social Mobility? Please briefly explain how these are in line with the equality aims or social mobility strategy:
The project proposed will improve accessibility through defining and providing walkways of a minimum of 2000mm and will incorporate improved seating to provide pedestrian respite opportunities, in a favourable position to reduce the opportunity for antisocial behaviour. The proposed enhancements are likely to have a positive effect on wellbeing through providing improved green infrastructure and access to nature.

7. As a result of this screening, is a full EA necessary? Please check appropriate box

Yes	No	Briefly explain your answer:
<input type="checkbox"/>	<input checked="" type="checkbox"/>	The design process to date has ensured that accessibility, the primary potential impact, has been a core focus of the project development. Through the detailed design phase this will continue to be implemented and will be a key outcome of the project.

8. Name of Lead Officer: Ben Bishop **Job title:** Environmental Resilience Officer **Date of completion:** 26/09/2024

Signed off by Department Director:  **Name:** Ian Hughes – City Operations Director **Date:** 18/10/2024

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TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on City of London Intranet at: [Equality and Inclusion](#)

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 statutory '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
- Sexual orientation

It is also Corporation policy to give voluntary (non-statutory) 'due regard' to the impact upon Social Mobility

What is due regard?

- Statutorily, 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 rigour 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.

The Corporation has also adopted a voluntary (non-statutory) due regard of the impact upon social mobility issues. This should be considered generally

How to demonstrate compliance

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 rigour 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 data 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

and, more specifically, against the aims/objectives in the Social Mobility Strategy, 2018-28.

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 must 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 references to it in the Background Papers when reporting to the Committee or other decision making process.

**1. Proposal / Project Title:
St Peter Westcheap Enhancement**

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):

The site contains what is reportedly the City's oldest plane tree, approximately 300 years old. There is evidence the tree is being negatively impacted by the current layout and this needs to be addressed quite urgently. It is proposed to relandscape the former churchyard, now garden, that feels dated, tired and unkempt attracting smokers and littering. It is proposed to improve the garden by increasing its green coverage with resilient planting and ensuring the existing mature tree, is protected. Existing pavements are concrete and these are to be replaced by natural stone that is befitting an historic churchyard. There is an opportunity to utilise surface water run-off by introducing measures to slow the rate at which ground water enters the sewer system via jointing between stone pavements. The project will also utilise reclaimed timber for new seating to replace the existing seats that have deteriorated. There are aspirations to incorporate historic interpretation. However this is subject to a separate funding stream that will be reported at the Gateway 5 stage.

The project has been designed by consultant architects with City Gardens, Transport and Public Realm, City Surveyor and the Diocese of London who own the churchyard. There is a single option being proposed and this will be progressed to Gateway 4 for approval. This project is not a Sustainable Drainage System. It is important to note this is the site of a former burial ground and there are existing access restrictions that prevent level access into the space. Therefore, improvements to access are limited and will take the form of introducing handrails either side of the single point of entry.

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	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The proposed scheme is design to be inviting by improving legibility and increasing green coverage encouraging visitors to dwell and rest. It is believed proposed enhancements will encourage a wider range of users, providing natural surveillance that helps to reduce the possibility of anti-social behaviour.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Access to the churchyard garden is via steps (two treads) it remains the only point of entry. The site also has some known restrictions namely the in-situ burial ground which prevents change the level of the ground significantly to meet street level. Provision of a ramp is not possible because longitudinal/lateral falls prevent a navigable route which does not negatively impact the space itself. Therefore, improvements to access are limited and will take the form of introducing handrails either side of the single point of

				entry that will improve access for some visitors. Upgrading the concrete pavements to natural stone together with varied seating options will accommodate differing needs.
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	By making the space more inviting to people, the natural surveillance of a diverse visitorship will help to make the space feel more welcoming and less prone to anti-social behaviour, acts of discrimination or domination by a particular demographic.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	By making the space more legible and inviting to people. The natural surveillance of a diverse visitorship will help to make the space feel more welcoming and less prone to anti-social behaviour, acts of discrimination or domination by a particular demographic.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	By making the space more legible and inviting to people. The natural surveillance of a diverse visitorship will help to make the space feel more welcoming and less prone to anti-social behaviour, acts of discrimination or domination by a particular demographic.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	By making the space more legible and inviting to people. The natural surveillance of a diverse visitorship will help to make the space feel more welcoming and less prone to anti-social behaviour, acts of discrimination or domination by a particular demographic.
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	By making the space more legible and inviting to people. The natural surveillance of a diverse visitorship will help to make the space feel more welcoming and less prone to anti-social behaviour, acts of discrimination or domination by a particular demographic.
Sex (i.e. gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	By making the space more legible and inviting to people. The natural surveillance of a diverse visitorship will help to make the space feel more welcoming and less prone to anti-social behaviour, acts of discrimination or domination by a particular demographic.
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	By making the space more legible and inviting to people. The natural surveillance of a diverse visitorship will help to make the space feel more welcoming and less prone to anti-social behaviour, acts of discrimination or domination by a particular demographic.

4. Are there any potential social mobility or wider issues? Please check appropriate box

Yes

No

Briefly explain your answer:

Not applicable

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

A core objective of the project is to enhance to local area for public benefit. The project has been designed collaboratively and focuses on providing an enhanced public realm, recognising the importance of providing protection for the City's oldest plane tree. It is recognised that access to the space is not fully inclusive the site conditions, namely the burial ground beneath and the extensive tree roots prevent in significant changes in height in the space. Therefore, minor improvements to access such as handrails either side of the gated entry point are being introduced. The proximity of a newly completed fully accessible garden

spaces at the junction of Cheapside and New Change is within close proximity to the project site and provides an alternative option for visitors unable to access the garden at St Peter Westcheap.

6. Are there positive impacts of the proposal on any equality groups or Social Mobility? Please briefly explain how these are in line with the equality aims or social mobility strategy:

The space is currently dominated by smokers and those brave enough to take a moment to have their lunch. Unfortunately, due to poor legibility the site is dark, uninviting and prone to littering. The project will increase green coverage, provide places to dwell and encourage natural surveillance reducing the possibility of behaviours that may be considered anti-social. This is in keeping with the City's response to improve wellbeing, address climate change and counter the "Urban heat island effect", by providing green lungs to improve air quality and cool surrounding areas.

7. As a result of this screening, is a full EA necessary?

Please check appropriate box

Yes

No

Briefly explain your answer:

The design process to date has ensured that improved greenery and legibility, have been the main focus of the project development. Through the detailed design phase, this will be optimised become key outcomes of the project.

8. Name of Lead Officer: Emmanuel Ojugo

Job title: Project Manager

Date of completion: 26/09/2024

Signed off by Department Director:



Name: Ian Hughes

Date: 01/11/2024

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<p>Committees: Streets and Walkways Sub – For Decision Projects & Procurement Sub Committee - For Information</p>	<p>Dates: 19 November 2024 9 December 2024</p>
<p>Subject: Lloyds Avenue Improvements (Cool Streets and Greening programme and City Cluster Programme) Cool Streets and Greening Phase 4: 12267</p>	<p>Gateway 4: Detailed Design (Regular)</p>
<p>Report of: Executive Director Environment Report Author: Maria Herrera – Transport and Public Realm Projects, City Operations</p>	<p>For Information</p>
<h2 style="margin: 0;">PUBLIC</h2>	

<p>1. Status update</p>	<p>Project Description:</p> <p>The project objectives focus on the addition of greening and the incorporation of sustainable drainage, whilst providing more seating in the public realm.</p> <p>The project includes the following elements:</p> <ul style="list-style-type: none"> • The introduction of a series of rain gardens at the north and south ends of Lloyds Avenue, with associated pavement widening. • The introduction of seating adjacent to the new planting to provide space for people to rest. • Relocation of payment parking bays, e-scooter & cycle hire bay and motorcycle bay to provide space to enable the introduction of the scheme. <p>This project is part of the Cool Streets and Greening programme from the Climate Action Strategy. The primary focus of the programme is the piloting of climate resilience interventions within the public realm. Due to its location, the project also forms part of the City Cluster programme of projects.</p>
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	<p>RAG Status: Green</p> <p>Risk Status: medium.</p> <p>Total Estimated Cost of Projects (excluding risk): £500k - £670K (detailed design and construction)</p> <p>Change in Total Estimated Cost (excluding risk): No change.</p> <p>Spend to Date: £205,824 Expenditure to date to develop the feasibility has been under the development of the overall programme which involves several projects under the Cool Streets and Greening Phase 4.</p> <p>Funding source: Cool Streets and Greening programme (OSPR), and the City Cluster Programme Section 106 contributions and CIL.</p> <p>Costed Risk Provision Utilised: NA</p> <p>Slippage: NA</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 5 – March 2025 (delegated to Chief Officer for decision)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Further engagement with stakeholders and occupiers to be undertaken. • Organise trial holes as required to confirm the accuracy of the radar survey. • Draft traffic management orders and commence statutory public consultation. • Complete detailed design following completion of statutory consultation on traffic orders. <p>Requested Decisions:</p> <ol style="list-style-type: none"> I. Approve the development of the design of the project as described in this report to reach the next gateway. 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 and the Cool Streets and Greening Programme (OSPR). III. Note the total estimated total cost of the project at £500K-670K (excluding risk). IV. Approve the Risk Register in Appendix 5; and delegate approval of any future costed risk provision and its drawdown to the Director of City Operations should this be required at Gateway 5. v. 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.

VI. Note that the making of the necessary traffic orders, subject to no objections, or the resolution and consideration of any objections arising from the statutory processes, is delegated to the Director of City Operations under the Scheme of Delegation.

3. Resource requirements to reach next Gateway

Table 1: Spend to date: CAS - Cool Streets and Greening Phase 4 - 16100454			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	86,000	61,052	24,948
P&T Staff Costs	85,000	41,574	43,426
P&T Fees	152,000	103,198	48,802
Smart Sensors	45,000	-	45,000
TOTAL	368,000	205,824	162,176

Table 2: Resources Required to reach the next Gateway	
Description	Resources Required for Lloyds Avenue (£)
Env Servs Staff Costs	15,000
Open Spaces Staff Costs	1,000
P&T Staff Costs	15,000
P&T Fees	29,000
TOTAL	60,000

Table 3: Funding Sources	
Description	Resources Required for Lloyds Avenue (£)
S106 - 13/01004/FULEIA - 40 Leadenhall Street - LCE	53,056

OSPR - CAS Cool Streets & Greening Programme	6,944
TOTAL	60,000

Table 4: Funding Strategy	
Description	Funding Strategy for Lloyds Avenue (£)
S106 - 13/01004/FULEIA - 40 Leadenhall Street - LCE	53,056
OSPR - CAS Cool Streets & Greening Programme	371,025
CIL (Approved bid for City Cluster)	245,919
TOTAL	670,000

Costed Risk Provision requested for this Gateway: No risk provision is required at this stage. A costed risk provision will be requested at Gateway 5 stage.

4. Design Summary

This project seeks to rebalance the streetscape to provide additional space on pavements with the integration of SuDs, planting, and seating. This scheme is looking to improve the overall quality of the street environment, whilst maintaining the current vehicular movements and servicing requirements.

A traffic survey was undertaken to determine vehicle speeds, volume and composition using the street, which has informed the proposed design. The project includes the relocation of payment parking bays, motorcycle and e-scooter and cycle hire bays to America Square, which is a short distance to the east of Lloyds Avenue. The northbound contra-flow advisory cycle lane is to be retained.

The site presents several constraints such as underground utilities and a pipe subway. Therefore, SuDs planters are only feasible along the eastern side of Lloyds Avenue and in the locations where they are currently proposed.

The SuDs interventions are rain gardens which are shallow planting beds, designed to collect rainwater run-off from

adjacent paved areas and thereby slow the movement of rainwater into the sewer system. The added benefits of these gardens are that they also soften the urban environment, enhance the public realm and support biodiversity. Areas of permeable paving will also be considered, as well as tree planting and associated accessibility improvements.

Project summary:

- Widening the pavement on the eastern side of Lloyds Avenue to provide additional pavement space for the introduction of climate resilience interventions. This is only considered for the north and south sections of the street where it is feasible to introduce Suds due to underground utilities and structures.
- Relocation of payment parking bays, motorcycle, and e-scooter & cycle hire bays to America Square. There will be no net loss of parking as result of these changes.
- Maintaining the current space that permits loading to be undertaken in the middle section of the eastern side of Lloyds Avenue.
- Minor improvements to pedestrian crossings and tactile paving.
- Minor adjustments to footway paving to achieve required levels for drainage.
- Reuse of paving materials where possible.
- Opportunities will be explored to introduce a vehicle rapid charging station on the street.

Initial engagement with local occupiers has been undertaken with positive responses received. The next steps include trial holes to assess the exact location of the trees, further local engagement on the traffic management orders ahead of the Gateway 5 report being submitted to the Chief Officer for approval.

Healthy Streets Design Check (refer to Appendix 6):

The initial evaluation concluded that the Healthy Streets scoring of the area will be improved overall as a result of introducing greenery, seating and an improved quality and finish of the paving materials.

City of London Street Accessibility Tool (CoLSAT)

The summary of the CoLSAT evaluation is included in the table below.

Table 1 - CoLSAT Summary Results Table. Lloyd's Avenue

	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	0	0
Walking Aid user	0	0	1	0
Person with a walking impairment	1	0	5	3
Long cane user	0	0	2	2
Guide Dog user	0	0	1	1
Residual Sight user	0	0	0	0
Deaf or Hearing impairment	0	0	2	1
Acquired neurological impairment	0	0	2	0
Autism/Sensory-processing diversity	0	0	1	0
Developmental Impairment	0	0	0	0
Total	1	0	15	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.

The scheme will improve the street accessibility for several of the user groups, particularly through the introduction of seating.

5. Confirmation that designs solution will meet our

Climate Action Strategy Objectives:

- The City of London Corporation and its assets are resilient to climate change.

<p>SMART objectives</p>	<ul style="list-style-type: none"> • The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change. • People in the Square Mile and beyond benefit from a clean, green, and safe environment. <p>This project will reduce the risks of flooding from the increased and more intense rainfall which we are already experiencing as a result of climate change.</p> <p>The strategically located SuDS planters will not only reduce surface water flood risk but will reduce rainwater run-off into the drainage network and subsequent risk of sewer surcharge flooding elsewhere in the City.</p> <p>The design of raingardens and the planting palette used will efficiently use water, introducing greening whilst avoiding the need for irrigation. This will help to counter the Urban Heat Island and provide opportunities for biodiversity.</p> <p>This also contributes to the Transport Strategy Outcomes of:</p> <ul style="list-style-type: none"> • The Square Mile’s streets are great places to walk, wheel and spend time. • The Square Mile is accessible to all. <p>The scheme also contributes to the Corporate Plan outcome: Leading sustainable Environment</p>
<p>6. Risk</p>	<p>6.1 The main risks are as follows:</p> <ul style="list-style-type: none"> • 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. <p>Mitigation: Underground radar surveys have been carried out to determine the feasibility of the scheme and has informed the location of the suds planters. Further trial holes are needed to confirm exact location for tree planting and underground conditions.</p> <ul style="list-style-type: none"> • Construction sites in the area impact programme; On-going development construction in the area has the potential to affect or delay the project. <p>Mitigation: Liaise with Highways to ensure impacts of nearby construction sites are managed and stakeholders informed.</p> <ul style="list-style-type: none"> • Objection to traffic orders could impact the design and scope of the project.

	<p>Mitigation: Initial consultation has been undertaken with local occupiers with positive responses and further engagement is planned as the designs are developed. Subject to the outcome of the statutory consultation on parking changes, it may be possible to incorporate minor amendments whilst still meeting the objectives of the project.</p> <p>Further information is available in the risk register in the appendix 5.</p> <p>Costed Risk Provision Utilised at Last Gateway: None requested at previous gateway report.</p> <p>Change in Costed Risk: NA</p> <p>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.</p>
--	--

Appendices

Appendix 1	Cover Sheet
Appendix 2	General arrangement plan
Appendix 3	Visuals of the proposed improvements
Appendix 4.	Proposed parking arrangements
Appendix 5.	Risk Register
Appendix 6.	Healthy Streets Check; summary diagram
Appendix 7.	Plan of area for early consultation exercise.

Contact

Report Author	Maria Herrera
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Telephone Number	07526 201100

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Project Coversheet

[1] Ownership & Status
<p>UPI: Core Project Name: Lloyd's Avenue area improvements Programme Affiliation (if applicable): Cool Streets and Greening Phase 4 (SuDs and rain gardens); City Cluster Programme Project Manager: Maria Herrera – Transport and Public Realm projects, Environment Department.</p> <p>Definition of need:</p> <p>This project seeks to rebalance the streetscape to provide additional space on pavements with the integration of SuDs, planting and seating. This scheme is looking to improve the overall quality of the street environment, whilst maintaining the current vehicular movements and servicing requirements.</p> <p>Key measures of success:</p> <ul style="list-style-type: none">• 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. <p>Expected timeframe for the project delivery: 8-10 months subject to statutory consultation on traffic orders. Gateway 5 is estimated for February 2025</p> <p>Key Milestones:</p> <ul style="list-style-type: none">• Further engagement with stakeholders and occupiers to be undertaken.• Draft traffic management orders and commence statutory public consultation.• Organise trial holes as required to confirm the accuracy of the radar survey.• Complete detailed design following completion of statutory consultation on traffic orders. <p>Are we on track for completing the project against the expected timeframe for project delivery? Yes.</p> <p>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.</p>

[2] Finance and Costed Risk
<p>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.</p>

V14 July 2019

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‘Project Briefing’ G4 report as approved by:

Project developed as part of the wider programme of works from the: Climate Action Strategy, Cool Streets and Greening Programme – Phase 4 SuDS (Sustainable Urban Drainage) for Climate Resilience

Committees: Projects and Procurement Sub (for information) Streets and Walkways Sub (for decision) Natural Environment Board (for information)	Dates: 06 November 2023 07 November 2023 04 December 2023
--	---

- Total Estimated Cost (excluding risk): £500-£650k
- Costed Risk Against the Project: None at this stage.
- Estimated Programme Dates: Gateway 5 Q4-2024-25.

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):

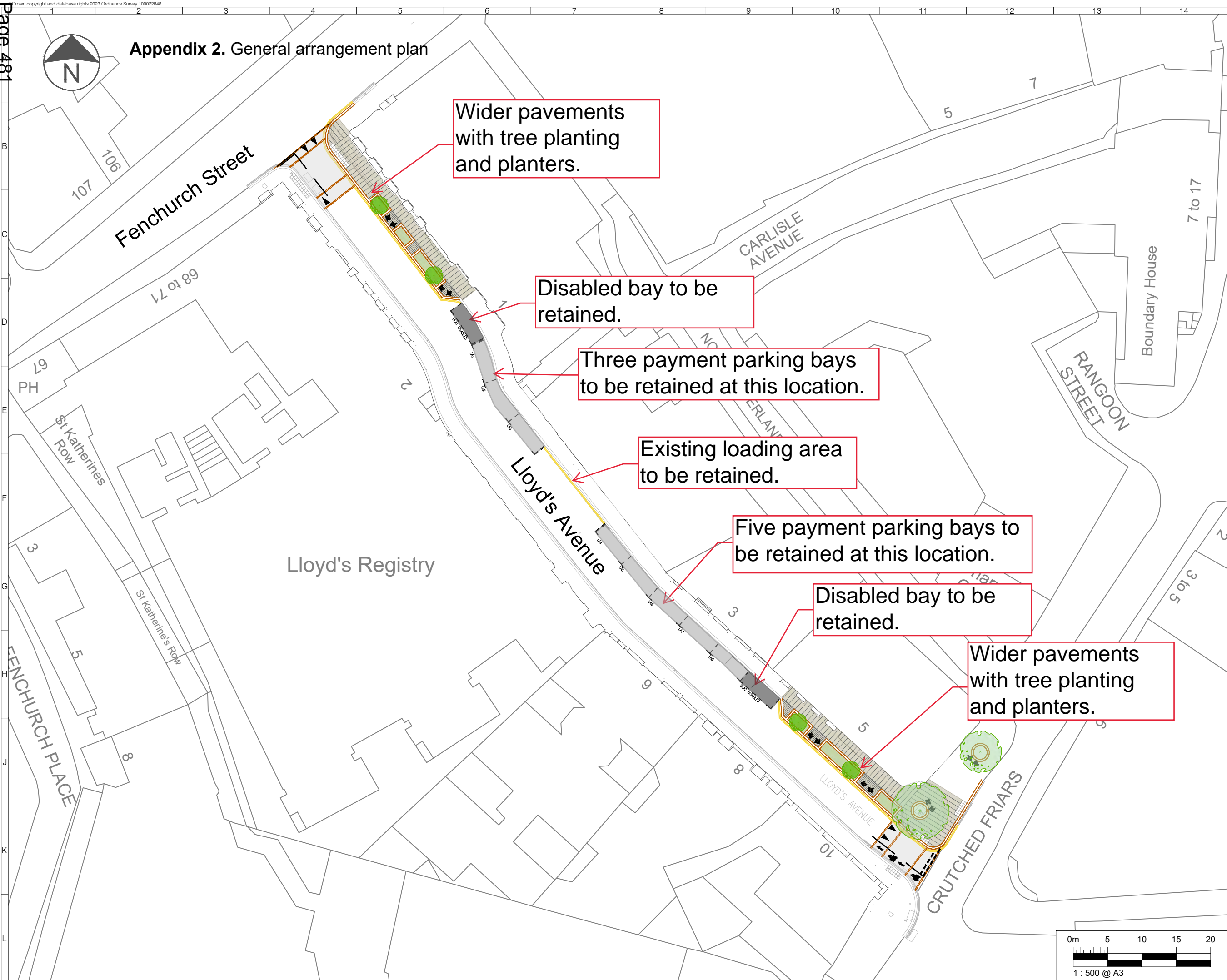
- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

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:>



Appendix 2. General arrangement plan



LEGEND

(All Proposed Material to City Of London Specification)

- Existing tree to be retained
- Proposed Tree
- Proposed Rain Garden
- Proposed Yorkstone Flags
- Proposed Yorkstone Setts
- Proposed Granite Setts
- Proposed Tactile Paving
- Proposed Granite Kerb 300mm
- Proposed Granite Kerb 150mm
- Proposed Montseny chair by Public Spaces or equivalent approved
- Proposed Road Markings - White
- Proposed Road Markings - Yellow

- NOTES**
1. Do not scale from this drawing.
 2. All dimensions are in metres unless otherwise specified.
 3. Background survey information supplied by others. See original survey plans for details.
 4. This drawing is to be read in conjunction with all drawings and documents related to the project.
 5. Underground Utilities, Structures and Basements present.
 6. Location of services and underground structures to be verified on site by contractor prior to installation of drainage assets; Engineer to be notified where discrepancies arise and locations to be adjusted where required to avoid clash with services.
 7. All materials and details to COL specifications.
 8. Where existing gullies are to be removed, gully leads upstream of new connections are to be capped/backfilled.

Proposed parking changes:

- 8 payment parking bays to be retained on Lloyd's Avenue.
- 2 disabled bays to be retained on Lloyd's Avenue.
- Motorcycle bay and e-scooter to be relocated to America Square.
- 2 payment parking bays to be relocated to America / square.

Rev	Date	Description	Drm	Chk	App
0	SEP 2024	ISSUE FOR REVIEW & COMMENTS	GA	BG	BG

This drawing has been specifically prepared to meet the requirements of the named client and may contain design and innovative features which differ from conventional design standards.



www.manstonholdings.co.uk/projectcentre



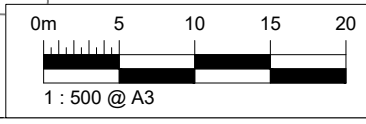
Client: COL LLOYDS AVENUE

Drawing Title: GENERAL ARRANGEMENT PLAN

Drawing Status: FOR CONSULTATION

Drawn	Designed	Date	Scale	Size
GA	BG	MAY 2024	1:500	A3

Drawing No. 1000009977-LA-0100 Rev 1



Appendix 3. Visuals of the proposed improvements

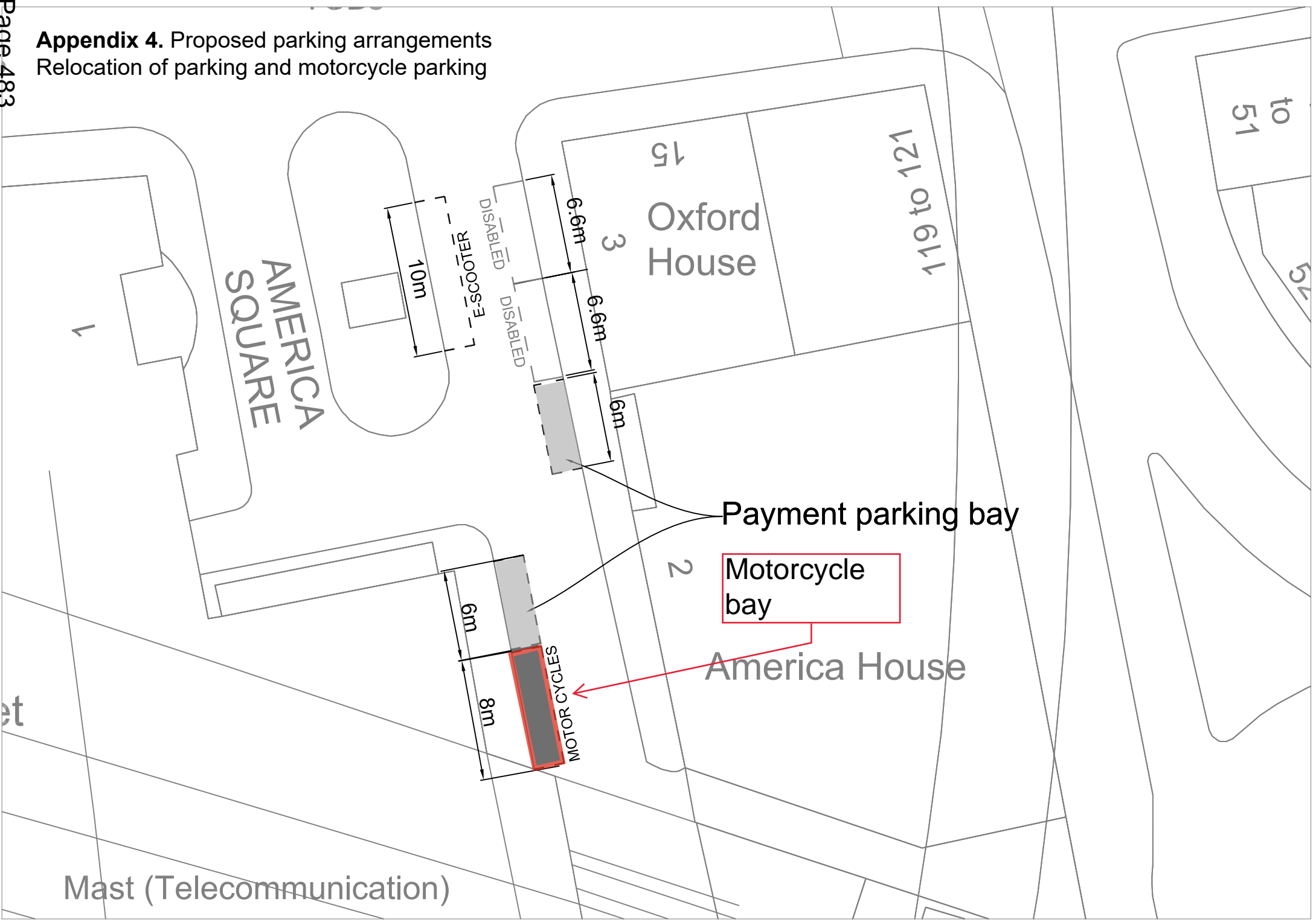
View 1. Lloyd's Avenue - looking south from Fenchurch Street



View 2. Lloyd's Avenue - looking north from Crutched Friars



Appendix 4. Proposed parking arrangements Relocation of parking and motorcycle parking



Appendix 5. Risk Register

City of London: Projects Procedure Corporate Risks Register

Project Name: Lloyd's Avenue area improvements		PM's overall: Low		UKR requested: 0		Average: 4.8		Open Risks: 6															
Unique project identifier:		Total estimated cost: £ 650,000		Total CRP used to: £ -		Average mitigated: 3.7		Closed Risks: 0															
General risk classification																							
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (€)	Costed Risk Provision requested Y/N	Confidence in the estimation	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 (Migration Museum and developments on Mincing Lane). Timescales for construction of those projects is yet unknown.	Possible	Minor	3	€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	An objection during the advertisement of traffic orders affects the scope of the project.	To deliver the full scope of benefits the project traffic changes are required for the parking in the area. If this wasn't completed, the project is unable to progress with a feasible design.	Possible	Serious	6	€0.00	N		City officers have undertaken an initial desktop assessment of the current provision of parking and servicing needs. An agreed location for parking has been agreed and will be subject to statutory consultation.	€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		Contractor to establish procurement targets to inform the programme and meet stakeholders expectations and minimise disruption with an agreed programme.	€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 as required.	€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 is proposed to change to allow for the introduction of sub planters.	Possible	Serious	6	€0.00	N		The Col team will undertake consultation with local occupiers. There is no net loss of parking with the proposed changes, however relocation of 3 payment parking bay is required to provide footway space for sub planters and seating.	€0.00	Possible	Serious	€0.00	6	€0.00		8/10/2023	DBE	Maria Herrera		
R6	2	(10) Physical	Underground conditions impact on project scope and cost.	Due to existing underground conditions and the pipe subway which runs through the middle of Lloyd's Avenue, greening interventions and tree planting may need to be adapted in certain locations or may not be feasible.	Possible	Serious	6	€0.00	N		Underground radar surveys have been carried out to determine the feasibility of the scheme and has informed the location of the sub planters. Further trial holes are needed to confirm exact location for tree planting and underground conditions.	€0.00	Possible	Minor	€0.00	3	€0.00		8/10/2023	DBE	Maria Herrera		
																	€0.00		8/10/2023	DBE	Maria Herrera		

Appendix 6. Healthy Streets score

Healthy Streets Score

Name of street

Lloyd's Avenue

Name of street at start junction

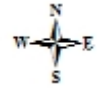
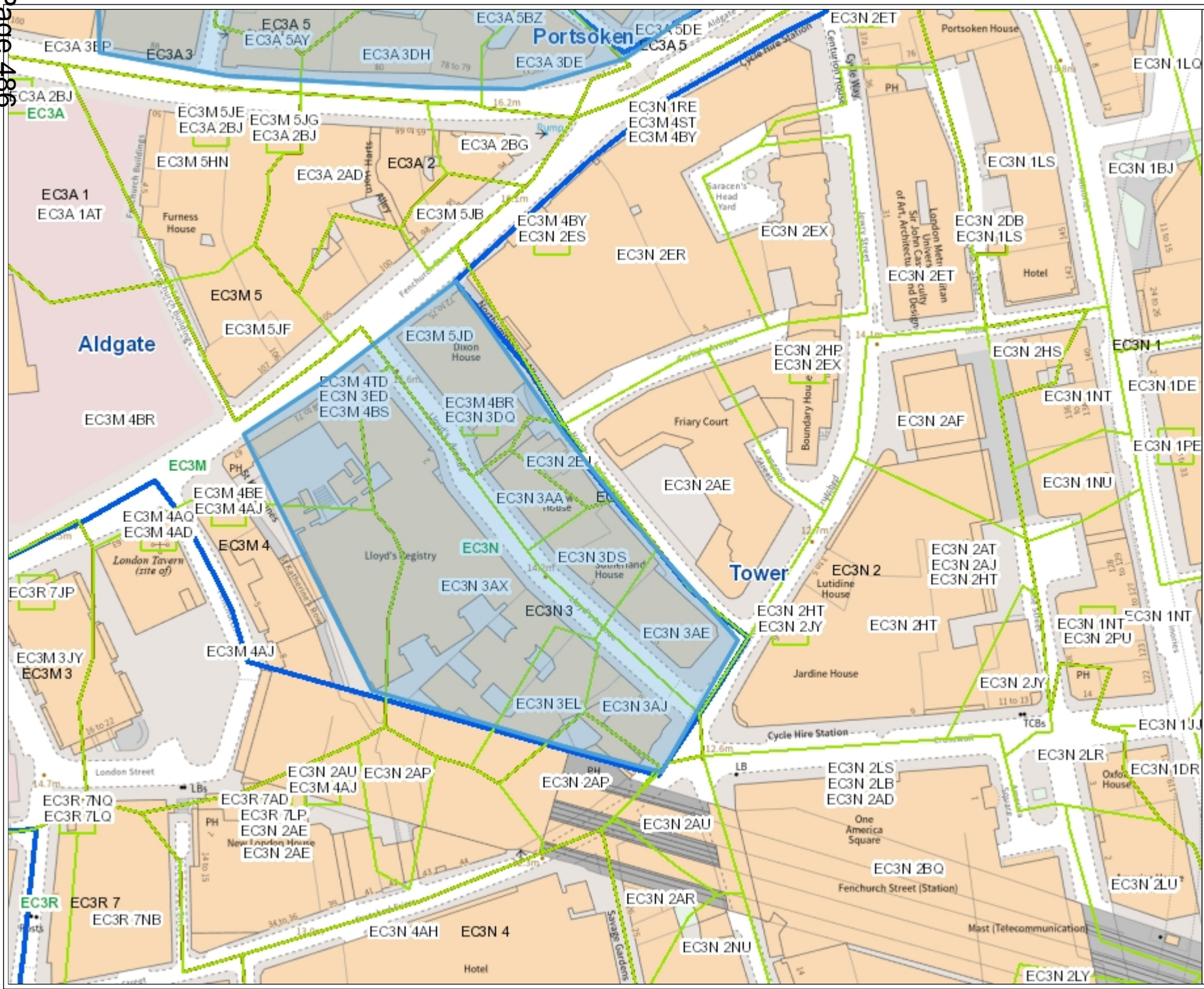
Fenchurch Street

Name of street at end junction

Crutched Friars



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	51	70
Everyone feels welcome	57	72
Easy to cross	67	75
Shade and shelter	0	33
Places to stop and rest	58	75
Not too noisy	73	73
People choose to walk and cycle	57	72
People feel safe	69	74
Things to see and do	0	78
People feel relaxed	57	72
Clean air	75	75



Lloyds Avenue area
Appendix 7. Consultation area

- Consultation area
- Ward Boundaries



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Committees: Planning and Transportation Committee <i>[for decision]</i> Projects and Procurement Sub-Committee <i>[for information]</i>	Dates: 5 November 2024 9 December 2024
Subject: Dominant House Footbridge Future Options Unique Project Identifier: 11788	Gateway 6: Outcome Report Regular
Report of: Executive Director Environment Report Author: Trina deSilva	For Decision
PUBLIC	

Summary

1. Status update	<p>Project Description: Repair fault on City Walkway footbridge over highway which has led to spalling on footbridge support.</p> <p>RAG Status: Green (Red at last report to Committee)</p> <p>Risk Status: Low (Medium at last report to committee)</p> <p>Costed Risk Provision Utilised: £0</p> <p>Final Outturn Cost: £433,291</p>
2. Next steps and requested decisions	<p>Requested Decisions: that the project is closed</p>
3. Key conclusions	<p><i>Repairs were made to the southern pier of the bridge, and a new joint provided. The waterproofing to the structure was renewed and all joints were cleaned out and resealed. This work will: allow the bridge to expand and contract more freely, provide better protection to the structure from water, reduce the likelihood of chloride contamination and reduce the likelihood of the concrete spalling in the future.</i></p> <p><i>FM Conway, our term contractor, were the main contractor. The works were carried out to a good standard, but the project</i></p>

	<i>suffered a two month delay as a result of poor management of sub-contractors.</i>
--	--

Main Report

Design & Delivery Review

4. Design into delivery	<i>The work was completed almost exactly as designed. The design should have anticipated that the depth of chlorinated concrete and depth of cover to reinforcing bars were similar. To reduce the likelihood of the concrete repair failing, additional concrete had to be broken out so the repair could start behind the reinforcement. This should have been anticipated at the design stage. The designer should also have anticipated the need to repair high level cracks on the pier, so this could have been included in the works from the start.</i>
5. Options appraisal	<i>The option chosen was best value. There are two crossings of Upper Thames St very nearby, one of which is indoors, through a hotel, with level access also provided. These served as diversion routes during the project.</i>
6. Procurement route	<i>The term contractor was used to deliver this project, to allow a faster start on site. Permissions were obtained quickly, and FM Conway made good use of the closures to complete repainting work. However, their management of their subcontractors wasn't good, and the site was then left empty for two months (and unable to be reopened to the public as the stair nosings had been damaged) before they were able to get the sub-contractors on site. As FMC have a presence in the city and delivered other projects from the same site offices, their overheads for the two extra unproductive months on site wasn't punitive as it would be if this had been an independent project.</i>
7. Skills base	<i>The project was managed without the need for external resources. The designers visited site occasionally.</i>
8. Stakeholders	<i>Letters were sent out to neighbouring properties to warn of the works. There were a few complaints about the length of the delay and some letters had to be reissued as the originals were not received.</i>

Variation Review

9. Assessment of project against key milestones	<i>Despite the two month delay on site, the works were completed within the G5 programme and budget.</i>
--	--

v.April 2019

10. Assessment of project against Scope	<i>All the work specified was completed. There are two cracks in the pier which will be repaired as separate work. These repairs will require a small scaffold tower and should take a week or less to complete. They weren't included in the original scope of works, and FM Conway were not able to add them into this project without delaying completion.</i>
11. Risks and issues	<i>None of the anticipated risks occurred. No unidentified risks occurred. A costed risk provision of £66,200 was requested at G5. None of this was used.</i>
12. Transition to BAU	<i>N/A</i>

Value Review

13. Budget	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td><i>Estimated cost: £1,078,000 (risk not identified at that stage)</i></td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	<i>Estimated cost: £1,078,000 (risk not identified at that stage)</i>																						
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		<table border="1"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td><i>£50,746</i></td> <td><i>£40,135</i></td> </tr> <tr> <td><i>Staff Costs</i></td> <td><i>£15,500</i></td> <td><i>£25,485</i></td> </tr> <tr> <td><i>Works</i></td> <td><i>£416,437</i></td> <td><i>£344,065</i></td> </tr> <tr> <td><i>Structural Fees</i></td> <td><i>£15,000</i></td> <td><i>£12,852</i></td> </tr> <tr> <td><i>Traffic Management</i></td> <td><i>£10,754</i></td> <td><i>£10,754</i></td> </tr> <tr> <td><i>Costed Risk Provision</i></td> <td><i>£66,200</i></td> <td><i>£0</i></td> </tr> <tr> <td><i>Total</i></td> <td><i>£574,637</i></td> <td><i>£433,291</i></td> </tr> </tbody> </table>		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	<i>£50,746</i>	<i>£40,135</i>	<i>Staff Costs</i>	<i>£15,500</i>	<i>£25,485</i>	<i>Works</i>	<i>£416,437</i>	<i>£344,065</i>	<i>Structural Fees</i>	<i>£15,000</i>	<i>£12,852</i>	<i>Traffic Management</i>	<i>£10,754</i>	<i>£10,754</i>	<i>Costed Risk Provision</i>	<i>£66,200</i>	<i>£0</i>	<i>Total</i>	<i>£574,637</i>	<i>£433,291</i>
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>																							
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<i>Total</i>	<i>£574,637</i>	<i>£433,291</i>																								
<i>The final account for this project has been agreed. The project budget was underspent. The unspent funds will be returned to OSPR for use on other schemes.</i>																										
14. Investment	<i>N/A</i>																									
15. Assessment of project against SMART objectives	<i>The G2 SMART objectives were:</i>																									
	<ul style="list-style-type: none"> • Fully repair the movement joint. • Repairs completed on time (by January 2019) and to budget. <p>This was achieved, although there was a delay in completion against the Gateway 2 timescales, as a result of:</p> <ul style="list-style-type: none"> • Project on hold because of the fundamental review. • Pricing delayed until the highways term contract commenced in July 2022. 																									

v. April 2019

	<ul style="list-style-type: none"> • G5 committee approval needed because of increase in works cost. <p>Work was completed in November 2023.</p>
16. Key benefits realised	<i>No key benefits were listed in the G2 report. The project has achieved its objectives.</i>

Lessons Learned and Recommendations

17. Positive reflections	<i>The quality of the finished work was high.</i>
18. Improvement reflections	<p><i>The delay to the works had a greater impact on the City and local residents than it did on FM Conway. The cost of the two months with no-one on site was not punitive for FM Conway, given that they are operating several sites throughout the City at the same time.</i></p> <p><i>TfL funding was agreed for this project. An offer to fund £269k was made in September 2022, dependent on the works being completed by March 2023. However, FM Conway's quotation for the works came in at £410k. Committee approval for these increased costs was required and would have increased the programme – preventing completion by 31 March 2023. We therefore missed out on TfL funding. We were able in the end to bring FM Conway's works costs down, e.g. by working from mobile platforms rather than a full scaffold of the structure, but we did miss out in the TfL funding as the timescales were quite short and our procedures too lengthy to comply.</i></p>
19. Sharing best practice	<i>The engineering team discusses progress on projects, sharing what has worked or failed and what we would do differently for future projects. These discussions are held with other teams where required.</i>
20. AOB	<i>None.</i>

Appendices

Appendix 1	Project Coversheet
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Contact

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Email Address	trina.desilva@cityoflondon.gov.uk
Telephone Number	020 7332 3049

Appendix 1 – Project Coversheet

[1] Ownership & Status

UPI: 11788

Core Project Name: Dominant House Footbridge Future Options

Programme Affiliation (if applicable): none

Project Manager: Trina deSilva

Definition of need: Repair fault which has led to spalling on footbridge support

Key measures of success: No further spalling of concrete

Expected timeframe for the project delivery: Project put on hold with the fundamental review. Pricing delayed until term contract commenced in July 2022. G5 approval needed with increase in works cost. Work completed in November 2023.

Key Milestones:

Gateway 5 *October/November 2022*

Completion *November 2023*

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

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? Yes, we were in contact with neighbouring properties, particularly with the delay to the works.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G1/2 report (approved by Projects Sub Committee 31/01/2017):

- Total Estimated Cost (excluding risk): £1,078,000
- Resources to reach next Gateway (excluding risk): £33,000
- Spend to date: none
- Costed Risk Against the Project: none
- CRP Requested: none
- CRP Drawn Down: none
- Estimated Programme Dates: completion January 2019

'Issues Report' (as approved by Projects Sub Committee 16/05/2018)

- Total Estimated Cost (excluding risk): no change reported
- Resources to reach next Gateway (excluding risk): £54,257
- Spend to date: £24,410
- Costed Risk Against the Project: none
- CRP Requested: none
- CRP Drawn Down: none
- Estimated Programme Dates: no change reported

High chloride levels were discovered in the bridge. Further concrete tests were required to determine the extent of the high chloride levels.

Project put on hold due to Fundamental review

v. April 2019

'Options Appraisal and Design' G3-4 report (as approved by PSC 23/07/2021):

- Total Estimated Cost (excluding risk): £340,864
- Resources to reach next Gateway (excluding risk): £18,000
- Spend to date: £60,011
- Costed Risk Against the Project: none
- CRP Requested: none
- CRP Drawn Down: none
- Estimated Programme Dates: completion expected December 2022

Scope/Design Change and Impact: none

'Authority to start Work' G5 report (as approved by OPPSC 06/03/2023):

- Total Estimated Cost (excluding risk): £508,437
- Resources to reach next Gateway (excluding risk): £436,183
- Spend to date: £58,471
- CRP Requested: £66,200
- CRP Drawn Down: £0
- Estimated Programme Dates: works on site August – November 2023

Scope/Design Change and Impact: none

Total anticipated on-going commitment post-delivery [£]: no additional impact. The structure will continue to be maintained within the usual highway structure inspection and maintenance programmes.

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By virtue of paragraph(s) 2, 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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