Public Document Pack

Projects and Procurement Sub-Committee – Information (starred) Pack

Date: **WEDNESDAY, 28 JANUARY 2026**

Time: 3.45 pm

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

Members:

Deputy Benjamin Murphy (Chairman)
Philip Woodhouse (Deputy Chairman)
Simon Burrows
Deputy Timothy Butcher
Deputy Anne Corbett
Stephen Hodgson
Deputy Andrien Meyers
Deputy Alastair Moss
Deputy Dawn Wright

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

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https://www.youtube.com/@CityofLondonCorporation/streams

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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

7. ***GW2 (PROJECT PROPOSAL): AVONDALE SQUARE ESTATE EXTERNAL WORKS (PHASE 1: POINT BLOCKS)**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 81 - 92)

8. ***GW3 (OUTLINE OPTIONS APPRAISAL): TRANSFORMING FLEET STREET**
Report of the Executive Director, Environment.

For Information
(Pages 93 - 130)

9. ***GW5 (AUTHORITY TO START WORK): FENCHURCH STREET AREA HEALTHY STREETS PLAN**
Report of the Executive Director, Environment.

For Information
(Pages 131 - 164)

10. ***GW5 (AUTHORITY TO START WORK): ST. PAUL'S GYRATORY TRANSFORMATION PROJECT – GREYFRIARS SQUARE**
Report of the Executive Director, Environment.

For Information
(Pages 165 - 184)

11. ***GW6 (PROJECT CLOSURE): HOLLOWAY ESTATE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 185 - 196)

12. ***GW6 (PROJECT CLOSURE): MIDDLESEX STREET ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 197 - 202)

13. ***GW6 (PROJECT CLOSURE): PETTICOAT TOWER BALCONY SCREENS**
Report of the Executive Director, Environment.

For Information
(Pages 203 - 208)

14. ***GW6 (PROJECT CLOSURE): PETTICOAT TOWER FIRE DOORS**
Report of the Executive Director, Environment.

For Information
(Pages 209 - 214)

15. ***GW6 (PROJECT CLOSURE): SYDENHAM HILL WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**
Report of the Executive Director of Community and Children's Services

For Information
(Pages 215 - 226)

16. ***GW6 (PROJECT CLOSURE): WINDSOR HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**
Report of the Executive Director of Community and Children's Services

For Information
(Pages 227 - 238)

17. ***GW6 (PROJECT CLOSURE): YORK WAY ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**
Report of the Executive Director of Community and Children's Services.

For Information
(Pages 239 - 244)

27. ***GW6 (PROJECT CLOSURE): (CITY'S ESTATE DESIGNATED SALES POOL) - 10-12 BREWERY ROAD - MAJOR REFURBISHMENT**
Report of the City Surveyor.

For Information
(Pages 245 - 264)

28. ***GW6 (PROJECT CLOSURE): CLSG INTERIM SIXTH FORM EXPANSION SPACE**
Report of the City Surveyor.

For Information
(Pages 265 – 302)

Committees: Corporate Projects Board [*for decision*] Community and Children's Services Committee [*for decision*] Projects and Procurement Sub-Committee [*for information*]	**Dates:** 12 November 2025 01 December 2025 28 January 2026
Subject: Avondale Square Estate External Works (Phase 1: Point Blocks) **Unique Project Identifier:** TBC	**Gateway 2: Project Proposal** Regular
Report of: Director of Community & Children's Services **Report Author:** Rafael Cardenas, Project Manager, Major Works DCCS	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** The Avondale Square Estate External Works project addresses critical deterioration across multiple blocks, with Phase 1 focusing on West Point, Centre Point, and East Point. The most urgent issue is the roof at Centre Point, which has suffered significant water ingress, resulting in saturated and irreparable insulation. The proposed solution involves a full roof replacement down to the concrete decking. In addition to the roof works, the project encompasses external masonry repairs, rainwater goods replacement, window overhauls, and external decorations. These works are essential to maintain the structural integrity and appearance of the estate, reduce responsive repair costs, and ensure compliance with statutory obligations under the Landlord and Tenant Act 1985. **Next Gateway:** Gateway 3/4 - Options Appraisal (Regular) **Next Steps:** 1. Engage with Homeownership Services to issue Stage 1 Section 20 2. Work with Procurement to issue tender for multidisciplinary consultant services, covering all RIBA stages.

<table>
<tr><td></td><td>3. Prepare to undertake the new gateway process

Requested Decisions:

1. That budget of £150,000 is approved to reach the next Gateway;
2. Note the project budget of £150,000 (excluding risk);
3. Note the total estimated cost of the project at £4,750,000 (excluding risk);</td></tr>
<tr><td>2. Resource requirements to reach next Gateway</td><td>
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Internal Staff Costs</td><td>Project Management
Procurement</td><td>HRA Capital</td><td>£20,000</td></tr>
<tr><td>Consultancy services</td><td>Feasibility, Design, Options Appraisal</td><td>HRA Capital</td><td>£130,000</td></tr>
<tr><td>Total</td><td></td><td></td><td>£150,000</td></tr>
</table>
A proportion of the above cost is recoverable by way of service charges from long leaseholders.

Costed Risk Provision requested for this Gateway: N/A.</td></tr>
<tr><td>3. Governance arrangements</td><td>• Service Committee: Community & Children’s Services Committee
• Senior Responsible Officer: Peta Caine, Director of Housing, DCCS
• The project will be monitored by the Housing Programme Board.</td></tr>
</table>

Project Summary

4. Context	The Avondale Square Estate is situated off the Old Kent Road in the London Borough of Southwark. This comprises 644 dwellings in 11 blocks. These blocks are subject to the planned maintenance programme of internal and external redecoration, to maintain the building fabric and appearance of individual blocks and the estate as a whole. The last time the estate was painted was over a phased period of three years 2002/03, 2003/04 and 2004/05 under a painting partnering project with Greenings.

	The normal length of time between redecoration works in the planned maintenance programme is 5 years for internal areas and 10 years for external gloss and masonry paint applications. Given the above timescales and dates, previous works have either passed, or are nearing, their expiry dates. All windows in the blocks affected have been replaced within the last 30 years. There are no plans to replace these but these require maintenance to prolong their lives. The roofs to particular blocks need to be inspected and appropriate repairs carried out as necessary. It makes sense to do all works together to make use scaffolding, reduce inconvenience to residents and achieve economies of scale by combining works.
5. Brief description of project	**Window replacement** Replacement of existing windows with double glazed units, intended to improve thermal efficiency and comfort. **Reroofing, rainwater goods and potential energy saving PV solar panels.** Condition surveys by the roofing supplier, Bauder, have been undertaken, intended to help inform the initial feasibility report. Opportunities to significantly improve insulation and the potential for installing PV panels will be investigated in conjunction with the City's Energy/Climate Action Strategy teams with a view to secure funding external to the Housing Revenue Account. **External Repairs & Communal Redecorations** A full cyclical redecoration programme covering internal communal areas and any previously painted external areas will be included;
6. Consequences if project not approved	• Continued deterioration of elements of the building fabric, leading to more responsive repairs expenditure to address ongoing problems. • The City is obliged under the Landlord and Tenant Act 1985 to prevent disrepair to its property and failure to do so could result in legal action.
7. SMART project objectives	The assessment of conditions will highlight what works are necessary to help maintain the fabric of the building and subsequent works will help prolong the life of building elements. These works will result in the need for fewer responsive repairs and will reduce expenditure in this area. The project is required to achieve water draining away correctly and not leaving ponding, standing water and be compliant with the latest Building regulations.

	By undertaking works together, costs will be reduced as facilitating works, such as scaffold/cradles can be used to access all required elements.
8. Key benefits	• Improvement in the appearance and performance (in terms of maintaining the building fabric) of City assets. • Reduced spending on responsive repairs. • Resident satisfaction at the services provided by the City of London.
9. Project category	7a. Asset enhancement/improvement (capital) 7b. Major renewals, typically of a one-off nature (supplementary revenue)
10. Project priority	A. Essential
11. Notable exclusions	Electrical upgrades or fire safety works as these will be progressed independently as part of separate stand-alone packages.

Options Appraisal

12. Overview of options	1) Renew building elements individually on a reactive basis. 2) Renew building elements individually as a planned programme of works with specialist contractors procures in sequence. 3) Renew building elements as a holistic package in a planned programme of works by a single contractor.

Project Planning

13. Delivery period and key dates	**Overall project:** Expected completion October 2029 **Key dates:** Gateway 2– Autumn 2025 Engage with Homeownership Services to issue Stage 1 Section 20- Winter 2025 Work with Procurement to issue tender for multidisciplinary consultant services, covering all RIBA stages. Winter 2025
14. Risk implications	**Overall project risk:** Low • Depending upon the extent of works, there may be a risk of some works having to be done during winter months and the potential for bad weather to disrupt and delay the works. The timetable above would mean that works are due to start during spring/summer which should mean more chance of better weather and works remaining on schedule.

	• The works are likely to need to be undertaken from cradles or scaffolding, posing potential hazards to operatives and residents.
15. Stakeholders and consultees	1. Members. 2. Residents of Avondale Square estate. Note – leaseholder consultation will be required for this project as the works are attributable per block and/or to common estate areas and paid for by the Housing Revenue Account (HRA). 3. Housing Management and Almshouses Sub Committee. 4. Repairs. 5. Principal Contractor. 6. Sub-contractor. 7. L/A Planning 8. Department of Community and Children's Services 9. The Chamberlains 10. Comptroller

Resource Implications

16. Total estimated cost	**Likely cost range (excluding risk):** £4,000,000 - £4,500,000 **Likely cost range (including risk):** £4,000,000 - £4,500,000	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource
	Funds/Sources of Funding	**Cost (£)**
	HRA Capital	£4,500,000- £4,750,000
	Climate Action Strategy	TBC as scope develops
	Total	£4,500,000- £4,750,000
	A proportion of the cost is recoverable by way of service charges from long leaseholders. These works form part of the overall £205m HRA major works programme. The total funding of the programme (including optimism bias) is subject to agreement of the Court of Common Council. However initial projects in the programme such as the Southbank Estate External Works package are affordable within the projections of internal borrowing capacity of the HRA of up to £35m.	
18. Investment appraisal	N/A	

19. Procurement strategy/route to market	At this early stage, the anticipated procurement strategy is an open market tender to Tier 1 contractors.
20. Legal implications	Works will be subject to statutory Section 20 consultation with long leaseholders. Any element considered to be works of improvement (ie. the installation of PV panels etc) would not be recoverable.
21. Corporate property implications	None.
22. Traffic implications	None.
23. Sustainability and energy implications	Although the proposed external works do not introduce new sustainability technologies or energy systems, they will significantly enhance the long-term environmental performance and resilience of the Avondale Square Estate. Key sustainability benefits include improved thermal efficiency through roof replacements and window overhauls, which will reduce heat loss and energy consumption. The preservation of the building fabric through masonry repairs and rainwater goods renewal will extend the lifecycle of estate assets, reducing the need for future high-carbon interventions. By combining multiple workstreams under shared access infrastructure (e.g., scaffolding), the project also minimises environmental disruption and resource use. These measures support the City of London's commitment to maintaining secure, resilient, and well-managed spaces, and ensure compliance with current Building Regulations related to energy and environmental standards.
24. IS implications	None
25. Equality Impact Assessment	An equality impact assessment will not be undertaken
26. Data Protection Impact Assessment	The risk to personal data is less than high.

Appendices

Appendix 1	Project Briefing – Gateway 1 Report
Appendix 2	Risk Register

Contact

Report Author	Rafael Cardenas
Email Address	Rafael.Cardenas@cityoflondon.gov.uk
Telephone Number	07710 716 649

Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC by Corporate Programme Office once passed Gateway 1	**[1b] Departmental Reference Number**	
[2] Core Project Name	**Avondale Square Estate – External Works**		
[3] Programme Affiliation *(if applicable)*	Yes		

Ownership	
[4] Chief Officer has signed off on this document	Judith Finlay, Executive Director of Community and Children's Services Signed-off via an email: XXXXXX
[5] Senior Responsible Officer	Peta Caine: Assistant Director for Housing
[6] Project Manager	Rafael Cardenas Tel: **07710 716649** Email: rafael.cardenas@cityoflondon.gov.uk Major Works Team, Housing Property Services, Dept of Community & Children's Service, Barbican Estate Office. 3, Lauderdale Place, Barbican. EC2Y 8EN

Description and purpose
[7] Project Description
The delivery of a package of external works including roof covering replacement, window replacement, external masonry repairs, rainwater goods and external decorations. Works to be split into two phases: Phase 1 (West Point, Centre Point, East Point Blocks) and Phase 2 (Longland Court, Procter House, Tovy House, Brettinghurst, Colechurch House, Tevatree House, Harman Close and Avondale House).
[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)?
• Address resident concerns in relation to aesthetics and upkeep on the estate. • Address landlord obligations in respect of planned maintenance. • Improve thermal efficiency of buildings.
[9] What is the link to the City of London Corporate plan outcomes?
• Providing Excellent Services. • Our spaces are secure, resilient, and well-maintained.
[10] What is the link to the departmental business plan objectives?
• Residents live in well maintained and managed homes and estates.

[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	Y	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	N

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. Enhanced perception of investment by the Corporation. 2. Residents will feel valued within their homes and on the estate.
[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.)
1. Residents can be reassured that the Corporation is committed to ensuring provision of safe, secure and comfortable homes. 2. Satisfaction with the scheme can be measured through resident survey and engagement with representative groups.
[14] What is the expected delivery cost of this project (range values)[£]
Lower Range estimate: £6,000,000 Upper Range estimate: £7,000,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
The life cycle is a minimum 20 years with periodic cyclical maintenance.
[16] What are the expected sources of funding for this project?
Housing Revenue Account. Leaseholder recovery in respect of concrete repairs.
[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: start spring 2028 – end date spring 2030 Upper Range estimate: start autumn 2028 – end date autumn 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?
None anticipated.
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >

Housing Programme Board	Officer Name: Peta Caine, Assistant Director of Housing

Chamberlains: Finance	Officer Name: Mark Jarvis, Head of Finance
Housing programme Board	Officer Name: Greg Wade
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	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	N/A
Supplier	N/A
Supplier	N/A
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Avondale Square Estate – External Works	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	4.2	**Open Risks**	5
Unique project identifier:	TBC	**Total estimated cost (exc risk):**	£ 4,750,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	4.6	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to issues	Comment(s)
R1	2	(2) Financial	Economic uncertainty causing high cost inflation in construction	works cost increase	Possible	Serious	6	£0.00	N	B – Fairly Confident	Ensure any additions to the contract sum is evidenced as essentially being	£0.00	Possible	Serious	£0.00	6	£0.00		24/02/2024	Jason Hayes	Francis Connolly		
R2	2	(2) Financial	Leaseholder challenge to S20 cause programme delay	works cost increase	Possible	Serious	6	£0.00	N	B – Fairly Confident	Ensure any additions to the contract sum is evidenced as essentially being required	£0.00	Possible	Serious	£0.00	6	£0.00		24/02/2024	Jason Hayes	Francis Connolly		
R3	2	(8) Technology	Challenge to planning application could cause delays	programme delay	Unlikely	Serious	4	£0.00	N	A – Very Confident	ready with responses	£0.00	Possible	Serious	£0.00	6	£0.00		24/02/2024	Jason Hayes	Francis Connolly		
R4	2	(4) Contractual/Partnership	Lack of contractor interest	Further delay to the programme	Unlikely	Minor	2	£0.00	N	A – Very Confident	ready with alternative suppliers	£0.00	Unlikely	Minor	£0.00	2	£0.00		24/02/2024	Jason Hayes	Francis Connolly		
R5	2	(2) Financial	Complications obtaining planning consent may required additional design fees	Consultant cost increase	Possible	Minor	3	£0.00	N	B – Fairly Confident	CRP if required ensures the additional funding is there.	£5,000.00	Possible	Minor	£0.00	3	£0.00		24/02/2024	Jason Hayes	Francis Connolly		
R6								£0.00				£0.00			£0.00		£0.00		24/02/2024	Jason Hayes	Francis Connolly		
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R90								£0.00				£0.00			£0.00	£0.00						
R91								£0.00				£0.00			£0.00	£0.00						
R92								£0.00				£0.00			£0.00	£0.00						
R93								£0.00				£0.00			£0.00	£0.00						
R94								£0.00				£0.00			£0.00	£0.00						
R95								£0.00				£0.00			£0.00	£0.00						
R96								£0.00				£0.00			£0.00	£0.00						
R97								£0.00				£0.00			£0.00	£0.00						
R98								£0.00				£0.00			£0.00	£0.00						
R99								£0.00				£0.00			£0.00	£0.00						
R100								£0.00				£0.00			£0.00	£0.00						

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Committees: Streets & Walkways Sub-Committee *[for decision]* Projects & Procurement Sub-Committee *[for information]*	**Dates:** 09 December 2025 28 January 2026
Subject: Transforming Fleet Street **Unique Project Identifier:** *12470*	**Gateway 3: Outline Options Appraisal (Complex)**
Report of: Executive Director, Environment **Report Author:** Maria Curro, Project Manager, Policy & Projects, City Operations	**For Information**
PUBLIC	

1. Status update	**Project Description:** The project aims to transform the highway layout and public realm of Fleet Street between Ludgate Circus and Chancery Lane. **Background:** These transformative changes will allow the street to adapt to the changing needs of the Fleet Street area and accommodate the expected increase in people working in and visiting the area. Changes to the highway layout and traffic movements will be considered to enable public realm, safety and accessibility improvements. Coordinated highway and public realm changes will deliver the objectives of the Transforming Fleet Street project by: • Widening pavements to provide more space for people walking and wheeling, and to enable wider public realm improvements such as seating and planting to create a high-quality street environment that is commensurate with the surrounding historic townscape and new developments • Enhancing existing crossings and, where feasible, installing new crossing points to improve safety and accessibility and better reflect 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 • Improving cycle safety and cycling infrastructure for people cycling on Fleet Street • Improving and managing on-street loading facilities, working alongside local businesses This project is identified as a high priority in the Fleet Street Area Healthy Street Plan (HSP, adopted in 2023). Feedback from the Fleet Street HSP consultation responses indicated that public realm and greening enhancements were strongly supported. The Transforming Fleet Street project is also a key priority for the Fleet Street Quarter Business Improvement District (FSQ BID), as stated in the BID's public realm strategy. <u>Current project status:</u> This report summarises the assessment of the two highway design options that are being developed alongside public realm aspirations. • Work is ongoing with Transport for London (TfL) to further traffic model the two options for Fleet Street • Public realm concept designs have been developed, including strategically introducing greening to complement the enhanced lighting, improved wayfinding and bringing out the rich historical nature of Fleet Street through historic interpretation • Stakeholder engagement workshops have been undertaken with businesses fronting Fleet Street and other stakeholders, with informative and useful feedback on the public realm designs provided • Engagement with local businesses is ongoing to assess and understand servicing and operational needs **RAG Status:** Green (no change from previous report) **Risk Status:** Low (no change from previous report) **Total Estimated Cost of Project (excluding risk):** £9m - £10.5m **Change in Total Estimated Cost of Project (excluding risk):** None **Spend to Date:** £456,358 **Costed Risk Provision Utilised:** None **Slippage:** None

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2. Next steps and requested decisions

Next Gateway: *Gateway 4: Detailed Options Appraisal*

Next Steps:

- Continue to work with the TfL Network Performance Team to finalise the traffic modelling
- Continue to engage with TfL Buses, Traffic Management and Traffic Signals Teams
- Continue to develop the public realm concept designs and commission the RIBA Stage 3 design. Develop feasible design options for the soft and hard landscaping.
- Continue to engage with businesses within the project area to assess and understand servicing and operational needs
- Carry out a comprehensive public consultation exercise on the proposed options. Consultation is proposed for spring 2026.
- Prepare a Gateway 4 report for autumn 2026, with detailed designs, recommending a preferred option based on consultation feedback and design development

Requested Decisions:

Members of the Streets & Walkways Sub-Committee are requested to approve the following:

1. That an additional budget of £447,419 is approved to reach the next Gateway funded from the approved CIL allocation (£447,419) and the Fleet Street Quarter BID (£60K), subject to the completion of the BID funding agreement.
2. That the two highway design options set out in Appendix 4 and the concept public realm designs, as set out in Appendix 7 and detailed in this report, form the basis for a public consultation exercise.
3. To proceed with a public consultation exercise based on the highway options and public realm concept in spring 2026 and for the final details of the consultation to be agreed by the Director of City Operations in consultation with the Chair and Deputy Chair of the Streets & Walkways Sub-Committee.
4. Note the project's total estimated cost range of £9.5m - £10.5m and the funding strategy in Appendix 2.
5. Authorise that the City enter into a letter of agreement with the Fleet Street Quarter BID to confirm the details regarding their funding contribution for the project.

3. Resource requirements to reach next Gateway

Table 1: Expenditure to date, Transforming Fleet Street

Item	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	87,975	6,522	81,453
P&T Staff Costs	147,310	133,120	14,190

	P&T Fees	330,000	316,716	13,284
	Total	**565,285**	**456,358**	**108,927**

Table 2: Resources required to reach next Gateway

Item	Approved budget (£)	Resources required (£)	Revised budget (£)
Env Servs Staff Costs	87,975	20,533	108,528
P&T Staff Costs	147,310	111,440	258,750
Open Spaces Staff Costs	-	2,926	2,926
P&T Fees	330,000	312,500	642,500
Total	**565,285**	**447,419**	**1,012,704**

Detailed financial information is shown in Appendix 2.

Transportation & Public Realm Projects Staff Costs: Time required for planning, managing and refining the highway and public realm designs, needed to reach the next Gateway report. Time is also required to prepare, develop and manage the public consultation which is expected to utilise a lot of officer time and includes supervision costs. This is the equivalent of approximately 1,100 hours to the next Gateway.

Highways Staff Costs: Time required for planning, managing, and refining the highway and public realm designs to reach the next Gateway report.

City Gardens Staff Costs: Time required for reviewing and providing feedback on the planting design of the project.

Fees: An additional £312,500 is needed for (but not limited to) external specialist design support, public consultation materials and costs, consultation support, independent design reviews and engagement with interest transport groups and other stakeholder groups, and ongoing TfL highway modelling work.

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.

4. Overview of project options	1. Fleet Street is a significant east-west corridor for those walking, wheeling and cycling and for vehicular movements, including buses. The street also forms part of the main route for the Lord Mayor's Show and other ceremonial functions.

	2. The need for wider pavements and an improved public realm was set out in the Fleet Street HSP. This anticipates the estimated 25% increase in workers to the area as a result local large-scale developments due to be completed in the next five years. 3. Both the highway options below respond to this expected increase in workers and visitors to the Fleet Street area by seeking to maximise pavement space and deliver a high-quality public realm. **<u>Transforming Fleet Street highway design options</u>** 4. Two highway design options for Fleet Street have been developed to meet the project objectives and align with stakeholder and policy aspirations to create an enhanced street environment. 5. The highway design options have been developed in conjunction with the TfL's Road Network, Buses, Traffic Management and Traffic Signals teams, who have been engaged throughout the traffic modelling process to date. In order to progress a highway option to implementation, the City would submit a Traffic Management Application (TMAN) to TfL for approval as Fleet Street forms part of the Strategic Road Network, for which TfL are responsible. 6. For both highway design options, the feasibility traffic modelling has been undertaken with recent traffic flow information. This enables Officers to understand what changing the street with today's traffic flows would mean for local journey times. This further allows the different options to be compared to one another. 7. At this stage the feasibility modelling suggests that both options are viable with today's level of traffic. More detailed modelling will be needed in due course to fully assess a preferred highway design option and secure TfL approval. ***Highway Design Option 1*** 8. Highway Option 1 offers the potential for a significant level of change to the area and could provide an additional 1064m^2 of pavement space, equivalent to an area of approximately 4 tennis courts. On average, the proposed footway widening would be between 1.5m to 2m. 9. To enable this level of pavement widening, Option 1 would require the removal of the eastbound bus lane. The initial traffic modelling suggests that the removal of the eastbound bus lane would have a minor impact on bus journey times.

	However, bus journey time reliability is a key consideration for TfL. 10. To ensure minimal impact on existing bus journey times, restrictions to general traffic travelling eastbound on Fleet Street towards Ludgate Circus are proposed. This traffic restriction would apply to eastbound through traffic between New Fetter Lane and Farringdon Street/Ludgate Circus. It is proposed that this would be a 24-hour 7-days a week restriction. Access for buses, taxis and cycles would be permitted. It is proposed to also allow vehicles requiring local access for servicing and deliveries on Fleet Street and the streets to the south of Fleet Street between New Fetter Lane and Salisbury Court. This retains access into the Temples and Whitefriars area. Vehicles exiting onto Fleet Street would exit in a westbound direction under this proposal. 11. The removal of the bus lane provides the opportunity for significant reallocation of carriageway space to benefit the expected increase in workers and visitors walking and wheeling, improving Pedestrian Comfort Levels (PCLs) where pavement congestion levels are predicted to be the highest. 12. PCLs have been assessed at 11 key locations along Fleet Street, with three locations having a PCL score of B or higher for the existing layout. The proposed changes to the pavement widths, in Option 1, results in a PCL score of B or higher at eight locations. The City's Transport Strategy aims to have a minimum pedestrian comfort level of B+. 13. The feasibility traffic modelling undertaken to date suggests that the eastbound traffic restriction will have a minor impact on general traffic journey times of less than one minute. The average delay to scheduled bus services across the area of study is less than 30s across the AM and PM peaks. Further focus on mitigation measures to reduce any journey time impacts will be undertaken in the next phase of work. 14. Option 1 includes an additional signalised crossing point at Shoe Lane, ensuring the needs of people walking and wheeling are accounted for and linking desire lines through the area. The proposed additional crossing does not impact on bus and general traffic journey times. 15. This Option provides the opportunity to enhance local cycle infrastructure and the safety of people cycling. For people cycling eastbound a cycle gate on the eastbound approach at Fetter Lane is included in the proposal. A cycle gate provides people cycling with a large waiting area with

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	separate, traffic-controlled entry points for people cycling and motor vehicles. As such this, this would provide people cycling priority at the traffic lights on the approach to the traffic restriction at Fetter Lane, allowing them to get ahead of the motor vehicles that would be turning left. 16. For people cycling westbound, a lined cycle lane is proposed. This would meet the required level of service for the traffic volumes on Fleet Street with the restriction in place. 17. Overall, the reduction in traffic achieved by implementing the eastbound through traffic restrictions, maintains/improves eastbound bus journey times while maximising the opportunity for pavement widening and retaining access for the local area. This provides the greater opportunity to introduce planters, trees and other greening, as well as more space for people to walk, wheel, rest and enjoy the length of Fleet Street. 18. Initial diversion routes, for general traffic impacted by the proposed traffic restriction, have been developed. Officers are working through the finer detail to finalise the diversion routes ahead of planned public consultation in spring 2026. Initial modelling shows minimal impacts on general traffic journey times, as demonstrated in Appendix 5. Journey times, for diverted traffic, is forecast to be less than one minute. During the AM peak, it is anticipated approximately 100 vehicles will be rerouted with the proposed eastbound traffic restriction at Fetter Lane, and approximately 80 vehicles in the PM peak. 19. Highway Option 1 has been developed around the highway requirements for the annual Lord Mayor's Show, as well as other ceremonial requirements, and these are accommodated in the proposal. However, more detail would be developed if this option were to be taken forward. ***Highway Design Option 2*** 20. Highway Option 2 does not propose a traffic restriction, and the bus lane will remain in situ. As such, there is less carriageway space available to be repurposed to widen the pavements than in Option 1. However, an additional 830m^2 of footway space, equivalent to an area of approximately 3 tennis courts, could potentially be provided with this option. On average, the proposed footway widening would be between 1m to 1.5m. . 21. The increase in pavement space would focus more on pedestrian movement in this option, but opportunities to

	include some planters, trees, seating and cycle racks would be possible and developed in more detail as the design progresses. 22. The proposed improvement to pavement widths, in Option 2, results in a PCL score of B or higher at six locations compared to the existing baseline of 3 locations of the 11 locations surveyed. Pedestrian crossing improvements would be undertaken including an additional signalised crossing point at Shoe Lane, ensuring the needs of people walking and wheeling are accounted for and linking desire lines through the area. 23. In Option 2 people cycling eastbound would continue to share the bus lane. Those travelling westbound would continue to share the traffic lane. There would be no significant improvement for people cycling along this corridor under this option, although the cycle gate for people cycling eastbound would still be provided, giving greater priority for people cycling at this junction. 24. A more detailed description of both highway design options is set out in the Options Appraisal Matrix and in Appendix 4. **Fleet Street Public Realm Concept Designs** 25. Bradley-Hole Schoenaich Landscape Architects (BHSLA) were commissioned to design RIBA Stage 2 public realm concept designs, with a focus on the soft and hard landscaping design elements. 26. The concept designs can be applied to either Option 1 and Option 2, but to different scales. They align with the City Corporation's Public Realm Toolkit and Lighting Strategy and are informed by radar and utility surveys to understand the potential opportunity for planting along Fleet Street. 27. These concept designs have taken into account the feedback from the recent engagement exercise, which is expanded on below in paragraphs 34 to 41. The FSQ BID aspirations, including those set out in in their placemaking and public realm strategy, have also been taken into consideration. 28. In deciding the final location of any planters, consideration will be given to factors such as ensuring the placement of planters does not impede on the potential to improve PCLs, accessibility impacts, locations where people are most likely to want to stop and spend time and the location of

	underground utilities. The public realm concept designs are shown in Appendix 6. 29. It is important to note to ensure that the views of St. Paul's Cathedral are maintained from Fleet Street, the location of any trees will be carefully reviewed and positioned. Tree species will be considered for height and canopy width. As the project progresses, City Officers will continue to work closely with Planning colleagues to ensure views of St. Paul's Cathedral are maintained. 30. Given the historic nature of Fleet Street, BHSLA were commissioned to design planter, seating and pavement options with integrated historical interpretations, with a focus on the historic association with journalism and the modern printing press. 31. This work, which is shown in Appendix 7, and was well-received by stakeholders in the recent engagement sessions. 32. The concept designs present opportunities for enhanced lighting and explores the opportunity for integrating wayfinding along the street with a range of options, such as wall mounted wayfinding. 33. There are several historic lanes and alleyways to the north and south of Fleet Street. A separate project is developing proposals to enhance a number of these. The concept public realm designs for this project, include more prominent and welcoming entrances to these lanes and alleyways. This includes enhanced lighting and improved entrance pavement threshold stones, illustrating the historic nature of the lanes and alleyways and improving their visibility. These designs are shown in Appendix 8. <u>Stakeholder Engagement and Workshops</u> 34. Officers have been regularly updating key stakeholders on the project via the Fleet Street Area Working Group. Working Group Members include Ward Members, the FSQ BID, local developers and TfL. 35. City Officers held three engagement sessions in September and October 2025 for local stakeholders, including businesses that front Fleet Street. 36. Two engagement workshops were attended by a total of 60 local businesses and FSQ BID representatives. For local

businesses unable to attend these workshops, a drop-in engagement session was held in early-October 2025.

37. In the workshops, stakeholders were invited to share feedback on the draft public realm designs, including the design elements they liked and areas that needed further improvement. They were also asked to feedback on anything that they felt was missing from the designs.

38. Businesses were also asked to complete a short survey outlining loading and servicing requirements, as well as indicate where loading and servicing currently takes place. City Officers will take these loading and servicing requirements into consideration as the public realm and highway designs progress. City Officers will also continue to engage with local businesses to assess and understand servicing and operational needs.

39. Overall, feedback from the stakeholder engagement sessions was positive, with the public realm concept designs being well received. A summary of stakeholder feedback can be found in Appendix 9.

40. It is proposed to undertake a wider public consultation in spring 2026 to seek feedback on the proposals and to ensure that they are reflective of the wider community needs. This exercise will include drop-in sessions, on-street information totems, a project webpage and engagement platform and a leaflet drop to gather stakeholder opinions on the latest highway, and public realm design.

41. Engagement to date has been internal to City Officers in regard to the physical requirements for the Lord Mayor Show. Prior to the public consultation, Officers will engage directly with the Pageantmaster on the finer details of the shows requirements to be included in the development of the detailed design.

<u>Healthy Streets and CoLSAT</u>

42. To aid in the development of the design, Officers undertook baseline Healthy Streets and CoLSAT assessments and have assessed highways options. The results of the assessment are shown in Appendix 10 and 11.

43. Fleet Street currently scores poorly in both CoLSAT and Healthy Streets assessments, highlighting significant accessibility and environmental challenges. Key junctions such as Chancery Lane and Fetter Lane present significant issues for people with reduced mobility, visual impairments,

	and other accessibility needs due to steep kerbs, worn tactile paving, narrow footways, and uneven gradients. The Healthy Streets assessment also revealed low scores (20 and 30 out of 100 across two sections), citing inadequate cycle infrastructure, poor surfacing, limited places to rest, and high noise levels from traffic. 44. The proposed improvements aim to address these deficiencies by widening footways, enhancing crossings, introducing greening and seating, and improving lighting and wayfinding. These changes are expected to significantly improve both CoLSAT and Healthy Streets scores, with a full reassessment planned for the next Gateway report following public consultation and further design development. <u>Equalities Impact Assessment (EqIA)</u> 45. An EqIA has been undertaken to determine the opportunities and constraints of the project, as they impact people with protected characteristics. The EqIA assessed the highway design Option 1, given the proposed changes to the highway layout. 46. The proposed changes to Fleet Street are anticipated to positively impact all users, particularly the elderly, young and those with disabilities. In particular, changes to the footway width, improved cycle facilities, and overall highway layout changes, along with new planting and additional seating, are expected to contribute to cultivating a diverse and inclusive environment for people living, working, studying and visiting the City. 47. Key findings from the EqIA note that the following impacts should be reviewed and mitigated, if feasible: • Bus lane removal: proposed removal of the bus lane in Option 1 may increase bus journey times, which may disproportionately impact users across the protected characteristics groups, who are more likely to rely on buses as their primary mode of travel. Longer and less reliable journeys may reduce accessibility to nearby facilities. • Traffic restrictions: The proposed vehicle traffic restrictions in Option 1 may increase general journey times for those impacted by the restrictions. This may disproportionately impact users across the protected characteristics groups, who may rely on private vehicles as their primacy mode of travel. • Cycle facilities: The proposed improvements to cycle facilities offer a limited level of protection may not be enough to make cycling feel safe or appealing and may

	not increase uptake along the protected characteristic groups. • Loading bays: The proposed addition of loading bays at various locations along the footway could pose a road safety issue as motor vehicles will be level with pedestrians. Disabled or elderly users who are more likely to have visual impairments or young children who do not understand the distinction may be less aware that the footway transitions into a parking bay, posing a safety risk. 48. To mitigate and address the above, the EqIA recommends working with TfL Buses to ensure that journey times are not severely impacted by the project, as well as review the provision for cycle segregation. 49. Specific to proposed design of the loading bays, the EqIA recommends clearly demarcating the location of the bay to ensure people who visual impairment, people who are neurodiverse, and the very young are able to navigate the bays. 50. Lastly, the report notes that public consultation should be undertaken as the project designs progress and evolve. 51. The EqIA can be found in Appendix 12. This will be updated as the project progresses. <u>Section 278 schemes along Fleet Street already underway</u> 52. There are several ongoing developments along Fleet Street. Section 278 works for the Salisbury Square Development is due to be complete in 2026. Consideration of the realignment of the kerbs in this section with the overall Fleet Street vison has been taken into consideration in both sets of designs and there is no abortive works. 53. Section 278 agreements for 120 Fleet Street and 65 Fleet Street include a condition for developers to ensure kerb line alignment along Fleet Street are in line with those shown in Appendix 4, if required.
5. Recommendation	<u>Next steps</u> 54. It is recommended to take forward both highway options to the next stage of public consultation and highway and design development. 55. City Officers will continue to work with the TfL Road Network, Buses, Traffic Management and Traffic Signals Teams to develop the model audit process.

56. City Officers will prepare for a public consultation and engagement exercise in spring 2026. The public consultation provides the opportunity to provide feedback on the proposed highway design layout and the public realm designs. A consultation report will be included within the Gateway 4 report, for autumn/winter 2026.

Funding Strategy

57. An application for CIL funding for the Transforming Fleet Street project was approved in December 2024 for £9m, which has enabled the project's funding strategy to be finalised as detailed in Appendix 2.

58. The FSQ BID have agreed to commit £500k to the project. It is envisioned that BID's funding contribution will contribute towards the design and implementation of the public realm, greening, seating and cultural/historical design elements of the project.

Legal Implications

59. 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 affected (bb) the national air quality strategy (c) the importance of facilitating public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles (d) any other relevant matters.

60. 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
    - Foster good relations between those who share a protected characteristic (i.e., race, sex, disability, age, sexual Version 2 – March 2019 orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not

	61. 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. 62. The current equalities analysis is in Appendix 12 and will be updated as the project progresses taking every opportunity to mitigate any potential negative impacts as the design progresses. <u>Next Reporting Steps</u> 63. It is envisioned that a Gateway 4 will be submitted to Members in autumn 2026/winter 2027.
6. Risk	64. No costed risk provision is requested at this stage. The Risk Register in Appendix 3. The risks for the next phase of work are minimal and will be addressed through regular project activities. 65. The top risks, as shown in the Risk Register, are as follows: • Underground infrastructure and utilities may reduce the opportunity to extend the footways • Project cost escalation due to unforeseen construction costs, redesign of highway or public realm elements, etc. • Stakeholder objections to the proposed highway and public realm design • TfL Buses object to the removal of the bus lane (eastbound), as per Option 1 • Additional surveys/data collection required for the verification of the highway and public realm design 66. 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. *67.* Further information is available in the Risk Register (Appendix 3) and Options Appraisal.

7. Procurement approach	68. The design and project management will continue to be handled by the internal team of City Officers and engineers in the City Operations division. The City's current term contractor (FM Conway) will undertake the eventual construction work. 69. Any other third-party engagement will follow standard City procurement rules as appropriate.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance tables
Appendix 3	Risk Register (Option 1)
Appendix 4	Highway Design Options
Appendix 5	General Traffic Journey Times (Option 1)
Appendix 6	Public Realm Design Options (by request)
Appendix 7	Historical and Cultural Design Interpretations (by request
Appendix 8	Fleet Street Lanes and Courts Entryway Treatments (by request)
Appendix 9	Stakeholder Engagement Workshop Summary Report (by request)
Appendix 10	CoLSAT (by request)
Appendix 11	Healthy Streets Assessment (by request)
Appendix 12	Equality Impact Assessment (by request)

Contact

Report Author	Maria Curro, Project Manager, Projects & Policy, City Operations
Email Address	Maria.curro@cityoflondon.gov.uk

Options Appraisal Matrix

Option Summary	*Option 1*	*Option 2*
1. Brief description of option	To enhance the Fleet Street area, 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. Option 1 could deliver the following: • ***Transport and Highway Designs*** - Opportunity for pavement widening of between 1.5m – 2m, on each side of Fleet Street for the majority of the street, the equivalent of just over four tennis courts in additional pavement space - Widening and lengthening of a westbound cycle lane. Opportunity to provide cycle parking. - Eastbound traffic restrictions, while retaining local access and servicing, with minimal journey time impacts on general vehicular traffic	To enhance the Fleet Street area, with a focus on improving the experience for people walking, wheeling, cycling and spending time on the street. To enable this, it 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. Option 2 could deliver the following: • ***Transport and Highway Designs*** - Opportunity for pavement widening of between 1.0m – 1.5m, on each side of Fleet Street for the majority of the street, the equivalent of just over three tennis courts of additional pavement space - Retention of existing bus lane and traffic and cycle arrangements (i.e. there are no new traffic restrictions) The extent to which the following can be achieved will be developed with more detailed

Option Summary	***Option 1***	***Option 2***
	- Removal of the existing bus lane, with minimal impacts on the bus servicing times on Fleet Street by adding traffic restriction for eastbound through traffic - Opportunity to consolidate loading and servicing activity for local businesses, without impacting footway widths The extent to which the following can be achieved will be developed with more detailed design but within option 1 there is more opportunity with a greater amount of repurposed carriageway to reallocate. • ***Public Realm Designs*** - Introduction of trees along Fleet Street - Introduction of planters and other greening - Opportunity for the introduction of seating and benches, providing people with the opportunity to stop and rest - Enhanced lighting provisions, with a focus on evening/night lighting • ***Historical Interpretation and Wayfinding*** - Introduction of historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.) - Enhanced wayfinding, highlighting the various cultural destinations within the area	design but within Option 2 there is more limited opportunity than in Option 1 as there is less repurposed carriageway to allocate. • ***Public Realm Designs*** - Opportunity for the introduction of some trees across Fleet Street - Opportunity for the introduction of a limited number of planters and other greening - Opportunity for the Introduction of seating and benches, providing people with the opportunity to stop and rest - Enhanced lighting provisions, with a focus on evening/night lighting • ***Historical Interpretation and Wayfinding*** - Opportunity to introduce historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.) - Enhanced wayfinding, highlighting the various cultural destinations within the area

Option Summary	***Option 1***	***Option 2***
2. Scope and exclusions	Exclusions • Ludgate Circus junction is excluded from the project, as this is a TfL TLRN junction. • Entryway treatments for the Fleet Street Lanes and Courts will be undertaken as part of the Transforming Fleet Street project. However, public realm changes to the lanes and alleyways are excluded from the project. Public realm changes to several lanes and alleyways, north on Fleet Street, are currently being explored through a separate project.	
Project Planning		
3. Programme and key dates	Programme and key dates include the following: • Gateway 3: December 2025 • RIBA Stage 3/4 development (detailed design): Winter 2025/2026 • Highway options design development: Winter 2025/2026 • Public consultation on highway design options and public realm designs: Spring 2026 • Gateway 4: Autumn 2026/Winter 2027 • Detailed design and construction design development: Autumn 2026 – Winter 2026/2027 • Gateway 5 and commencement of construction: Winter/Spring 2027 • Project construction: Spring/Summer 2027 • Construction complete and project close: 2029	
4. Risk implications	Overall project option risk*:* Medium Key project risks: • *Underground infrastructure and utilities may reduce the opportunity to extend the footways*: Risk may result in project delays and cost escalation, redesign of footway widths and different highway and public realm designs may need to be explored.	

Option Summary	***Option 1***	***Option 2***
	• *Project cost escalation due to unforeseen construction costs, redesign of highway or public realm elements, etc.*: Risk may result in unsustainable project costs and may delay project progress. Risk may further result in reduced project scope. • *Stakeholder objections to the proposed highway and public realm design*: Risk may result in overall project delays, as different highway and public realm designs will need to be explored. • *(Option 1 only) TfL Buses object to the removal of the bus lane (eastbound)*: Risk may result in overall project delays if required planned engagement with TfL Buses does not proceed as expected. • *Additional surveys/data collection required for the verification of the highway and public realm design*: Risk may result in overall project delays to the project if additional data and/or surveys are required to validate the project designs. The risk profile is expected to be like other City highways projects. Further information available within the risk register (Appendix 3).	
5. Stakeholders and consultees	Stakeholders and consultees include the following: • City Officers (City Highways, City Gardens, Chamberlains, Policy & Strategy, Transport & Public Realm, Planning, City Pageantmaster) • City Members (Castle Baynard, Farringdon Without and Farringdon Within wards) and City Committees (i.e. Streets & Walkways Sub-Committee, etc.) • Fleet Street Area Programme Working Group • FSQ BID • Transport for London (TfL Road Network Team, TfL Buses, Traffic Management and Traffic Signals Teams) • Developers, local occupiers and local businesses • Local cultural institutions (i.e. Dr Johnson's House, St. Paul's Cathedral) • Westminster City Council and Camden Council	

Option Summary	***Option 1***	***Option 2***
	• Transport Groups and Heritage Groups • City of London Police and His Majesty's Courts and Tribunal Services (HMCTS) • Residents • City Workers	
6. Benefits of option	Benefits of Option 1 include the following: • **Transport and Highway Designs** - Improved Pedestrian Comfort Levels due to widened pavements. Could improve PCL's to at least a B for 8 locations out of 11 surveyed. - Improved accessibility for people walking and wheeling due to the raised crossing sections, widened footways and additional crossing points - Opportunity to better meet the servicing needs of local businesses, through consolidated servicing provisions - Improved cycle infrastructure and cycle safety, through an extended westbound cycle lane and introduction of a bus gate eastbound at the junction with Fetter Lane The extend to which the following can be achieved will be developed with more detailed design, but within Option 1 there is more opportunity with a greater amount of repurposed carriageway to reallocate.	Benefits of Option 2 include the following: • **Transport and Highway Designs** - Improved Pedestrian Comfort Levels due to the widened pavements. Could improve PCL levels to at least a B score for 6 of the11 locations surveyed. - Improved accessibility for people walking and wheeling due to the raised crossing sections, widened footways and additional crossing points. - Opportunity to better meet the servicing needs of local businesses, through consolidated servicing provisions - Improved cycle infrastructure and safety with the introduction of a bus gate eastbound at the junction with Fetter Lane. The extend to which the following can be achieved will be developed with more detailed design, but within Option 2 there is more limited

Option Summary	***Option 1***	***Option 2***
	• ***Public Realm Designs*** Wider pavements will be focused with a priority for movement. Then the following can be considered: - Improved shade with tree planting, as well as the inclusion of seating - Improved greening with the introduction of trees and planters - With the wider pavements, the highways environment may be more able to accommodate the increase in footfall arising from nearby upcoming and future developments - If Sustainable Urban Drainage Systems are possible this may result in a more sustainable highway environment where surface water could be used for irrigation purposes and may reduce surface water runoff into the sewer system - Opportunity to review existing lighting levels, with a focus on enhancing evening/night lighting provisions • ***Historical Interpretations and Wayfinding***	opportunity than in Option 1 as there is less repurposed carriageway to allocate. • ***Public Realm Designs*** Wider pavements will be focused with a priority for movement. Then the following can be considered: - Improved shade with tree planting, as well as the inclusion of seating - Improved greening with the introduction of trees and planters - If Sustainable Urban Drainage Systems are possible this may result in a more sustainable highway environment where surface water could be used for irrigation purposes and may reduce surface water runoff into the sewer system. However, there is limited opportunity to include this provision due to limited footway space. - Opportunity to review existing lighting levels, with a focus on enhancing evening/night lighting provisions • ***Historical Interpretations and Wayfinding***

Option Summary	*Option 1*	*Option 2*
	- Introduction of historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.) - Enhanced wayfinding, highlighting the various cultural destinations within the area - Enhanced and improved wayfinding, resulting in approved accessibility, especially at the entrances of the Fleet Street lanes and alleyways	- Introduction of historical and cultural interpretations built into the public realm (i.e. seating, planters, etc.) - Enhanced wayfinding, highlighting the various cultural destinations within the area - Enhanced and improved wayfinding, resulting in approved accessibility especially at the entrances of the Fleet Street lanes and alleyways
7. Disbenefits of option	Potential disbenefits of Option 1 include the following: • General traffic restrictions eastbound on Fleet Street may result in longer travel times for vehicle users • Removal of bus lane may impact bus journey times and bus users	Potential disbenefits of Option 2 include the following: • Limited ability to improve the cycle provision along this corridor • Loading pads are likely to encroach more on the existing pavement space as the pavement widening is not wide enough to accommodate this activity fully • In comparison to Option 1 the opportunity for public realm enhancements would be fewer as there is less space for reallocation, but this option is still an enhancement compared to the existing situation

Option Summary	***Option 1***	***Option 2***
Resource Implications		
8. Total estimated cost	Cost range: £9m - £10.5m The project is to be delivered within the approved funding, as set out below.	
9. Funding strategy	£9m – Confirmed CIL funding, following a successful bid approved by the Resource and Allocation Sub-Committee on July 11th 2024 £1m – Section 278 funding from developments within the area £500k – Committed funding from the FSQ BID. City Officers are working with the FSQ BID to determine how the funding commitment will be allocated towards the project (i.e. seating, historical and cultural designs, etc.)	
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.	
13. Affordability	All City CIL and S.106 funding is confirmed. Funding from the FSQ BID has been committed and approved by the FSQ BID Board.	
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	

Option Summary	*Option 1*	*Option 2*
	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	Overall traffic implications: Removal of eastbound bus lane, footway widening, introduction of westbound cycle lane, eastbound motor vehicle restriction upgrade of existing traffic signal infrastructure and a new pedestrian crossing. Formal TMAN approval will be required from TfL. A formal statutory consultation will be undertaken in relation to Traffic Management Orders that are required to facilitate proposed highway changes. • Pedestrian amenity: 1.5m – 2m of footway widening for each side of the majority of Fleet Street. Reduction of crossing distance across Fleet Street through footway widening. New pedestrian crossing at Shoe Lane. • Cycle amenity: No eastbound cycle lane provided, however eastbound motor vehicle restriction will be in place resulting in low traffic flows. Cycle gate on the eastbound approach to Fetter Lane. Westbound cycle lane to be	Overall traffic implications: Retention of eastbound bus lane, footway widening, upgrade of existing traffic signal infrastructure and a new pedestrian crossing. Formal TMAN approval will be required from TfL. A formal statutory consultation will be undertaken in relation to Traffic Management Orders that are required to facilitate proposed highway changes. • Pedestrian amenity: 1m-1.5m of footway widening for each side of the majority of Fleet Street. Reduction of crossing distance across Fleet Street through footway widening. New pedestrian crossing at Shoe Lane. • Cycle amenity: No new cycle lanes provided; however, cyclists can continue to use eastbound bus lane. Cycle gate on

Option Summary	*Option 1*	*Option 2*
	extended and widened. Opportunity for new cycle parking. • Public transport: Eastbound bus lane removed, with eastbound motor vehicle restriction in place. No significant changes to the bus journey times. Bus shelters to be explored on widened footway. • Kerbside provision: Opportunity for loading pads that would not encroach on existing pavement space. • General traffic: Restricted general traffic eastbound on Fleet Street, with reassignment to/from Fetter Lane.	the eastbound approach to Fetter Lane. Opportunity for limited cycle parking. • Public transport: No significant changes to bus journey times and retention of the bus lane. • Kerbside provision: Opportunity for loading pads, but would encroach on the existing pavement space. • General traffic: No significant impact to general traffic.
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	
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 seven out of the nine protected characteristics (Age, Disability, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation) likely to see some change, an independent Equalities Impact Assessment (EqIA) has been undertaken to assess project impacts. The EqIA will be used to inform the ongoing designs and will be reviewed as the detailed deigns of the project evolve.	

Option Summary	***Option 1***	***Option 2***
	The EqIA can be found in Appendix 12.	
20. Data Protection Impact Assessment	Standard data protection requirements will be followed during the public consultation and engagement exercise.	
21. Recommendation	*Recommended*	*Recommended*

Project Coversheet

[1] Ownership & Status

Core Project Name: Transforming Fleet Street
Programme Affiliation (if applicable): Fleet Street Area Programme
Project Manager: Maria Curro, Project Manager, Transport and Public Realm

Definition of need: 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.

Key measures of success: Provision of additional pavement space for walking and wheeling / Accessibility improvements to provide more comfortable crossing points for all users / Enhance safety for all users, with a focus on cyclists and pedestrians. Optimise loading and parking provision to ensure the needs of local occupiers are met
Expected timeframe for the project delivery: 2024 - 2029

Key Milestones:

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? Not to date.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1/2 report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk): £9m - £10.5m
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:
  - 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)

Scope/Design Change and Impact: No scope or design change at this stage of the project.

'Project Proposal' G3 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk): £9m - £10.5m
- Resources to reach next Gateway (excluding risk): £447,419

- Spend to date: £456,358
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
  - Gateway 3: End of 2025
  - Gateway 4: Mid 2026
  - Gateway 5: 2027
  - Implementation 2027-2029 (in phases)

Scope/Design Change and Impact: RIBA Stage 2 design is now complete. Next phase of work will consider location of trees and planters along Fleet Street.

'Options Appraisal and Design' G4 report (as approved by PSC xx/yy/zz):

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

Scope/Design Change and Impact:

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

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

Scope/Design Change and Impact:

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

Appendix 2: Transforming Fleet Street Funding Strategy

Table 1: Expenditure to date: Transforming Fleet Street - 16800528			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Cost	87,975	6,521.70	81,345.30
P&T Staff Costs	147,310	133,120.09	14,189.91
P&T Fees	330,000	316,716.51	13,283.49
Total	**565,285**	**456,358**	**108,927**

Table 2: Resources required to reach Gateway 3			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Env Servs Staff Cost	87,975	20,553	108,528
P&T Staff Costs	147,310	111,440	258,750
Fees	330,000	312,500	642,500
Open Spaces Staff Costs	-	2,926	2,926
Total	**565,285**	**447,419**	**1,012,704**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustment (£)**	**Revised Funding Allocation (£)**
CIL	565,285	447,419	1,012,704
FSQ BID	-	60,000	952,704
Total	**565,285**	**387,419**	**952,704**

Table 4: Sources of Funding		
Funding Source	**Dates**	**Funds (£)**
City of London CIL funding	Resource and Allocation Sub-Committee on July 11th, 2024	9m
Section 278 contributions from developments on Fleet Street (estimated)	£750k / £1m	£750k / £1m
External contributions (Fleet Street Quarter BID)	Funding provided up to the Gateway 4	500k
Total		**10.25m - 10.5m**

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Transforming Fleet Street	**PM's overall risk rating:**	Medium	**CRP requested this gateway**		**Average unmitigated risk**	4.6	**Open Risks**	17
Unique project identifier:	16800528	**Total estimated cost (exc risk):**	£ 9,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	2.8	**Closed Risks**	0

General risk classification											Mitigation actions						Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(1) Compliance/Regulatory	TfL Buses engagement and their requirements in removing a bus lane, bus infrastructure, etc.	Further time and, therefore, resoruce may be required if planned engagement with TfL Buses fail or proceed as expected. Also, TfL Buses may change bus service requirements as the project progresses.	Likely	Serious	8	£0.00			The Transforming Fleet Street project is lookingto remove the eastbound traffic restrictions, which will improve bus services. Ongoing and regular engagment with TfL Buses via the Network Performance and bus planning teams will enable required discussions to take place, as required.	£0.00	Unlikely	Serious	£0.00	4	£0.00		04/03/2020	Bruce McVean	Maria Curro / Neil West		The Project Team meets with the TfL Network Performance Team to ensure project objectives and milestones are met, including the identification of any upcoming risks.
R2	5	(10) Physical	Trial holes/utility investigations lead to further information, surveys, topos, etc. being required to understand undergound utilities	Project delays may occur, which can result in unplanned costs, as further information is comissioned.	Possible	Serious	6	£0.00			The Project Team will work closely with City Highways to undertake and identify the required utilities surveys, at the early outset of the project.	£0.00	Unlikely	Serious	£0.00	4	£0.00		04/03/2020	Bruce McVean	Maria Curro / Ben Manku		
R3	5	(10) Physical	Utility companies do not engage and/or respond to utility survey/information requests or C2 regulation processes	Project delays may occur, which can result in unplanned costs, as the Project Team await utility information	Possible	Serious	6	£0.00			The City Highways Team will engage at the earliest opportunity with the utility companies regarding the required utility information	£0.00	Unlikely	Serious	£0.00	4	£0.00		04/03/2025	Bruce McVean	Maria Curro / Ben Manku		
R4	5	(1) Compliance/Regulatory	Additional investigations and/or surveys may be required by internal or external parties (i.e. TfL) to further validate the design.	Project delays may occur if further validation by an internal or external party is required.	Likely	Serious	8	£0.00			The Project Team will work all relevant stakeholders, both internal and external to the City, at the earliest opporunity to understand all information required for the project to progress.	£0.00	Possible	Serious	£0.00	6	£0.00		04/03/2025	Bruce McVean	Maria Curro		
R5	4	(1) Compliance/Regulatory	Delays to TfL traffic model process, including delays to data requirements, etc.	Project delays may occur if traffic model does not progress to stated project timescales, which will impact wider project programme (i.e. design option development, consultation, etc.).	Possible	Serious	6	£0.00			The Project Team will work with the TfL Network Performance Team to ensure all information required for the traffic model is identified at the earliest opporunitty and procured in a timely manner	£0.00	Unlikely	Serious	£0.00	4	£0.00		20/03/2025	Bruce McVean	Maria Curro / Neil West		The Project Team meets with the TfL Network Performance Team to ensure project objectives and milestones are met, including the identification of any upcoming risks.
R6	5	(4) Contractual/Partnership	TfL Network Performance Team do not have sufficent resource capacity to deliver the traffic model to agreed timeframes.	Project delays may occur if the traffic model does not progress to stated project timescales.	Unlikely	Minor	2	£0.00			The Project Team will work with the TfL Network Performance Team to ensure there is adequate resourcing to ensure the traffic model is delivered to the agreed timescales	£0.00	Rare	Minor	£0.00	1	£0.00		20/03/2025	Bruce McVean	Maria Curro / Neil West		The Project Team meets with the TfL Network Performance Team to ensure project objectives and milestones are met, including staff resourcing issues.
R7	5	(3) Reputation	Ward Members/Committee Members object to the project design options.	Porject delays and an increase in project costs may occur, as different design options will need to be explored.	Possible	Serious	6	£0.00			The Project Team will liaise with Ward Members, at appropriate project milestones, to ensure buy-in of the design options.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20/03/2025	Bruce McVean	Maria Curro		Brieting notes and Ward Member meetings will undertaken, when required and at key project milestones. The Fleet Street Area Working Group, which includes local Fleet Street stakeholders and Ward Members, will also ensure Ward Members are kept up-to-date.
R8	5	(3) Reputation	Stakeholders oject to the project design options.	Porject delays and an increase in project costs may occur, as different design options will need to be explored.	Likely	Serious	8	£0.00			The Project Team will work closley with stakeholder groups to ensure project designs are understood and to ensure early buy-in from stakeholders. Stakeholder engagement and public consultation will take place at key milestones throughout the project.	£0.00	Possible	Serious	£0.00	6	£0.00		20/03/2025	Bruce McVean	Maria Curro		A Communications Strategy has been developed for the project, which captures project stakeholders and outlines timeframes for engagement and consultation. The Fleet Street Area Working Group, which includes local Fleet Street stakeholders and Ward Members, ensures that local stakeholders are aware of the project objectives and designs. The Project Team work closley with the FSQ BID, identifing key stakeholders and buy-in to the project.
R9	6	(3) Reputation	Media/press release, which are not authorised by the Project Team, are circulated to the media.	Project resource required to respond to media requests, etc. This may increase project costs.	Unlikely	Serious	4	£0.00			The Project Team will work closely with external stakeholders to ensure press releases are relevant, timely and accurate.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20/03/2025	Bruce McVean	Maria Curro		A Communications Strategy has been developed for the project, which outlines communication timeframes. The Fleet Street Area Working Group are aware of communication timeframes and the need to ensure communication is timely, relevant and accurate. The Communication Stroetgy has been shared with the Working Group. The Project Team work closely with the FSQ BID to produce joint communications. The Communications Officer, Luke Miller, who leads on London-wide and national press communications is regaulary updated on the project.

R10	5	(1) Compliance/Regulatory	Legal challenge regarding the decision to proceed with the agreed design option.	Porject resoruces required to respond to legal challenge. This may increase project costs.	Unlikely	Serious	4	£0.00			The Project Team will work closley with stakeholder groups to ensure project designs are understood and to ensure early buy-in from stakeholders. Stakeholder engagement and public consultation will take place at key milestones throughout the project.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20/03/2025	Bruce McVean	Maria Curro		
R11	5	(10) Physical	Construction: Increase in construction material cost, as the project progresses.	Project costs will increase, if construction material increases, esepcially in unforeseen circumstances.	Unlikely	Serious	4	£0.00			The City Highways Team will monitor material costs throughout the lifecycle of the project. The Project Team will work closley with the Highways Team to understand material costs and identify risks to procurement.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20/03/2025	Bruce McVean	Maria Curro		
R12	5	(10) Physical	Construction: Lack of availability of construction materials.	Project delays may occur as alternative construction materials are considered and procured.	Unlikely	Serious	4	£0.00			The City Highways Team will monitor material availability throughout the lifecycle of the project. The Project Team will work closley with the Highways Team to understand material availability and identify risks to procurement.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20/03/2025	Bruce McVean	Maria Curro		
R13	5	(10) Physical	Construction: Developments along Fleet Street impact project timeframes.	Project delays may occur to the project programme, resulting in an increase in costs.	Possible	Minor	3	£0.00			The Project Team will liaise with Developers located on Fleet Street to understand development timeframes, and consider this within the Transforming Fleet Street project.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20/03/2025	Bruce McVean	Maria Curro		The Fleet Street Area Working Group, includes a number of local Developers. Developers will be kept up-to-date on project timeframes through the Working Group and regular engagement.
R14	5	(1) Compliance/Regulatory	Camera enforcement may be required to enforce the selected design option.	Should camera enforcement be required, this will increase project costs.	Possible	Minor	3	£0.00			The Project Team will work closely with the City Network Performance Team to understand enforcement requirements, as well as costs.	£0.00	Possible	Minor	£0.00	3	£0.00		20/03/2025	Bruce McVean	Maria Curro		
R15	5	(10) Physical	Planting of trees and/or the inclusion of general planting may not be feasible due to utility constraints.	Project resource required to determine suitable planting locations. This may increase project costs.	Unlikely	Minor	2	£0.00			Utility surveys will be undertaken at the start of the project, which will be used to determine suitable locations for tree planting and other greening.	£0.00	Rare	Minor	£0.00	1	£0.00		03/04/2025	Bruce McVean	Maria Curro		
R16	5	(10) Physical	Views of St. Paul's requirements impede tree planting opporuntities.	Project resoruce required to determine suitable planting locations, which may increase project costs. Additionally, constraints to planting may reduce the social value of the project.	Unlikely	Minor	2	£0.00			The Project Team will work closley with City Gardens to determine tree locations and tree species, etc. to ensure views of St. Paul's are retained.	£0.00	Rare	Minor	£0.00	1	£0.00		45750	Bruce McVean	Maria Curro		
R17	5	(10) Physical	ANPR/camera requirements impede tree planting oppounrities.	Project resoruce required to determine suitable planting locations, which may increase project costs. Additionally, constraints to planting may reduce the social value of the project.	Unlikely	Minor	2	£0.00			The Project Team will work closley with City Gardens and City of London Police to determine camera locations in relation to tree locations.	£0.00	Unlikely	Minor	£0.00	2	£0.00		45750	Bruce McVean	Maria Curro		
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
R52								£0.00				£0.00			£0.00		£0.00						
R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
R55								£0.00				£0.00			£0.00		£0.00						
R56								£0.00				£0.00			£0.00		£0.00						
R57								£0.00				£0.00			£0.00		£0.00						
R58								£0.00				£0.00			£0.00		£0.00						
R59								£0.00				£0.00			£0.00		£0.00						
R60								£0.00				£0.00			£0.00		£0.00						
R61								£0.00				£0.00			£0.00		£0.00						
R62								£0.00				£0.00			£0.00		£0.00						
R63								£0.00				£0.00			£0.00		£0.00						

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

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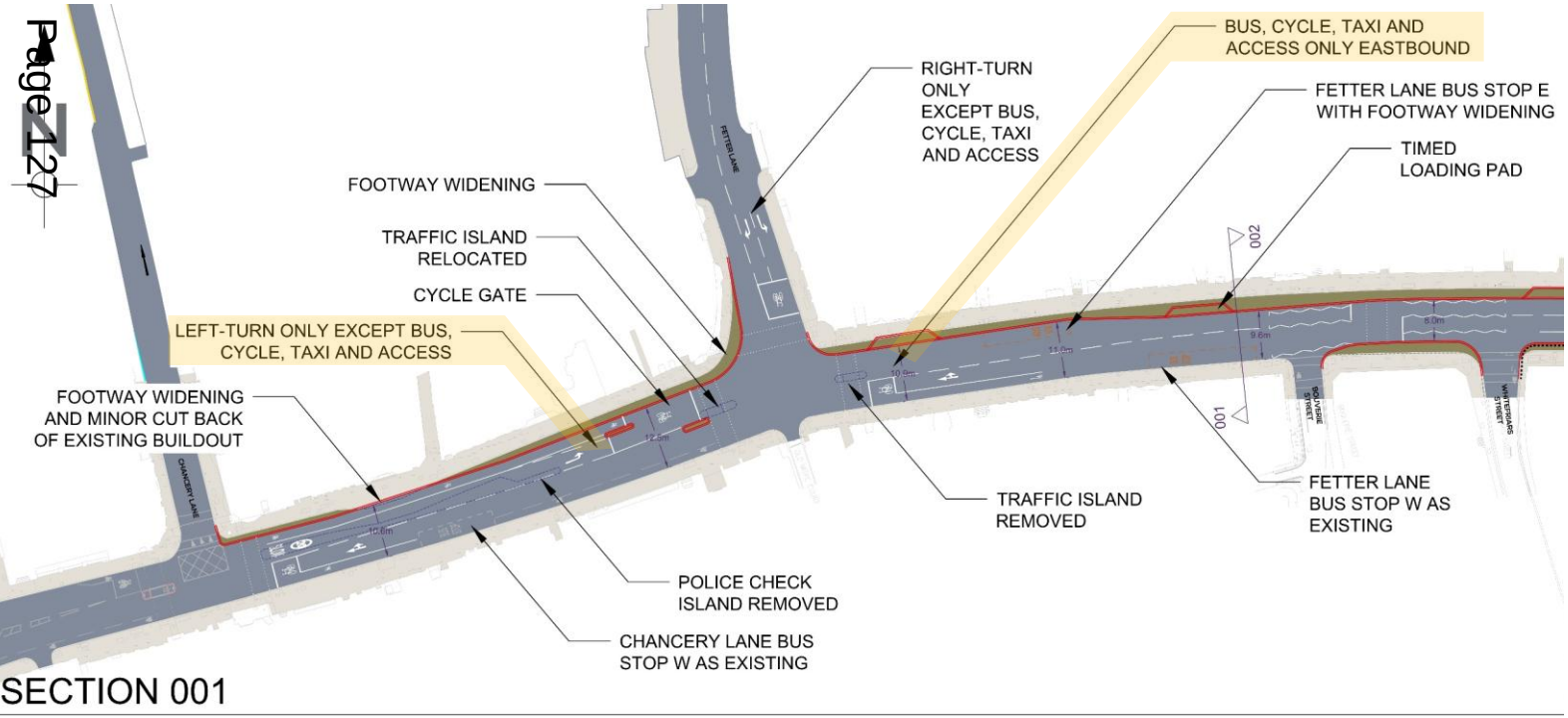
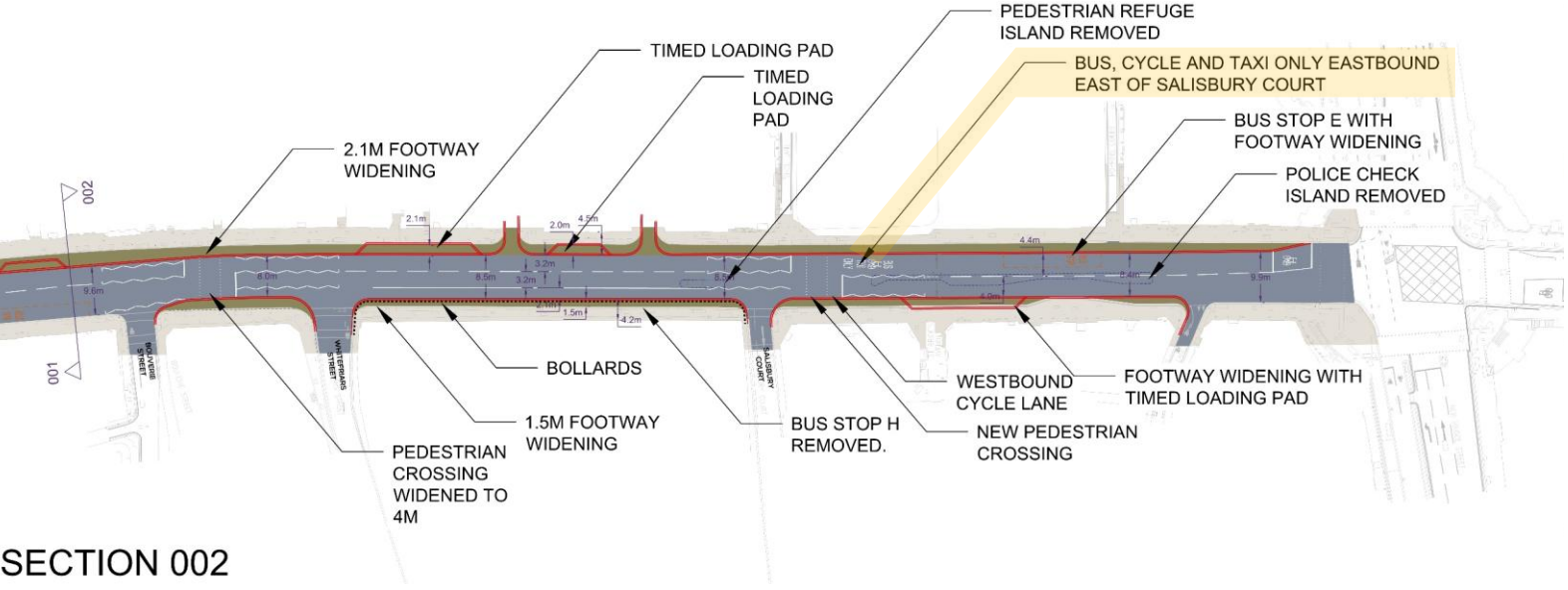


SECTION 001



SECTION 002

KEY

- CARRIAGEWAY
- EXISTING FOOTWAY
- PROPOSED FOOTWAY
- EXISTING KERBLINE TO BE MOVED
- PROPOSED KERBLINE
- EXISTING ROAD MARKINGS
- PROPOSED ROAD MARKINGS

Highway layout **Option 1**

FOOTWAY AREA

Existing = 2,871m^2

Option 1 = 3,935m^2

Change = +1,064m^2 (+37%)

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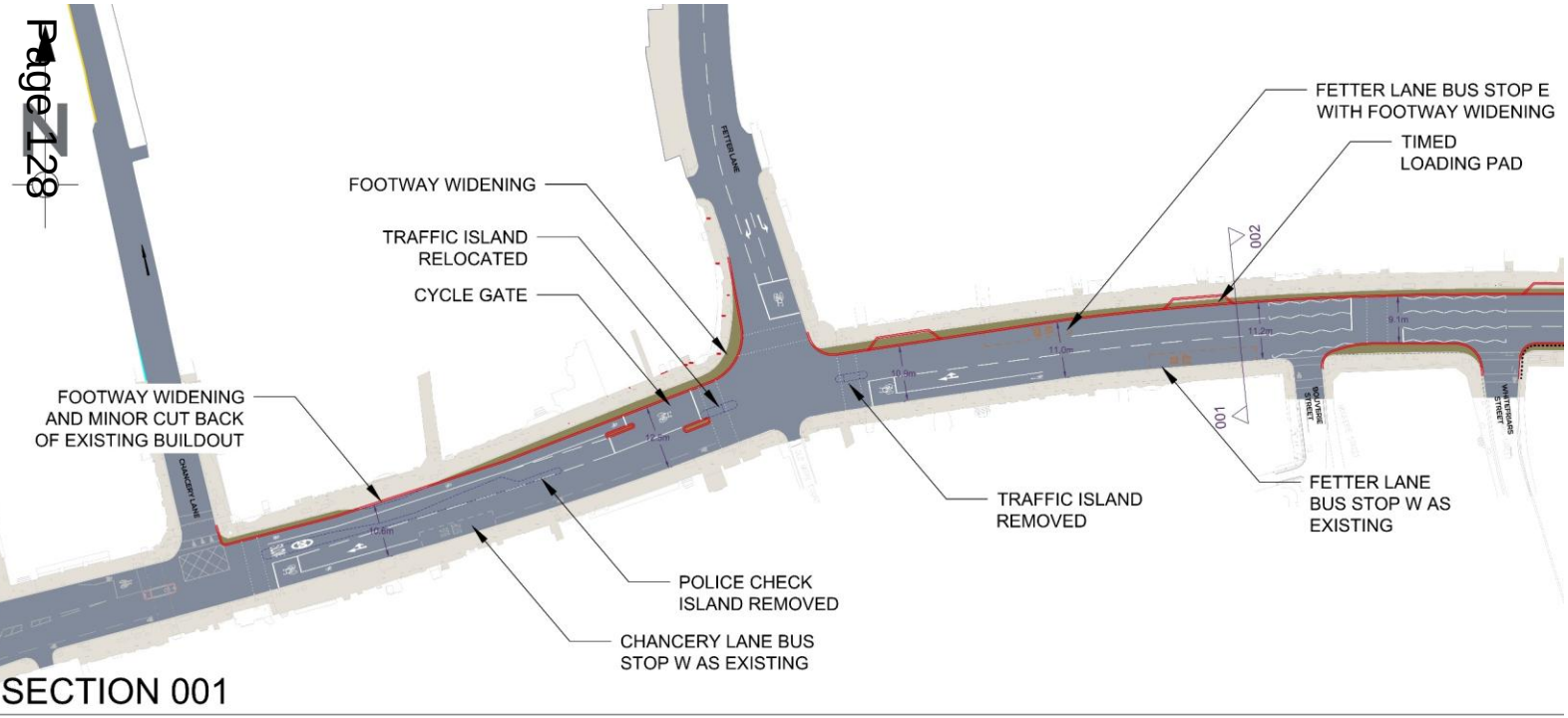
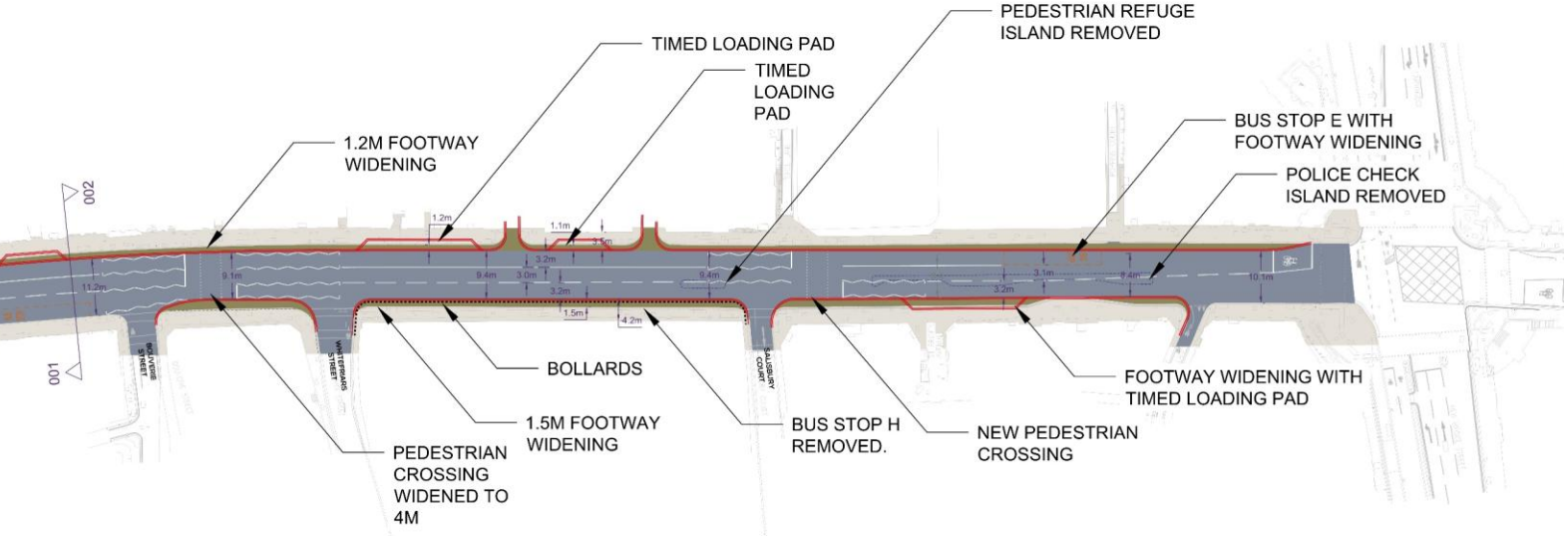


SECTION 001



SECTION 002

Highway layout **Option 2**

FOOTWAY AREA

Existing = 2,871m^2

Option 2 = 3,701m^2

Change = +830m^2 (+29%)

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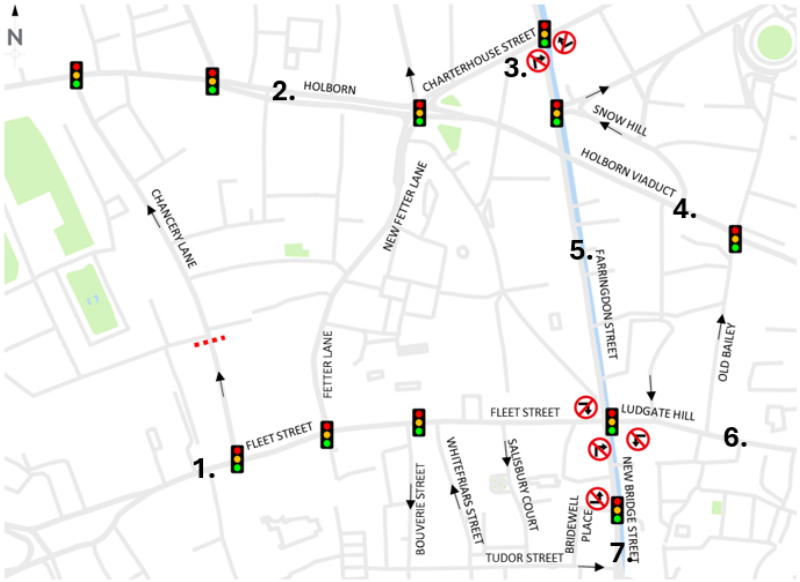
Appendix 5: Transforming Fleet Street General Traffic Journey Times (Option 1)



1. **Fleet Street**
2. **Holborn**
3. **Charterhouse Street**
4. **Holborn Viaduct**
5. **Farringdon Street**
6. **Ludgate Hill**
7. **New Bridge Street**

Car journey time differences

Results from initial modelling, thus subject to change

	CAR JOURNEY TIME (seconds)						
AM PEAK	1. Fleet Street	2. Holborn	3. Charterhouse Street	4. Holborn Viaduct	5. Farringdon Street	6. Ludgate Hill	7. New Bridge Street
1. Fleet Street	N/A	-0-30 secs	0-30 secs	-0-30 secs	N/A	N/A	N/A
2. Holborn	0-30 secs	N/A	0-30 secs	0-30 secs	-0-30 secs	-0-30 secs	N/A
3. Charterhouse Street	0-30 secs	-0-30 secs	N/A	-0-30 secs	-0-30 secs	-0-30 secs	N/A
4. Holborn Viaduct	0-30 secs	0-30 secs	-0-30 secs	N/A	-0-30 secs	-0-30 secs	N/A
5. Farringdon Street	-0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	N/A	-0-30 secs	-0-30 secs
6. Ludgate Hill	0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	N/A	N/A
7. New Bridge Street	0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	0-30 secs	N/A	N/A

	CAR JOURNEY TIME (seconds)						
PM PEAK	1. Fleet Street	2. Holborn	3. Charterhouse Street	4. Holborn Viaduct	5. Farringdon Street	6. Ludgate Hill	7. New Bridge Street
1. Fleet Street	N/A	-0-30 secs	-0-30 secs	-0-30 secs	N/A	N/A	N/A
2. Holborn	-0-30 secs	N/A	0-30 secs	0-30 secs	-0-30 secs	-0-30 secs	N/A
3. Charterhouse Street	-31-60 secs	-0-30 secs	N/A	-0-30 secs	-0-30 secs	-0-30 secs	N/A
4. Holborn Viaduct	-31-60 secs	0-30 secs	-0-30 secs	N/A	-0-30 secs	-0-30 secs	N/A
5. Farringdon Street	0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	N/A	-0-30 secs	0-30 secs
6. Ludgate Hill	-0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	N/A	N/A
7. New Bridge Street	0-30 secs	-0-30 secs	-0-30 secs	-0-30 secs	0-30 secs	N/A	N/A

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Committees: Streets & Walkways Sub *[for decision]* Planning & Transportation *[for decision]* Projects & Procurement Sub *[for information]*	**Dates:** 9 December 2025 19 January 2026 28 January 2026
Subject: Fenchurch Street Area Healthy Streets Plan	**Gateway 5:** **Regular** **Authority to start work**
Report of: Executive Director Environment **Report Author:** Stephen Oliver, Transport & Public Realm Projects	**For Information**
PUBLIC	

1. Status Update	**Project Description:** The Fenchurch Street Area Healthy Streets Plan (HSP) will provide a framework for improving the streets and public realm in the area. The proposals will reflect the aspirations of stakeholders, including the Aldgate Connect Business Improvement District (BID) and the Eastern City BID. **RAG Status:** Green (Green at last report to Committee) **Risk Status:** Low (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** £195,202 **Change in Total Estimated Cost of Project (excluding risk):** None. **Spend to Date:** £132,202 **Costed Risk Provision Utilised:** Not applicable **Slippage:** No slippage against parameters reported at previous Gateway.
2. Requested decisions	**Next Steps:** • Finalise maps and produce a PDF version of the HSP which will be published on the City Corporation website; • Coordinate project delivery via the established City Cluster Programme Board and annual progress reports to committee; • Coordinate bids for funding as required to implement the programme.

<table>
<tr><td></td><td>Requested Decisions:
Members of the Streets & Walkways Sub Committee are requested to:
1. Approve the Fenchurch Street Area Healthy Streets Plan as shown in Appendix 3.
2. Approve a revised total estimated cost of £195,202. As set out in Appendix 4 table 2.
3. Approve an additional budget of £25,202 from the Mariner House S106.

Members of the Planning & Transportation Committee are requested to:
1. Adopt the Fenchurch Street Area Healthy Streets Plan, as shown in Appendix 3.</td></tr>
<tr><td>3. Budget</td><td>3.1 An additional £25,202 is requested for the ongoing management of the Fenchurch Street Area HSP programme for the next reporting period. This will allow for continued liaison with stakeholders and the coordination of funding bids to implement the delivery plan.

<table>
<tr><th>Item</th><th>Reason</th><th>Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Management of the Fenchurch Street Area HSP programme</td><td>Stakeholder liaison, reporting, coordinating funding bids</td><td>Mariner House S106</td><td>£25,202</td></tr>
<tr><td>Total</td><td></td><td></td><td>£25,202</td></tr>
</table>

Costed Risk Provision requested for this Gateway: None.

3.2 The plan is a long-term strategy and similar to other adopted Healthy Streets Plans its delivery plan is not fully funded at this stage. The progression of projects that are currently uncommitted are subject to funding being secured. As part of the Fenchurch Street Area HSP programme management, funding opportunities will be explored including S278 agreements and other funding programmes. Any bids for funding will be submitted when appropriate and reported to Resource Allocation Sub Committee and Policy & Resources Committee at the appropriate stage. The adopted plan</td></tr>
</table>

	will set a framework to support funding conversations with external partners.
4. Design summary	**Project update** 4.1 The Fenchurch Street Area HSP outlines potential improvements for people walking, wheeling, cycling and spending time on streets within the area and minor changes to how motor vehicles move around the area. 4.2 The proposals support the delivery of various City strategies including the Transport Strategy and Climate Action Strategy and the Destination City initiative. The proposals also support the placemaking aspirations of the Aldgate Connect BID and the Eastern City BID. The plan also provides a framework within which current and future development can be coordinated and ensure that the public realm benefits appropriately. 4.3 Since the Gateway 4 report was presented to committees in July and August 2025 a public consultation exercise has been carried out; the results of this engagement are summarised below and the full feedback report is included as Appendix 2. **Consultation** 4.4 Prior to the consultation commencing Members briefings were held for both ward members and Streets and Walkways Sub-Committee members. Members were sent Emails notifying the start of the consultation. Presentations were also made to the Aldgate Connect BID and the Eastern City Partnership and the Eastern City Public Realm Steering Group. The proposals were well supported at these external meetings. 4.5 A public consultation exercise on the HSP was undertaken initially for a four-week period during September and October 2025 but was extended for an additional week to enable more responses to be submitted. The consultation was open to anyone with an interest in the area (individuals and groups). Promotion included: • A letter drop to all properties inside the plan area and nearby. • 50 on street posters. • A 2-metre-high graphic on a tower installed by Aldgate Connect on Vine Street. • A 6m wide promotional panel on America Square displaying images of the proposals.

	• Emails were sent to all the hospitality businesses and churches in the area and the planning agents representing developers for recent planning applications. • Emails were sent to an existing consultation database of statutory and advisory consultees including TFL and the train operator c2c. • The BIDs promoted the consultation to their members and requested they circulate the consultation to staff. • A series of social media promotions were carried out by Commonplace who hosted the consultation platform on our behalf. • Four in-person drop-in sessions were held. Three of these were at lunch time and one in the evening in different locations across the HSP area. To maximise exposure two were held on street. 4.6 The Commonplace consultation platform enabled respondents to comment on individual proposals within the HSP area as well as giving overall feedback in the form of free text. The portal was visited by 2856 people. Over 522 responses were recorded on the platform, from 167 individuals (people were able to make multiple contributions). People were also able to submit feedback via email. 4.7 The consultation portal divided the project area into seven neighbourhoods. Respondents had the choice to comment on as many neighbourhoods as they wished. For each neighbourhood there were questions on: • Pedestrian priority Improvements: giving more priority to people walking and wheeling and improving accessibility and safety. • Public realm improvements: to make streets and spaces more attractive, comfortable and enjoyable to spend time in. • Cycling improvements: to improve the comfort and safety for people cycling. • There were also questions about proposals that were particular to a street or the neighbourhood. To accompany each question there was an opportunity to make further written comment in detail. 4.8 Responses to each proposal in the HSP are summarised below. A full engagement feedback report is included at Appendix 2 of this report.

	Consultation responses 4.9 Responses via the Commonplace portal consistently demonstrated strong support for all proposals in the plan, but the number of responses varied between the neighborhoods. 4.10 Support for proposals to improve the public realm and pedestrian priority was predominantly over 80%. Cycling specific proposals scored lower but were still supported by 70% of respondents. 4.11 Full details of the responses to each question can be found in the Public Engagement Feedback Report in Appendix 2. The neighborhoods and proposals that had the most responses are summarised below. 4.12 Proposals in the draft plan for Fenchurch Street and Aldgate had the most responses from participants. • Exploring improvements to the public realm and the crossing points each received 167 responses of which 150 were supportive (90%). • Exploring formalising loading arrangements received163 responses of which 105 were supportive (82%). • Exploring improvements for people cycling received 165 responses with 90 supportive (70% supportive and 13% unsupportive). • The free text responses to these proposals were generally supportive for the public realm improvements and improved crossings but there were concerns for and against changes for people cycling. 4.13 The draft plan has proposals to be explored for Vine Street, America Square, Crescent and Hammett Street. • The proposals for new public spaces on Vine Street received 84 responses of which 80 were supportive (96%), and on the Crescent 82 responses of which 78 were supportive (96%). • The proposal to extend the existing America Square public space received 84 responses 76 were supportive (91%). • Potential pedestrian priority improvements include making America Square, Crescent and Hammett Street one-way for motor vehicles, which received 83 responses of which 74 were supportive (90%). • Proposals for creative lighting under the railway viaduct were also well supported with 85 responses of which 78 were supportive (97%).

	• The free text responses for these proposals were generally supportive particularly for the new and improved public spaces. 4.14 For Eastcheap and Great Tower Street responses were received from 75 participants for this neighbourhood. • Exploring improvements to the public realm and the crossing points received 72 responses of which 65 were supportive (90%). • Exploring formalising loading arrangements received 70 responses of which 62 were supportive (89%). • Exploring improvements for people cycling received 73 responses with 52 supportive (71% supportive and 13% unsupportive). • Reviewing the amount and location of kerbside parking received 70 responses to this question with 60 supportive (85%). • The free text responses showed strong support for widened pavements and improved crossing points. There were several comments about the need for improved facilities for cyclists. 4.15 The draft plan has proposals to raise the carriageway at the junction of Cooper's Row with Crutched Friars, Lloyds Avenue and Crosswall to improve pedestrian priority (including the entrance to Fenchurch Street station) and improve the lighting or add feature lighting under the railway viaduct. These proposals received 44 responses with 39 supportive (90%). • Submissions were also received by email from TFL, London Cycling Campaign, c2c and the planning agent for the developers of 50 and 130 Fenchurch Steet, and representatives for 30 Fenchurch Street. • TFL made a series of comments. Overall, these were supportive of the proposals. Comments that were made related to issues that would be considered in the detailed design stages of individual projects. • The London Cycling Campaign made submissions identifying a series of issues. In general, they considered that the "plan failed to grasp the opportunity to reduce private motor traffic and journeys and enable significant further 'mode shift' to cycling". In response to particular proposals in the plan they considered that:

	▪ On Fenchurch Street – if segregated cycle lanes are not installed then measures should be made to reduce vehicular traffic. ▪ On Eastcheap and Great Tower Street – its designation as a cycle route for improvement was welcomed but it should be part of a wider scheme from Byward Street to Bank designed in conjunction with TFL. ▪ Rood Lane should be closed to through traffic all the time and the carriageway raised to pavement height its entire length. ▪ On Mark Lane and Trinity Square – the junctions with Great Tower Street should be improved for cyclists. ▪ On America Square and Hammet Street, the changes to traffic management welcomed. 4.16 A submission was made on behalf of the developers of 50 Fenchurch Street who requested that the proposals in the plan did not hinder the S.278 works that would form part of the planning application. However, the draft S278 has not yet been completed, but will shortly be submitted to the developer. The objectives of the agreement are in keeping with the proposals in the draft Plan, and these have been previously discussed with the developer. 4.17 The developers of 130 Fenchurch Street fully supported the plan. A very supportive submission was made by Urbanest who are seeking to increase their student accommodation in the area. They highlighted the benefits of the plan particularly for people walking, wheeling and cycling and the need for improved lighting on America Square and the Crescent. 4.18 Representatives of 30 Fenchurch Street raised concerns about access to their service bay and other businesses on Rood Lane. The proposal will however maintain local access for these businesses. They also expressed concerns about additional cycle parking on Rood Lane as existing dockless cycle parking frequently blocked the emergency access to their building. This issue will be considered in more detail if the proposal is explored further. 4.19 c2c submitted a brief response to the consultation regarding Fenchurch Street station in which they confirmed that they had no current proposals to change access and security arrangement to Fenchurch Place.

	4.20 Transport for All were commissioned to carry out an accessibility audit between Tower Hill underground station and Aldgate Square (The full audit is attached as appendix 6). The audit made the following recommendations in response to issues experienced on the walkabout in the project area: a) Introduce consistent tactile paving with a slight lip for better navigational support. b) Raise pavements and create level, continuous surfaces across junctions. c) Enhance lighting and contrasts to improve visibility and safety. d) Integrate public art or design features to enhance the area's visual appeal and user experience, making the area more approachable. e) Widen pathways to at least 2 metres where possible. f) Ensure paving is smooth to avoid trips and falls, reduce disorientation for those who use tactile paving for navigating, as well as avoiding pain when navigating across cobblestone paving using a mobility aid. g) Lengthen time traffic lights allow for pedestrians to cross the road and add audible signals on Aldgate High Street. It is considered that all these recommendations are addressed in the plan proposals will be explored in greater detail during the design stages. **Fenchurch Street Area Healthy Streets Plan** The HSP has been updated following public consultation; the final draft is included at Appendix 3. 4.21 Given the levels of support for the proposals there are no changes proposed. 4.22 A ten-year delivery plan has been appended to the HSP which includes projects already underway or which have existing approvals. The delivery plan reflects the level of complexity of projects and takes into account interdependencies with other projects and developments in the area. 4.23 Each proposal will be progressed independently through the project procedure and will be subject to further consultation and approvals at the appropriate stages. Delivery will be coordinated through the City Cluster Programme Board. Funding bids will be subject to

	approval by Resource Allocation Sub Committee and Policy & Resources Committee.
5. Delivery team	The programme will be managed by the Transport & Public Realm Projects team. Individual projects emerging from the programme will also be managed by this team, supported by colleagues across the Corporation where appropriate.
6. Programme and key dates	The implementation plan for the programme is appended to the updated HSP shown in Appendix 3.
7. Risks	*Risk*: Funding for individual schemes is not secured. *Approach*: reduce – identify opportunities for funding as part of the Fenchurch Street Healthy Streets Plan programme management. A full programme risk register is shown at Appendix 5.
8. Success criteria	• Increased number of pedestrian priority streets in the area (measured by length) delivered during the lifetime of the HSP. • Increased public amenity (e.g. seating and greening) across the area over the lifetime of the HSP.
9. Progress reporting	An annual programme update report will be presented to committees. Individual projects will be progressed through the project procedure and gateway approval process.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Public engagement feedback report (by request)
Appendix 3	Draft final Healthy Streets Plan (including delivery plan) (by request)
Appendix 4	Finance tables
Appendix 5	Risk register
Appendix 6	Transport for All accessibility audit

Contact

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

Project Coversheet

[1] Ownership & Status

UPI:
Core Project Name: Fenchurch Street Area Healthy Streets Plan
Programme Affiliation (if applicable):
Project Manager: Stephen Oliver
Definition of need:

The Fenchurch Street Area Healthy Streets Plan is a key deliverable of the City's Transport Strategy and further supports the Climate Action Strategy in developing spaces that are climate resilient. The Healthy Streets Plan also aligns with the ambitions for the area, as set out in the Draft City Plan 2040 . The Fenchurch Street area has seen significant change and will continue to experience significant increases in the number of people walking and cycling in the area and was therefore identified to need a Healthy Streets Plan.

In March 2024, a Gateway 2 report approved the Fenchurch Street Area Healthy Streets Plan project area and funding for Project Management and Consultancy Fees.

The Heathy Streets Plan will identify and develop proposals for schemes, outlining the required network changes and creating a high-quality public realm for all those who live, work, and visit the area.

The draft Healthy Streets Plan will identify temporary and interim changes to the function of the highway network. The proceeding phases will deliver the required infrastructure changes to achieve the medium and long-term objectives of the proposals. These proceeding phases will be set-up as individual Healthy Streets Plan projects, following the completion of the first phase.

Key measures of success:

- A tested and recommended phasing schedule for the projects that will comprise the Fenchurch Street Area Healthy Streets Plan The identification of the number of pedestrian priority streets that can be delivered (measured by length) in the area
- An indication of increased public realm either through pavement widenings or new public spaces created

Expected timeframe for the project delivery: 22 months (March 2024 to Jan 2026).

- **Key Milestones:** Revised-

- Traffic and pedestrian data collection – April 2024 to March 2025
- *Gateway 3/4* June /July 2024
- Stakeholder Consultation – September 2025 (6 weeks)
- Plan preparation October to - November 2025

- Gateway 5 report to committee – December 2025

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?
<If so what and how?>

No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 26th Jan. 2024):

- Total Estimated Cost (excluding risk): £200,000 to £240,000
- Costed Risk Against the Project: None
- Estimated Programme Dates: March 2024 – January 2025

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 19 March 2024:

- Total Estimated Cost (excluding risk): £255,006.20
- Resources to reach next Gateway (excluding risk) £100,000
- Spend to date: £0
- Costed Risk Against the Project: None requested
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: March 2024 – January 2025

Scope/Design Change and Impact:
None

'Options Appraisal and Design' G3-4 report (as approved by PSC 22/06/25):

- Total Estimated Cost (excluding risk): £240,000
- Resources to reach next Gateway (excluding risk: £70,000
- Spend to date: £87,216
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down:
- Estimated Programme Dates: March 2024 – December 2025

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 [£]: Individual projects would be initiated following the adoption of the HSP and delivery plan. <Current Range> **Programme Affiliation [£]:**N/A

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Appendix 4 – Finance tables

Table 1: Expenditure to date: Fenchurch Street Area Healthy Streets Plan - 16800509			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
P&T Staff Costs	£85,314	£78,125	£7,189
P&T Fees	£84,686	£54,077	£30,609
TOTAL	**£170,000**	**£132,202**	**£37,798**

Table 2: Resources required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
P&T Staff Costs	£85,314	£42,811	£128,125
P&T Fees	£84,686	-£17,609	£67,077
TOTAL	**£170,000**	**£25,202**	**£195,202**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S106 - 08/01061/FULMAJ - LCE	£1,664		£1,664
S106 - 08/01061/FULMAJ - Transportation	£98,336		£98,336
S106 - 08/01061/FULMAJ - Transportation	£70,000		£70,000
S106 - 06/00214/FULL - LCE		£25,202	£25,202
TOTAL	**£170,000**	**£25,202**	**£195,202**

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City of London: Projects Procedure Corporate Risks Register

Project name: *Fenchurch Street Area Healthy Streets Plan*

Unique project identifier: *PV ID*

Total est cost (exc risk) *£195202*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**6.0**
Avg risk post-mitigation	**4.5**
Red risks (open)	**0**
Amber risks (open)	**2**
Green risks (open)	**0**

Corporate Risk Matrix score table

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

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

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

Issues (open)	**0**
All Issues	**0**

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

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

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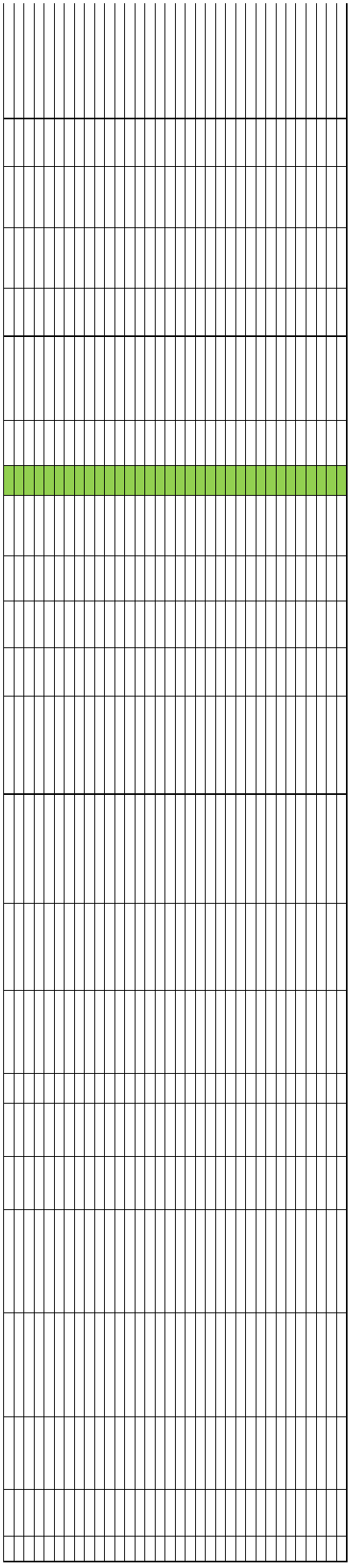
City of London: Projects Procedure Corporate Risks Register

Project Name:	Fenchurch Street Area Healthy Streets Plan	**PM's overall risk rating:**	Medium	**CRP requested this gateway**		**Average unmitigated risk**	6.0	**Open Risks**	2
Unique project identifier:	PV ID	**Total estimated cost (exc risk):**	£ 195,202	**Total CRP used to date**	£ -	**Average mitigated risk score**	4.5	**Closed Risks**	7

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	4	(3) Reputation	Stakeholder groups such as the BIDs, local residents, businesses or rail operator do not support proposed changes to traffic management.	Engagement with local stakeholders will be continued.	Possible	Serious	6	£0.00			The project team will engage with the BIDs, local businesses and Fenchurch Street station on proposals as they develop.	£0.00	Possible	Major	£0.00	12	£0.00		24/07/2020	Gillian Howard	Stephen Oliver	27/10/2025	The BID support the proposals and stakeholder support at consultation.
R2	3	(3) Reputation	The proposals do not meet the expectations of stakeholders.	Stakeholder support for the project will not be forthcoming	Possible	Serious	6	£0.00			Consultation on the draft proposals will articulate the benefit of the proposals and concerns will be taken on board.	£0.00	Possible	Serious	£0.00	6	£0.00		12/01/2024	Gillian Howard	Stephen Oliver		LCC consider that the proposals do not do enough to reduce through traffic.
R3	3	(1) Compliance/Regulatory	Changes in political leadership within the City.	The project is no longer supported or withdrawn.	Unlikely	Major	8	£0.00			Informing members of the City of the progress and benefits of the project and identifying its outputs and how they meet the objectives of the Transport Strategy and and the Cuty Plan 2040	£0.00	Unlikely	Major	£0.00	8	£0.00		24/07/2020	Gillian Howard	Stephen Oliver	27/10/2025	The proposals have support from local ward members.
R4	3	(4) Contractual/Partnership	Issues or delays in approvals for any required modelling.	Delays and possible increase to project programme.	Unlikely	Serious	4	£0.00			Early and regular meetings with TFL to understand their approval proceedures.	£0.00	Unlikely	Serious	£0.00	4	£0.00		12/01/2024	Gillian Howard	Stephen Oliver	27/10/2025	The approved plan does not require TFL approval.
R5	3	(2) Financial	CoIL does not have sufficient funds to complete the project	The project would have to be rescoped or withdrawn.	Possible	Serious	6	£0.00			The project team will liaise with planning if there are any proposed developments in the area that could make a Section 106 contribution.	£0.00	Unlikely	Serious	£0.00	4	£0.00		12/01/2024	Gillian Howard	Stephen Oliver	27/10/2025	Planning were consulted on the draft plan.
R5	3	(4) Contractual/Partnership	Some or all of further data that is required cannot be collected due to survey companies having no capacity to deliver the services.	Delay and possible increased cost to project prgramme.	Unlikely	Minor	2	£0.00			Most traffic data requirements have already been carried out. Procure the services as an open tender to increase the possibility of a company able to undertake the surveys, and complete the procurement exercise as early as possible.	£0.00	Unlikely	Minor	£0.00	2	£0.00		12/01/2024	Gillian Howard	Stephen Oliver	27/10/2025	Silficient traffic data has been collected for the final plan.
R6	3	(2) Financial	Insufficient funds or loss of funding source.	Will delay project progression or result in the cancellation of the project.	Possible	Serious	6	£0.00			Investigate further funding options or reduce the scope of the project.	£0.00	Possible	Serious	£0.00	6	£0.00		24/07/2020	Gillian Howard	Stephen Oliver	27/10/2025	Existing S106 funding, and other resources have been identified and the delivery plan will reflect these opportunities
R7	3	(1) Compliance/Regulatory	Brexit or external factors affect labour costs.	Higher or lower costs for consultancy services	Unlikely	Serious	4	£0.00			Review each cost at HNP stage	£0.00	Unlikely	Serious	£0.00	4	£0.00		12/01/2024	Gillian Howard	Stephen Oliver	27/10/2025	No additional labour resources are requied to approve the plan.
R8	3	(3) Reputation	Insufficient funds for the projects identified in the plan	Objectives of the Transport Strategy and the Climate Action Strategy will not be met.	Possible	Serious	6	£0.00			This is highly likely. Further funding opportuitieswil be identified as the plan is developed. Proposals will reflect these opportunities	£0.00	Possible	Minor	£0.00	3	£0.00		24/07/2020	Gillian Howard	Stephen Oliver		



Accessibility Walkabout Audit Review: Tower Hill Station to Aldgate

By Transport for All for the City of London Corporation

October 2025

Contents

Introduction

This report presents observations and recommendations from three participants in an accessibility 'walkabout' in the Fenchurch area (see image of map below). The route, as represented by the purple line in the image below, starts from Tower Hill tube station and leads to the City of London. The participants identified key accessibility barriers and suggested improvements to create safer and more inclusive public spaces for disabled people. The report also includes guidance from Transport for All, considering legislative frameworks like the Equality Act 2010, Inclusive Mobility and BS:8300. These principles will ensure future developments are compliant and truly inclusive for disabled people.

Figure 1: Map of the route, from Tower Hill Station to Aldgate

Transport for All's work is rooted in the Social Model of Disability, understanding that the design of the environment can create barriers that prevent Disabled people to fully access and participate in society. Our lived experience and knowledge of the industry underpin the work we do to close the transport gap for disabled people and advocate for disability justice.

Our membership database enables pan-disability research and consultancy to be undertaken, ensuring that a range of disabled people can contribute to the development of accessible transport. The City of London requested at least one participant to have a mobility impairment, and at least one participant to have a visual impairment.

UK Legal Frameworks

Here's an overview of UK-specific guidance and legal frameworks to keep in mind when designing or reviewing streets and / or roads, to ensure that accessibility is considered:

Category	Key References	Core Focus
Legal duties	Equality Act 2010, PSED, Highways Act 1980	Accessibility, non-discrimination, safety
Design standards	Inclusive Mobility, BS 8300, Manual for Streets	Inclusive layouts, tactile paving, gradients
Cycling & walking design	LTN 1/20, Healthy Streets Approach	Safe separation, continuity, visibility

Involving disabled people to provide structured feedback on accessibility barriers in the public realm aligns with the duties set out under the Equality Act 2010 and the Public Sector Equality Duty (PSED). These frameworks require local authorities to engage with and consider the needs of disabled people when designing public spaces. Obtaining these lived experience insights therefore supports compliance with legal obligations and ensures that design decisions are evidence-based and inclusive.

Participant Feedback

Pavement Accessibility and Surface Conditions

- Lack of tactile paving makes navigation difficult for visually impaired individuals.
- Existing tactile paving is not very effective, as it lacks clear guidance.
- Pavement surfaces are quite slippery, especially in wet conditions, and lack tactile paving.
- The use of fake grass / astro turf further contribute to safety and accessibility concerns, such as disorientation for visually impaired individuals.
- Cobblestone paving has the potential to cause pain for wheelchair users.
    - Some blind and partially sighted individuals may conflate this to tactile paving, causing further confusion and disorientation.
- Rain can make barriers more noticeable and increases slipperiness.

Recommendations

- Introduce tactile paving with a slight lip to provide clearer navigational cues.
- Raise the pavement to create a level surface across junctions, reducing trip hazards and improving accessibility.
- Improve surface materials to reduce slipperiness and clearly distinguish pedestrian areas from roads.

Physical Barriers and Pathway Design

- Plants and narrowing paths create obstacles for pedestrians.
- Lack of clear differentiation between pavement and road increases anxiety and confusion.
- Continuous paving across junctions and well-designed two-way cycle lanes are needed.
- There's a noticeable lack of dropped kerbs / step free crossings, particularly ones that have been maintained to a good standard, leading to a wheelchair user navigating the route on the road, rather than the pavement.
- Proper implementation of dropped kerbs and tactile paving would enhance accessibility.

Recommendations

- Widen pathways to allow safe and comfortable passing for wheelchair users and those using other mobility aids.
- Ensure the new cycle lane design includes contrasting colours or textures to clearly separate it from the pedestrian area.
- Raise the pavement and implement continuous paving across junctions to support step-free access where dropped kerbs aren't feasible.
- Implement more dropped kerbs consistently, and make sure these are regularly maintained.

Lighting, Contrast and Visibility

- Poor contrast and inadequate lighting make parts of this route dark and difficult to navigate.
    - Low lighting and visibility during rain exacerbate this.
- Better lighting would improve visibility and reduce hazards in poor weather conditions.

Recommendations

- Improve lighting in the passageway and along key pedestrian routes to enhance visibility and safety.
- Use contrasting colours and materials to clearly differentiate between pedestrian, cycling and motorised areas.

User Experience

- Lack of tactile paving and poor differentiation between pavement and road increase anxiety for pedestrians.
- Anxiety and safety concerns are heightened by unclear boundaries and dark pedestrian routes.
- The traffic lights near Aldgate only allowed 6 seconds for pedestrians to cross the road safely.
    - These traffic lights did not have any audible cues to signal that it's safe to cross; this is vital for blind and partially sighted individuals.

Recommendations

- Explore incorporating public art or other design elements to make the area more welcoming, attractive and engaging.
- Maintain a consistent design across commercial and residential areas to improve wayfinding and navigation.
- Lengthen time traffic lights allow for pedestrians to cross the road and add audible signals.

Key Participant Recommendations

1. **Introduce consistent tactile paving with a slight lip for better navigational support.**
    a. Ensures safe navigation for blind and partially sighted people.
    b. Consistency and correct installation are essential for accessibility.
    c. Compliant with DfT Guidance on the Use of Tactile Paving Surfaces, BS 8300 and Inclusive Mobility.

2. **Raise pavements and create level, continuous surfaces across junctions.**
    a. Minimises trip hazards and supports independent mobility for wheelchair and mobility aid users.
    b. Ensures smooth transitions and avoids unnecessary level changes.
    c. Compliant with Inclusive Mobility, BS 8300 and Manual for Streets.

   i. If this is not possible in certain circumstances, ensure that there are contrasted dropped kerbs in place, and that these are regularly maintained so that individuals can cross the road safely and step-free.

3. **Enhance lighting and contrasts to improve visibility and safety.**
   a. Provides better orientation and reduces anxiety for low-vision and neurodivergent individuals.
   b. Ensures legibility and safe navigation.
   c. Compliant with BS 8300, Inclusive Mobility and the Equality Act 2010.

4. **Differentiate pedestrian and cycle lanes using contrasting colours and materials.**
   a. Prevents conflicts between cyclists and pedestrians.
   b. Improves spatial awareness for visually impaired users.
   c. Compliant with Manual for Streets, BS 8300 and Inclusive Mobility.

5. **Integrate public art or design features to enhance the area's visual appeal and user experience, making the area more approachable.**
   a. Makes the area more approachable and enjoyable.
   b. Should not obstruct accessible routes.
   c. Compliant with Manual for Streets, the Equality Act 2010 and PSED.

6. **Widen pathways to at least 2 metres where possible.**
   a. Allows safe passage for wheelchair users and people with mobility aids.
   b. Compliant with Manual for Streets, BS 8300 and Inclusive Mobility.

7. **Ensure paving is smooth to avoid trips and falls, reduce disorientation for those who use tactile paving for navigating, as well as avoiding pain when navigating across cobblestone paving using a mobility aid.**
   a. Surfaces should be firm, even, slip-resistant, and non-reflective.
   b. Irregular surfaces like cobbles can create barriers and discomfort.
   c. Compliant with BS 8300, Inclusive Mobility and the Equality Act 2010.

8. **Lengthen time traffic lights allow for pedestrians to cross the road and add audible signals.**
   a. Provides safe crossing for slower pedestrians, wheelchair users, and visually impaired people.
   b. Includes audible and tactile indicators for confidence and safety.
   c. Compliant with Equality Act 2010, TSRGD (2016), BS 8300 and Inclusive Mobility.

Summary

The Equality Act 2010 and Public Sector Equality Duty (PSED) state that local authorities, such as the City of London, has a duty to remove barriers and ensure environments are accessible and equitable for disabled users.

Participants highlighted both positive and negative aspects of the area's accessibility. Whilst the quietness of the area was viewed positively, concerns were raised regarding pedestrian navigation and safety, particularly when the lack of traffic noise alongside no tactile paving causes barriers for blind and partially sighted individuals.

Key issues identified included:

- Lack of tactile paving and dropped kerbs / step-free crossing
- Slippery surfaces
- Inadequate lighting
- Poor differentiation between pavement and road surfaces

These factors were reported to cause anxiety and navigation difficulties, particularly where the pedestrian routes were unclear.

Participants recommended improvements such as more dropped kerbs and / or continuous paving across junctions, better lighting and consistent tactile paving to improve the overall accessibility, safety and experience of the area.

Further Comments from Transport for All

Improvements to Crossings

Continuous paving across junctions vs dropped kerbs

Equality Act 2010, PSED, Inclusive Mobility, BS 8300, Manual for Streets
Continuous, flush paving that is raised across junctions is generally considered best practice for inclusive design as it provides a smoother, safer and more visible route for all users (if it is well contrasted). Dropped kerbs are still useful in areas where full continuous paving isn't feasible, but these should have clear tactile and visual cues. Combining both where appropriate is often the best approach, with continuous paving for accessibility being the priority, and dropped kerbs in areas where continuous paving is not feasible.

Image 1: Dropped kerb that hasn't been maintained.
Image 2: Paving with no dropped kerb at crossing.

Dropped kerbs

Equality Act 2010, PSED, Inclusive Mobility, BS 8300, Manual for Streets
Local authorities have a legal duty to ensure accessible routes across roads. Poorly maintained or missing dropped kerbs can prevent wheelchair, mobility scooter and rollator users from safely accessing pavements. This may constitute a failure to make reasonable adjustments under the Equality Act. Dropped kerbs also need to remain in line with each other to ensure crossing is accessible and safe.

Safety

Equality Act 2010, BS 8300, Inclusive Mobility
Infrastructure must not expose disabled people to additional risk when travelling. The lack of accessible crossings forces users into motorised areas, such as roads, which raises concerns with their safety, particularly during busy periods or evenings when there is reduced light.

Visual contrasts

BS 8300, Inclusive Mobility
Kerb edges should provide visual contrast (e.g. a contrasting strip or tactile surface) to help those with low vision identify the boundary between pavement and road.

Maintenance

Equality Act 2010, PSED, BS 8300, Inclusive Mobility
Authorities are responsible for not only installation but the ongoing maintenance of accessibility features such as dropped kerbs, continuous paving and tactile paving to ensure they remain safe and usable. Neglect may lead to indirect discrimination.

Traffic lights

Equality Act 2010, **PSED**, **BS 8300**, **Inclusive Mobility**, **Manual for Streets, DfT Traffic Signs Regulations and General Directions (TSRGD, 2016)**
Pedestrian crossings must allow sufficient time for all users, including those with mobility impairments, to cross safely. Short crossing times may disproportionately disadvantage disabled and older people. Crossings must include audible cues (beeps) and tactile indicators (rotating cones) to support visually impaired pedestrians. These features should be maintained regularly, and timings should reflect real-world walking speeds; the DfT's recommended design walking speed for signal timing is 1.2 m/s, but many authorities reduce this to 1.0 m/s or lower to improve accessibility.

Improvements to Pavements

Pavement widths

Inclusive Mobility, BS 8300, Manual for Streets

Pedestrian routes should have a minimum clear width of 1.5 metres (ideally 2 metres) with consistent, uncluttered layouts. Widening is essential where street furniture narrows the path to allow wheelchair users and people with mobility aids to pass through safely.

Surface materials

BS 8300, Inclusive Mobility, Manual for Streets

Ground surfaces must be firm, even and slip-resistant in all weather conditions. Cobbles and irregular surfaces should be avoided on primary pedestrian routes as they cause pain for wheelchair and mobility aid users and confusion for those relying on tactile cues. Adequate drainage must also be provided to prevent slipperiness in wet weather.

Pavement distinctions

Manual for Streets, Inclusive Mobility, BS 8300

Where traffic levels are low or kerbs are less defined, there must be a clear visual and tactile distinction between pedestrian, cycling and motorised areas to support safe navigation for visually impaired users.

Ramps and slopes

BS 8300, Inclusive Mobility, Manual for Streets

Gradients should ideally be ≤1:20, with level landings and sufficient width (minimum 1.2m clear, ideally 1.5m or more). Tactile paving must be provided at the top and bottom of ramps and slopes for orientation and safety.

Glare and surface reflections

Equality Act 2010, PSED, BS 8300, Inclusive Mobility

Wet or glossy paving can produce uncomfortable glare and reflections, particularly in bright sunlight, which can reduce visibility and make navigation more difficult for visually impaired and neurodivergent individuals. Reflective or polished surfaces may also reduce the visibility of hazards or slopes and ramps, increasing the risk of trips and disorientation. The use of matte, non-reflective and slip-resistant surfaces helps maintain visibility and safety in varying weather conditions. Local authorities have a

responsibility to identify and minimise such environmental barriers to ensure public spaces are accessible, inclusive and comfortable for all users.

Street furniture and obstructions

Inclusive Mobility, Manual for Streets, BS 8300, DfT Guidance on the Use of Tactile Paving Surfaces

Pedestrian routes must remain free of obstacles and maintain a minimum clear width of 1.5 metres (ideally 2 metres). Street furniture must be placed consistently and avoid the main pedestrian flow. Visual contrast alone (e.g. yellow stripes) is insufficient; objects should also be detectable by a long cane or positioned to avoid conflict with pedestrians entirely where possible.

Safety bollards

Inclusive Mobility, BS 8300, Manual for Streets

Bollards should only be used where necessary for safety and should be clearly visible, well-contrasted and detectable by a long cane**.** A minimum clear width of 1.5 metres between bollards is required for wheelchair and mobility scooter access. When poorly placed, bollards can act as barriers or trip hazards for some disabled people. Where bollards are already in place, and are unable to be moved, pathways (including dropped kerbs and tactile paving) must be positioned to ensure clear, unobstructed access to ensure that they don’t interfere with crossings or tactile paving zones.

E-Cycles

Equality Act 2010, **Inclusive Mobility**, **Traffic Management Act 2004**

Local authorities have a duty to manage highway obstructions. E-cycles must be stored or docked within designated zones to maintain accessible, clutter-free pavements.

Allowing them to block crossings, dropped kerbs or tactile routes can undermine accessibility and create barriers for those navigating the area.

Image 5: Dropped curb with contrasted tactile paving, with no tactile cues on the steep slope on either side.
Image 6: Dropped kerb with no tactile paving.

Tactile Paving

DfT Guidance on the Use of Tactile Paving Surfaces, BS 8300, Inclusive Mobility
Tactile paving is required to warn blind and partially sighted pedestrians of level changes and assist safe navigation. It must be used consistently and in accordance with DfT standards, including before and after ramps or slopes. Additionally, mixing cobblestone paving with tactile surfaces can confuse visually impaired pedestrians and reduce reliability of tactile warnings for identifying kerbs or crossings. Colour contrast must be considered with tactile cues to warn of hazards and assist visually impaired pedestrians. Tactile paving (typically blister paving) must be installed at pedestrian crossing points to warn visually impaired people of the road edge. The design, colour and placement must follow DfT tactile paving standards.

Improvement to Area

Lighting and visibility

Equality Act 2010, BS 8300, Inclusive Mobility, Manual for Streets
Public spaces must provide consistent and well-distributed lighting to support visibility and navigation and to reduce anxiety and stress for people with low vision or neurodivergent individuals. Good lighting also supports personal safety; poor or inconsistent lighting can increase the risk of accidents occurring.

Neurodiversity and sensory accessibility

Equality Act 2010, BS 8300, Inclusive Mobility
Inclusive design must consider sensory accessibility. Inconsistent lighting, irregular texture and confusing boundaries can cause stress or disorientation for neurodivergent users.

Consistent layouts

Equality Act 2010, **PSED**, **BS 8300**, **Inclusive Mobility**, **Manual for Streets**
Public spaces should have predictable and continuous layouts, with kerbs, street furniture, crossings, tactile paving and other features placed consistently. Consistent layouts help visually impaired, neurodivergent and mobility-impaired users navigate safely and confidently, reducing the risk of trips, collisions or disorientation.

Committees: Streets & Walkways Sub-Committee (*for decision)* Projects & Procurement Sub-Committee (*for information)*	**Dates:** 9 December 2025 28 January 2026
Subject: St. Paul's Gyratory Transformation Project – Greyfriars Square **Unique Project Identifier:** 113377	**Gateway 5: Authority to start work (Complex)**
Report of: Executive Director Environment **Report Author:** George Wright, Transport and Public Realm Projects, City Operations	**For Decision**
PUBLIC	

1. Status Update	**Project Description:** 1.1 The project will transform the St Paul's gyratory. Largely unchanged since the 1970s, the designs will reorganise the traffic-dominated streets to create a new public space, introduce safer walking, wheeling and cycling routes, and retain access for buses and motor-vehicles. Closing the southern section of King Edward Street to traffic enables the City to create Greyfriars Square, a new 3,500-square-metre public space in the heart of the Square Mile. 1.2 The project will be built in two phases. Phase 1 will improve streets to the south of the Museum of London 'rotunda' roundabout, starting in 2025 and completed by 2027. Phase 2 will improve the Museum of London 'rotunda' roundabout to be programmed at the same time as the Museum of London/Bastion House is redeveloped. 1.3 This Gateway 5 report relates to the new public space, Greyfriars Square. Members approved a separate Gateway 5 report in February 2025 relating to highway layout changes required to remove the gyratory system. **RAG Status:** Green (Amber at last report to Committee) **Risk Status:** Medium (Medium last report to committee) **Total Estimated Cost of Project (excluding risk):** £19.24 million

	Change in Total Estimated Cost of Project (excluding risk): No change from Gateway 5 report approved in February 2025. **Spend to Date:** £3,052,864 **Costed Risk Provision Utilised:** 0 **Slippage:** N/A **Project Progress:** 1.4 Construction of the new highway layout commenced as planned in April 2025. The highway works have been progressing steadily with the new highway layout programmed to "go live" in September 2026. This will enable the closure of the southern end of King Edward Street and the construction of Greyfriars Square. 1.5 The City has entered into a contract with a nursery to grow the plants and trees for Greyfriars Square in advance. This is particularly important for the plants and trees in the rain gardens as they need to be grown in a bespoke, non-standard growing medium. 1.5 The RIBA stage 4 design package for Greyfriars Square has been finalised. It includes all the design details for the square including the planters, rain gardens, seating, play feature, lighting and the historical interpretation artwork, conveying the rich history of the area. 1.6 Officers have continued to coordinate the design and highway construction works with the developer of 81 Newgate Street, the fitout contractor and the new occupier, HSBC. 1.7 This report seeks Member approval for the RIBA stage 4 design proposals for Greyfriars Square as summarised in section 4 and the various appendices.
2. Next steps and requested decisions	**Next Gateway:** Gateway 6 **Next Steps:** 1. Continue to undertake communication/engagement with local residents, businesses and stakeholders during the construction of the new highway layout. (Ongoing). 2. Prepare construction designs for Greyfriars Square (December 2025-April 2026). 3. Mobilise highways contractor and sub-contractors for Greyfriars Square construction (Spring/Summer 2026) 4. Continue coordination with developer of 81 Newgate Street, the fit out contractor and HSBC. (Ongoing).

5. Continue communication/engagement with utility companies regarding construction implications and affected apparatus (Ongoing).

6. Liaison with nursery regarding the contract growing of the plants and trees (On-going).

7. Undertake construction of Greyfriars Square (September 2026-April 2027).

Requested Decisions:

Members of Streets and Walkways Sub-committee are asked to:

1. Approve the RIBA stage 4 design package for Greyfriars Square as summarised in section 4 and appendices 4, 5 and 6 and the construction of the new public space;
2. Approve an additional budget of £9,432,347 for the Greyfriars Square construction, from the agreed funding package as detailed in Appendix 2;
3. Approve the revised total project budget of £19, 751,117 (including risk)
4. Approve the revised Costed Risk Provision of £517,000 (to be drawn down via delegation to Chief Officer).

3. Budget

To date, a total of £3,052,864 has been spent on the project from a total approved budget of £10,318,770. Additional resources to deliver the next stage of the project are listed below, with further details in Appendix 2.

Additional resources required to reach the next Gateway

Description	**Funding Sources**	**Amount (£)**
Staff Costs	OSPR Capital Bid 2023/24; Community Infrastructure Levy Bid 2023/24; Section 278 81 Newgate Street	416.154
Fees		(200,000)
Works *		4,884,760
Maintenance		4,699,433
Costed Risk		(368,000)
Total		9,432,347

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* Includes utilities costs.

The staff costs include detailed design, supervision of construction, liaison with utility companies, planting of soft landscaping, legal advice, project management, communications and engagement.

Costed Risk Provision requested for this Gateway: A reduced costed risk of £517,000 is requested for the whole

	project, as detailed in the Risk Register (Appendix 3) and summarised in section 7 of this report.
4. Design summary	**Development of RIBA Stage 4 public space design** 4.1 LDA Design were re-appointed in September 2024 to progress the RIBA Stage 4 developed design for Greyfriars Square. The lighting design team was re-appointed at the same time and a graphic design team was appointed to develop a package of historical interpretation interventions. 4.2 The continuing design development has been overseen by a steering group comprising representatives from Historic England, Cheapside and Culture Mile Business Improvement Districts, St Paul's Cathedral, the 81 Newgate Street development team and HSBC, with input and support from officers in City Gardens, Cleansing, Transport & Public Realm, Highways, Environmental Resilience and Planning. Additional engagement in connection with the play feature was undertaken with the City Parent Carer Forum and the recommended design was co-produced with the Forum and is supported by them. 4.3 LDA were provided the feedback received from Members of the Streets & Walkways Sub-Committee after the RIBA Stage 3 was presented to them in May 2024. This included the need to strengthen the physical barrier between the play feature and the carriageway on Newgate Street, ensuring the design deterred skateboarding and a request that the pavement should "tell the story" of the area's rich history. 4.4 The steering group met on three occasions as the design was further developed and provided valuable input and feedback that informed the Stage 4 design being recommended to Members in this report. **Revisions and additions to the approved RIBA Stage 3 design** 4.5 The recommended RIBA Stage 4 design is largely unchanged from the Stage 3 design approved by Members in May 2024. Following the committee feedback, the area on the northside of Newgate Street has been modified to remove gaps in the edging near the playground. This has been achieved by extending the seating on the east side of the Underground air vent and extending the planter and re-aligning the cycle parking on the west side of the vent. 4.6 To integrate Christchurch Greyfriars Garden into the new space the Stage 3 design proposed the removal of the low wall around Christchurch Greyfriars that was built in 1990 to show the location of the original east and south walls of the church that were demolished when the gyratory was built. Changes in

	paving were instead used to demarcate the demolished wall. The stage 4 proposals include additional historical interpretation highlighting some of the rich history of the area. 4.7 The historical interpretation design has been over seen by a small group comprising Historic England, the Culture Mile/Cheapside BIDs and City officers. Details and illustrations of the proposed interventions can be seen in Appendix 6. In summary they comprise: <u>Christchurch Greyfriars east wall:</u> An inscription stone based on the original proportions of the church's east window, containing an extract from a letter to The Times newspaper from 1944 suggesting that some church ruins should be preserved as war memorials. <u>Discovery stones in the nave</u>: Eight inset stones conveying the history of the Christchurch Greyfriars site, including it being the burial site for three Queens of England. <u>Discovery stones in the square</u>: Seven vertical granite blocks with a panel containing a mix of project information and historical information about the area. The stones will be placed amongst the planting, visible and readable from the paths, waiting to be discovered. To ensure a consistent visual approach, a new enamel plaque for the Christ's Hospital statue will be produced and has been approved by the school. Consistent signage will also be provided for Christchurch Greyfriars Garden and the play feature. **Greyfriars Square: Stage 4 design summary** 4.8 Greyfriars Square will deliver a new public space of approximately 3500m2 in the heart of the City. It will provide a new and enhanced view of St Paul's Cathedral and better integrate Christchurch Greyfriars into the wider public realm. It will create a new space where people can meet and spend time, where children can play and enjoy sensory activity. It will have the infrastructure to host occasional special events and it will introduce new biodiversity on the green corridor between Bankside and the Barbican. Appendices 4 and 5 show General Arrangement plans of the proposed design and a selection of computer-generated images of the Stage 4 design. 4.9 Key features of the design are:

	• The introduction 580m^2 of new planted areas to complement the 420m^2 of existing planting within Christchurch Greyfriars and the proposed 70m^2 of planting on private land adjacent to 81 Newgate Street; delivering a total of 1070m^2 of planted space. • 322m^2 of the new planted areas will be rain gardens and 178m^2 of the adjacent paving will be permeable, allowing surface water to drain into the ground and reducing run-off into the traditional drainage system. • The planting of 35 new trees to complement the existing eight trees retained within the project area. • The introduction of a range of seating and table types throughout the space. • A play feature with active play equipment and sensory activities. • The reuse of the Thames Embankment granite blocks to create a 45 metre linear play feature – the "Allee Bridge Walk" - through the rain gardens. • A lighting scheme specifically designed for the new space that complements the lighting at 81 Newgate Street. • The introduction of power supplies to support occasional events or activities within the new space. • The introduction of a new drinking water fountain. • The removal of the low wall around Christchurch Greyfriars so the church is fully integrated into the new space. • The introduction of historical interpretation detailing the rich history of the area. 4.10 The Stage 4 design includes the provision of cycle stands to the north and the south of Greyfriars Square. However, cycling within the new space will be prohibited. North-south and east-west cycle lanes will be provided on the carriageway through the wider St. Paul's gyratory project area and will be protected where space permits. A Traffic Management Order will be in place to enable the City of London Police to enforce the cycling ban. 4.11 The designs for new play feature and the Allee Bridge Walk have been reviewed and risk assessed by the play safety department of the Royal Society for the Prevention of Accidents (ROSPA). The reviews conclude that both designs present "tolerably low risks to users, whilst offering considerable play value." 4.12 The design includes a security perimeter to protect the new space from unauthorised vehicles, which has been approved by the City's Public Realm Security Board.

	Maintenance 4.13 Both the hard and soft landscaping will need to be maintained to a high standard and appropriate commuted sums are included as part of the project budget towards maintenance of the planting, the play feature, the seating, the lighting and for cleansing over a twenty-year period. This will include the provision of a new, daily, dedicated beat sweeper and a twice-yearly power wash. The total commuted sum cost estimate is £4.7m. **Equality Impact Assessment (EqIA)** 4.14 An independent transport and infrastructure consultancy, Steer, was appointed to undertake a full EqIA on the St Paul's Gyratory project proposals including the design for Greyfriars Square. The EqIA concluded that: "The St Paul's Gyratory Transformation Project is anticipated to yield positive benefits for both residents and visitors to the area. The creation of a new public space, equipped with an inclusive play area, alongside active travel enhancements across the project area can help to create a more inclusive and engaging environment for the community and visitors." The City Parent Carer Forum, LDA Design and City officers worked together to co-design the play feature which will result in a new, inclusive sensory/play space in Greyfriars Square. The full EqIA is included as Appendix 7.
5. Delivery team	1. Transport and public realm– project management 2. Highways – detailed design and supervision 3. City Gardens – soft landscaping 4. FM Conway (term contractor) – construction
6. Programme and key dates	**On-going:** Communication/engagement with local residents, businesses and stakeholders regarding construction implications (Ongoing). **December 2025-April 2026**: Prepare construction designs for Greyfriars Square. **Spring/Summer 2026**: Mobilise highways contractor and sub-contractors for Greyfriars Square construction. **On-going**: Coordination with developer of 81 Newgate Street and new occupier HSBC.

	On-going: Communication and engagement with utility companies regarding construction implications and affected apparatus **September 2026-April 2027**: Construction of Greyfriars Square. **Spring 2028**: Gateway 6 report (whole project)
7. Risks and issues	**Risks** 7.1 The key risks relating to the construction of Greyfriars Square are: • *Unexpected utility diversions, alterations and/or technical difficulties impact on project delivery and/or costs.* The New Roads and Streets Works Act processes are being followed. Cost estimates have been provided by the utility companies and reasonable costs have been budgeted for. However, all utility works are subject to a "final measure cost". A costed risk provision of £125,000 is considered prudent to account for this risk. • *Unforeseen technical issues, unforeseen delays and/or inaccurate or incomplete project estimates, including inflationary issues, lead to budget increases:* The budget estimates are considered robust and regular cost reviews will take place during the construction phase so that any unexpected cost increases can be effectively managed. However, there is currently a degree of uncertainty linked to the supply of York stone paving. It is considered prudent to allocate a £325,000 costed risk provision should unforeseen cost increases occur. • *High failure rate of contract grown plants in bespoke soil medium and/or plants are wasted due to construction delays/project overruns, leading to financial loss and cost increases.* The length of the contract grow provides time to test and finesse the soil medium but the risk remains that some species may adapt better than others. The current programmed window for planting in the Greyfriars Square is Autumn 2026 to Spring 2027 which is considered realistic and achievable but if this window is missed some plants may be lost and will need to be replaced and a holding fee may be charged by the nursery. A costed risk provision of £67,000 is considered prudent for a project of this scale. Further information and more details on the identified project risks can be viewed in the Risk Register (Appendix 3).
8. Success criteria	Improved urban greening factor. Increase in on-street seating Increase in on-street dwelling opportunities

	Increase in facilities for children Improved pedestrian comfort levels
9. Progress reporting	Monthly updates on Cora with any issues requiring a decision being dealt with in an Issue Report. Periodic progress updates to key stakeholders, residents, businesses and Members.
10. Legal and equality	10.1 In exercising functions as traffic authority, the City Corporation are required to comply with the duty in Section 122 of the Road Traffic Regulation Act 1984 which requires the traffic authority in exercising its 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 (c) national air quality strategy (d) passage of public service vehicles (e) any other relevant matters 10.2 The City Corporation also have a network management duty as the local traffic authority to secure the expeditious movement of traffic and in preforming that duty may take any action which the City Corporation consider will contribute to securing the more efficient use of the road network or the avoidance, elimination or reduction of road congestion or other disruption to the movement of traffic (S.16 Traffic Management Act 2004). The project falls within the definition of major highway works under section 86(3) of the New Roads and Street Works Act 1991 (“the Act”) and due to the location of utility apparatus it has triggered the provisions of section 84 of the Act. The City have been implementing the steps and procedures set out in the Act and the related Code of Practice when liaising with affected utility companies. Regard has also to be had to the relevant statutory guidance. 10.3 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 orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not. 10.4 A full Equality Impact Assessment (Appendix 7) has been undertaken and its key conclusions are detailed in section 4.14. 10.5 Overall, the St. Paul's gyratory transformation project proposals represent a positive step towards creating a more inclusive and accessible urban environment, reflecting the City of London's policy and statutory commitment to improving accessibility and quality of life for all residents and visitors.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Financial Information
Appendix 3	Risk Register
Appendix 4	Stage 4 General Arrangement Plans (Print outs will be available at the meeting and can be viewed in advance by contacting the report author)
Appendix 5	Stage 4 Computer Generated Images
Appendix 6	Stage 4 Historical Interpretation Proposals
Appendix 7	Equality Impact Assessment

Contact

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

Project Coversheet

[1] Ownership & Status

UPI: 11377
Core Project Name: St Paul's gyratory transformation project
Programme Affiliation (if applicable): N/A
Project Manager: George Wright
Definition of need: The project is identified in the Cheapside and Guildhall Area Enhancement Strategy and the City Transport Strategy as a key project to deliver. The entire gyratory area is traffic dominated and uninviting, causing significant severance for pedestrians between St. Paul's tube station and the old Museum of London. Two significant developments within the project area and their associated s278 works have brought renewed momentum to the project.

Key measures of success:

1. Reduction to pedestrian and cycle casualties, working towards Vision Zero.
2. Improved pedestrian comfort levels
3. Delivering outcomes in the Corporate Plan and City Transport Strategy.
4. Meeting the needs of the developer in the coordination and delivery of the Section 278 highway work

Expected timeframe for the project delivery:
Key Milestones:

- December 2025 – Gateway 5 (Greyfriars Square)
- April 2025-August 2026 – Construction of new highway layout
- August 2026-May 2027 – Construction

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? Yes, press office are involved

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G1/2 report (approved 2014):

- Total Estimated Cost (excluding risk): Cost range £13-17 million
- Resources to reach next Gateway (excluding risk): £680,442
- Spend to date: £319,967
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: March 2014-September 2022 (G3 report)

Scope/Design Change and Impact: Feb 22: Approval of Issue Report to incorporate 81 Newgate Street s278 into project..

'Options Appraisal and Design' G3 report S&W and OPP approval Sept 2022):

- Total Estimated Cost (excluding risk): £10-22 million (depending on which option is selected)
- Resources to reach next Gateway (excluding risk): £1,235,942
- Spend to date: £601,608
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Sept 22-May 23

Scope/Design Change and Impact: N/A

Options Appraisal and Design' G4 report S&W and OPP approval May/June 2023):

- Total Estimated Cost (excluding risk): £15-17 million (recommended option)
- Resources to reach next Gateway (excluding risk): £3,227,992
- Spend to date: £900,459
- Costed Risk Against the Project: £280,000
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: Sept 22-May 27

Scope/Design Change and Impact: N/A

Options Appraisal and Design' G4C report S&W and OPP approval May/June 2024):

- Total Estimated Cost (excluding risk): £15-17 million (recommended option)
- Resources to reach next Gateway (excluding risk): £5,454,622
- Spend to date: £1,304,945
- Costed Risk Against the Project: £280,000
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates (Construction): Sept 22-May 2027

Scope/Design Change and Impact: N/A

Authority to Start Work (highway layout) G5 report S&W and OPP approval Feb 25):

- Total Estimated Cost (excluding risk): £17.5-19.5 million (recommended option)
- Resources to reach next Gateway (excluding risk): £4,864,148
- Spend to date: £2,066,597
- Costed Risk Against the Project: £885,000
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: Sept 22-Sept 26 (Highway layout)

Scope/Design Change and Impact: N/A

Total anticipated on-going commitment post-delivery [£]: There will be on-going maintenance of the new public space and these costs will be determined at Gateway 5.

Programme Affiliation [£]: *N/A*

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Table 1: Expenditure to date: St Pauls Gyratory - 161/800278			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800278			
PreEv Env Servs Staff Costs	22,489	22,489	0.43
PreEv P&T Fees	415,297	397,488	17,809.40
PreEv P&T Staff Costs	518,780	518,779	0.60
Traffic Modelling	9,484	9,484	0.21
Total 16800278	**966,050**	**948,239**	**17,811**
Env Servs Staff Cost	458,111	285,967	172,144
P&T Staff Costs	637,616	396,066	241,550
Open Spaces Staff Costs	22,570	526	22,044
Legal Staff Costs	20,000	-	20,000
P&T Fees	1,071,767	667,200	404,567
Env Servs Works	5,118,654	2,695,655	2,422,999
Open Spaces Works	100,000	69,318	30,682
Trial Works	77,054	76,403	651
Utilities	881,348	513,340	368,008
Cost Risk Provision	885,000	-	885,000
Open Spaces Maintenance	80,600	-	80,600
Total 16100278	**9,352,720**	**4,704,475**	**4,648,245**
Grand Total	**10,318,770**	**5,652,714**	**4,666,056**

Table 2: Resources Required to reach next Gateway: St Pauls Gyratory - 161/800278			
Description	**Approved Budget (£)**	**Adjustments Required (£)**	**Revised Budget (£)**
PreEv Env Servs Staff Costs	22,489	-	22,489
PreEv P&T Fees	415,297	-	415,297
PreEv P&T Staff Costs	518,780	-	518,780
Traffic Modelling	9,484	-	9,484
Total 16800278	**966,050**	**-**	**966,050**
Env Servs Staff Cost	458,111	164,554	622,665
P&T Staff Costs	637,616	229,600	867,216
Open Spaces Staff Costs	22,570	22,000	44,570
Legal Staff Costs	20,000	-	20,000
P&T Fees	1,071,767	(200,000)	871,767
Env Servs Works	5,118,654	4,401,749	9,520,403
Open Spaces Works	100,000	178,011	278,011
Trial Works	77,054	-	77,054
Utilities	881,348	305,000	1,186,348
Cost Risk Provision	885,000	(368,000)	517,000
Open Spaces Maintenance	80,600	1,444,062	1,524,662
Play Feature Maintenance	0	216,357	216,357
Cleansing Maintenance	0	2,379,514	2,379,514
Highways Maintenance	0	659,500	659,500
Total 16100278	**9,352,720**	**9,432,347**	**18,785,067**
Grand Total	**10,318,770**	**9,432,347**	**19,751,117**

Table 3: Revised Funding Allocation

Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
TFL LIP FY 2014/15	65,442	0	65,442
TFL LIP FY 2017/18	50,000	0	50,000
S106 - 04/00958/FULL - Austral House - LCEIW	341,000	0	341,000
S106 - 10/00832/FULEIA - London Wall Place - Transportation	224,000	0	224,000
OSPR - Capital BID 2022/23	555,500	0	555,500
OSPR - Capital BID 2023/24	9,082,828	1,917,172	11,000,000
CIL - Capital Bid 2023/24		2,915,175	2,915,175
S278 - 81 Newgate Street		4,600,000	4,600,000
TOTAL	**10,318,770**	**9,432,347**	**19,751,117**

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City of London: Projects Procedure Corporate Risks Register

Project Name:	St Paul's gyratory transformation project (Greyfriars S	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 517,000	**Average unmitigated risk**	6.5	**Open Risks**	4
Unique project identifier:	113377	**Total estimated cost (exec risk):**		**Total CRP used to date**	£ -	**Average mitigated risk score**	5.5	**Closed Risks**	0

General risk classification										Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R2	5	(2) Financial	Unforseen technical issues, delays and/or inaccurate or incomplete project estimates,including inflationary issues, lead to budget increases.	If an estimate is found to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. Possible scenarios could be increase in estimated inflationary uplifts and unforseen technical engineering issues requiring additional funding.	Possible	Serious	6	£625,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via interim submissions from highways term contractor. * regular traking of expenditure so any costpredicted cost overruns can be effectively managed, .	£0.00	Possible	Serious	£325,000.00	6	£0.00	Use of CRP could include but is not limited to additional staff time, fees, external consultants, labour, works and utility costs to accommodate	04/09/2025	Gillian Howard, Policy and Projects	George Wright, Policy and Projects		This is a major City project. The works required are using well-established rates and costs through the City's existing highways term contractor. However, the current financial climate means contract uplifts, changes to stone suppliers and increases in other costs are possible. This may include any upcoming rate/ baxters/RPI changes. Officers will continually monitor this and mitigate as best as possible. Also, its possible an estimate could contain an omission and this risk also covers this possibility.
R4	5	(10) Physical	Unexpected utility diversions, alterations and/or technical diifiiculties impact on project delivery and/ or costs	Unforeseen delay and/or costs from utility companies	Possible	Major	12	£450,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ensure due New Road and Street Works Act process is followed	£0.00	Unlikely	Major	£125,000.00	8		Use of CRP could include but is not limited to additional staff time, fees, external consultants, labour, works and utility costs to accommodate	04/09/2025	Gillian Howard, Policy and Projects	George Wright, Policy and Projects		Utility companies have a tendancy to over estimate at the C4 stage but there remains a high risk that in major projects such as this the estimate is inaccurate and additional works are required. Issues with Thames Water and UKPN remain open.
R4	5	(3) Reputation	There is a potential that different elements of the scheme could impact negatively on some of the protected characteristics under the equalities act.	Reputational impact	Unlikely	Minor	2	£0.00	N	B – Fairly Confident	The project proposals have been subject to a full Equality Analysis	£0.00	Unlikely	Minor	£0.00	2			24/09/2024	Gillian Howard, Policy and Projects	George Wright, Policy and Projects		EQ analysis concluded the project proposals would provide an overall benefit to the protected characteristics assessed.

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Committees: Corporate Projects Board [for information] Community & Children's Services Committee [for decision] Projects & Procurement Sub [for information]	**Dates:** 12 November 2025 01 December 2025 28 January 2026
Subject: Holloway Estate Window Replacement and Common Parts Redecorations **Unique Project Identifier:** 11548	**Gateway 6:** **Outcome Report** Regular
Report of: Director of Community & Children's Services **Report Author:** Rafael Cardenas, Project Manager	**For Information**
PUBLIC	

Summary

1. Status update	**Project Description:** This project addressed the need for the Window Replacements at Holloway Estate and Whitby Court as well as a basis for establishing a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate. **RAG Status:** Green (Red at last report to Committee) **Risk Status:** Medium (Medium at last report to committee) **Costed Risk Provision Utilised:** N/A **Final Outturn Cost:** £ 4,604,242.99
2. Next steps and requested decisions	**Requested Decisions:** 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
3. Key conclusions	• All residential units have received upgraded double-glazed windows, enhancing energy efficiency and reducing external noise; this is expected to provide residents with greater comfort within their homes.

	• The window design also improved the visual appeal of the estate, aligning with broader regeneration goals while complying with planning and building consent approvals. • While many residents welcomed the upgrades, feedback has been varied, particularly around communication during works and the quality of some finishes. **Reasons for Variance** • Delays caused by material amendment due to new Building Regulations, requiring trickle vents in habitable rooms. However, this detail was omitted in the planning permission, creating a potential conflict in terms of statutory approvals which took time to resolve. **Value for Money Assessment** • Estimated NPV: £3,559,919 • Actual NPV: £4,604,242.99 • Assessment: The final budget approved after two issue reports was £4,748,118. Despite the documented overspend from Gateway 5, the project has delivered good value for money, due to long-term maintenance savings and resident wellbeing improvements. **Key Learnings and Recommendations** • Integrated upgrades (e.g., insulation) should be considered alongside window replacements. Future projects should include a holistic building envelope assessment to maximise energy efficiency. • Early contractor involvement helped refine specifications and reduce costs. Engage suppliers during design phase to optimise material choices and cost efficiency. • Stakeholder engagement was insufficient during design phase. Future projects should include resident consultation and heritage impact assessments to ensure alignment with community expectations.

Main Report

Design & Delivery Review

4. Design into delivery	**Design Preparedness** The Corporation adopted the correct approach in appointing an external consultant at the outset of the project to undertake design, specification and manage the planning application process. This resulted in detailed specifications for the manufacture and installation of preferred window products.

	Areas for Improvement • **Pre-construction Surveys**: Sequencing of asbestos and lead paint surveys could have been more explicitly integrated into the design phase to avoid delays. • **Resident Engagement**: Balloting and colour selection processes could have been better structured and documented. • **Access Protocols**: More detailed planning for contractor access and resident notifications would have improved coordination.
5. Options appraisal	The selected option to procure a contractor to deliver a programme of repairs via open tender successfully delivered the projects objectives. Changes were required during project delivery specially Extension of Time (EOT) basically due to planning permission.
6. Procurement route	Works were procured via open tender advertised on the capital e-sourcing portal.
7. Skills base	The City of London project team had the required skills and experience to manage the delivery of the project. An external QS was employed to assist with the EOT and variations raised by the Contractors in order to ensure accurate assessment of claims, maintain cost control, and provide independent validation of contractual entitlements.
8. Stakeholders	Although it is acknowledged that stakeholder engagement could have been more robust during the early stages, resident liaison was managed well throughout the delivery phase of the project.

Variation Review

9. Assessment of project against key milestones	This project originally formed part of a portfolio-wide programme, with the intention of progressing a single procurement exercise for window replacement to all HRA housing stock. In hindsight, this approach was flawed and resulted in significant delay, as the various estates had to be separated into individual projects and tender packages, with separate consultants appointed. The project experienced delays due to planning complications. However, once Mulalley & Co. Ltd. was appointed, the project progressed largely as planned. Key milestones such as contract award, mobilisation, and completion were achieved within revised

	timelines. The statutory consultations and tender evaluations were completed successfully.
10. Assessment of project against Scope	This project originally formed part of a portfolio-wide programme, with the intention of progressing a single procurement exercise for window replacement to all HRA housing stock. In hindsight, this approach was flawed and resulted in significant delay, as the various estates had to be separated into individual projects and tender packages, with separate consultants appointed. Although there was not a significant change to the actual scope, the relatively minor change in respect of trickle ventilation impacted the project adversely in terms of programme and cost.
11. Risks and issues	The primary risk identified was the potential for leaseholders to challenge service charge recovery, particularly around whether the works constituted improvements rather than repairs. This risk was mitigated through open tendering and statutory consultations. No unidentified risks significantly impacted the project, and costed risk provision was not applicable.
12. Transition to BAU	The project has a defect liability period of 12 months commencing from the date of practical completion. There is also an additional ten-year warranty covering window frames. At the close of this period, the ongoing maintenance responsibilities will transition to the general Repairs & Maintenance contract, ensuring continuity.

Value Review

13. Budget

Estimated Outturn Cost (G2)	Estimated cost (excluding risk): £1,309,000

The Gateway 2 projected cost was estimated in 2013 with no provision for cost inflation. The officers managing the project at this time are no longer with the City and the estimating methodology they used is not known.

	At Authority to Start work (G5)	Final Outturn Cost
Fees	£ 57,184	£ 88,052.21
Staff Costs	£ 87,095	£ 70,608.10
Works	£ 3,415,640	£ 4,445,582.68
Total	£ 3,559,919	£ 4,604,242.99

	There is a total overspend of circa £1.04m in respect of the approved budget at Gateway 5. This relates to delays with the approval of the planning consent, including the installation of trickle vents within the new windows and the increase in material costs due to late placement of orders for the re-designed units. Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.
14. Investment	N/A
15. Assessment of project against SMART objectives	The project met its SMART objectives: • Replacement of outdated windows with compliant, energy-efficient units. • Improved safety, acoustic performance, and SAP ratings. • Establishment of a cyclical redecorations programme. • Works were managed to minimise disruption to residents.
16. Key benefits realised	• Enhanced thermal and acoustic performance. • Improved safety and compliance with building standards. • Refreshed communal areas contributing to resident wellbeing. • Long-term maintenance savings and extended building lifespan. • Increased resident satisfaction and property value.

Lessons Learned and Recommendations

17. Positive reflections	Works were carried out to a high standard, satisfying the requirements of the Corporation and fulfilling its pledge to meaningfully engage with residents in respect of major works.
18. Improvement reflections	• Electrical upgrades must be scoped alongside window works. • Use visual condition reports to guide future maintenance. • Ensure leaseholder coordination for access and compliance. • Provisional sums included within the contract for any additional repairs not identified during the testing contract were required.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings.

	2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet

Contact

Report Author	Rafael Cardenas
Email Address	Rafael.Cardenas@cityoflondon.gov.uk
Telephone Number	07710 716649

Project Coversheet

[1] Ownership & Status

UPI: 11548

Core Project Name:

Windows Replacement and Common Parts Redecorations: Holloway Estate & Whitby Court

Programme Affiliation (if applicable): N/A
Project Manager: Rafael Cardenas
Definition of need:

To replace the current single glazed timber sash windows which are thermally inefficient and past their life expectancy. To replace with Aluminium powder coated double glazed windows from the Alitherm Heritage 300 & 600 ranges to the same size, colour & pattern as existing windows which conform to current building regulations. Whitby Court will be provided with new double glazed uPVC casement windows to the same size, colour and pattern as the existing. At the same time, we are looking to undertake estate wide internal and external common parts redecorations while scaffolding is in situ, in order to act as a baseline to facilitate future cyclical redecorations programmes.

Key measures of success:

- Increased resident satisfaction.
- Improvement thermal efficiency in the Standard Assessment Procedure (SAP) energy performance rating of our housing assets, in line with City of London's Climate Action Strategy.
- Reduction in ongoing repair and maintenance costs.

Expected timeframe for the project delivery: Project Complete.
Original Timescale: Current Estimate: Start Summer 2022 / Estimated Completion January 2023 - **Revised:** November 2022 / January 2024

Key Milestones:
Gateway 5 – April / May 2022
Start on site – Jun 2022
Estimated completion – January 2023

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:

- Total Estimated Cost (excluding risk): £1,309,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:

Initial approval to progress these schemes will be sought through the Corporate Projects Board. As per the project procedure the projects will progress from gateway 2 to gateway 5 as follows.
Gateway 1 – September 2013.
Gateway 2 – September 2013
Gateway 3 – March 2014
Gateway 4 – March 2014
Gateway 5 - as per each individual project.

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC 26/09/2013):

- Total Estimated Cost (excluding risk): £4,333,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £175,000
- Spend to date: n/a
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 1 – September 2013.
    - Gateway 2 – September 2013
    - Gateway 3 – March 2014
    - Gateway 4 – March 2014
    - Gateway 5 - as per each individual project

Scope/Design Change and Impact: n/a

Issues report (as approved under 'Urgency' by PSC 06/06/2017):

- Total Estimated Cost (excluding risk): £12,610,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): n/a
- Spend to date: £43,750
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 3/4: September 2017
    - Gateway 5: To be determined.

Scope/Design Change and Impact: *as stated in the Issues report, the scope had changed considerably with the addition of new blocks as well as whole estates which resulted in a considerable uplift in the costs reported at the previous Gateway. At Gateway 2 estimates were £4,333,000, at the time of*

writing the Gateway 3/4 report estimates were £12,610,000 for all blocks and estates that had been subsequently added.

'Options Appraisal and Design' G3-4 report (as approved by Court of Common Council 07/12/17):

- Total Estimated Cost (excluding risk): £16,905,452 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £638,113
- Spend to date: £42,575
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 3/4 - November 2017
    - Procurement of design team - April 2018
    - Detailed design and Planning application – December 2018
    - Gateway 5 – July 2019
    - Works start – Summer 2019

	Golden Lane	Holloway	Southwark	Dron House & Sydenham Hill	William Blake & Windsor House	Tot
Works	£7,497,570	£1,578,788	£2,970,552	£1,270,676	£1,776,569	£15,094,154
Consultancy	£749,757	£157,879	£297,055	£127,068	£177,657	£1,509,415
Staff costs	£149,951	£31,576	£59,411	£25,414	£35,531	£301,883
Total	£8,397,278	£1,768,242	£3,327,018	£1,423,157	£1,989,757	£16,905,452

Scope/Design Change and Impact: *at the time of writing the issues report the estimates were based on the revised estimates received by Pellings in October 2016. For the purposes of the Gateway 3/4 report, we appointed a Quantity Surveyor to review the costs and estimates were revised as £16,905,452 for all blocks.*

'Authority to start Work' G5 report (as approved by OPS 01/08/2022):
Appoint Mulalley & Co Ltd – contract sum £3,415,640

- Total Estimated Cost (excluding risk): £3,559,919
- Resources to reach next Gateway (excluding risk): £3,515,640. Comprised of £3,415,640 for the tendered works contract, £35,000 for consultancy fees and £65,000 for staff costs.
- Spend to date: £44,279
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
    - Gateway 5 – April / May 2022
    - Works Start – June 2022
    - Estimated completion – January / February 2023

Scope/Design Change and Impact:

In terms of scope / design change there has been little change apart from the additional safe working measures introduced as a result of the Covid outbreaks. At the time that the Gateway 3-4 report was submitted the preferred option for replacement was for double glazed uPVC windows, and approval was granted by Islington Council's Planning team.

From a cost perspective, following the tender for the Window Replacements & Redecorations project at Dron House, which was intended as a pilot for the remaining estates, there was a notable increase in the tender prices over the estimates that were reported in 2017.

Having analysed the tendered sums we applied a similar uplift to the estimates across all the remaining estates in February / March 2021.

G5 Holloway Windows & Redecorations Mar 2022-variation summary					
	Gateway 3-4 (Dec 2017)	Revised Estimates (Mar 2021)	Tendered Sum (Mar 2022)	Increase since Mar 2022 (£)	Increase (%)
Works	£ 1,578,788	£ 2,957,100	£ 3,415,640	£ 458,540	16%
Staff fees	£ 31,576	£ 78,939	£ 65,000	-£ 13,939	-18%
Consultancy Fees	£ 157,879	£ 22,449	£ 35,000	£ 12,551	56%
Total	**£ 1,768,243**	**£ 3,058,488**	**£ 3,515,640**	**£ 457,152**	**15%**

'Issues Report' post G5 (as approved by CCSC 01/11/2023):

- Total Estimated Cost (excluding risk): £4,681,409.37 (including spend to date, fees & staff costs)
- Resources to reach next Gateway (excluding risk): £1,001,176.62
- Spend to date: £1,900,724.08 (Consultant Fees £ 44,276.21, Staff costs £ 48,566.54)
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:

Gateway 5 – April / May 2022
Start on site – Jun 2022
Estimated completion – January 2024

Scope/Design Change and Impact:

Delays have been incurred due to the required amendments to the planning permissions. Updated Practical Completion is now 24th January 2024. A further planning application has had to be submitted in order to accommodate changes to building regulations and ventilation requirements to prevent damp and mould.

'Issues Report' post G5 (as approved by CPB 08/05/2024):

- Total Estimated Cost (excluding risk): £4,594,246.00
- Resources to reach next Gateway (excluding risk): £153,871.26.
- Spend to date: £4,539,388.88 (Consultant Fees £ 124,884.01, Staff costs £ 69,438.25).
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:

Gateway 5 – April / May 2022
Start on site – Jun 2022
Estimated completion – January 2024

Scope/Design Change and Impact:

Delays have been incurred following the requirement to submit a new planning application to include trickle vents in the new windows to comply with recent changes in the Building Regulations which have come into effect after the original planning consent was granted. Practical Completion was achieved on 24th January 2024.

Total anticipated on-going commitment post-delivery [£]: N/A -Following the defects liability period any ongoing costs will be the remit of periodic repairs and maintenance as stipulated in warranties

Programme Affiliation [£]: N/A – as requested in the issues report, approval was given to separate the estates into separate works packages.

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Committees: Corporate Projects Board - *for information* Housing Management and Almshouses Sub - *for decision* Project and Procurement Sub - *for information*	**Dates:** 08 October 2025 26 November 2025 28 January 2026
Subject: Middlesex Street Estate – Cold Water Distribution System Replacement **Unique Project Identifier:** *PV Project ID 29100164*	**Gateway 6: Outcome Report** Light
Report of: Director of Community & Children's Services **Report Author:** Lochlan MacDonald	**For Information**
PUBLIC	

Summary

1. Status update	**Project Description:** The cold-water distribution systems at both Petticoat Tower and Petticoat Square at the Middlesex Street Estate were identified as needing replacement. Following a survey completed by an independent consultant which concluded that the best option would be for full pipework replacement, these works were completed by TSG Ltd. These works were undertaken in tandem with the replacement of the heating and hot water systems which were also carried out by TSG, thus minimising delays and disturbance to residents. **RAG Status:** Green **Risk Status:** Low **Costed Risk Provision Utilised:** £0.00 (no CRP was requested) **Final Outturn Cost:** £ 447,201.73

2. Next steps and requested decisions	**Requested Decisions:** 1. To note the contents of this report. 2. To agree and authorise closure of this project.
3. Key Conclusions	The new boosted cold-water system was successfully installed within both time frames and budget.

Main Report

Design & Delivery Review

4. Design into delivery	The design of the project was adequately prepared for the delivery of the project.
5. Options appraisal	The option chosen allowed the project to meet the project's objectives and provide long term value.
6. Procurement route	A Committee approved direct award was made and TSG carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.
7. Skills base	The DCCS Major Projects team had the required skills and experience and delivered the project accordingly.
8. Stakeholders	All statutory consultations were completed and compliant.

Variation Review

9. Assessment of project against key milestones	The project was delivered within the planned timescales and budgets, with no significant variations noted.
10. Assessment of project against Scope	There were no changes to the scope of the project, it was delivered as required.
11. Risks and issues	Risks were fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.
12. Transition to BAU	The deliverables were executed as planned. Following the conclusion of the defect's liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

Value Review

<table>
<tr><td>13. Budget</td><td>
<table>
<tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (including risk): £468,6000
Estimated cost (excluding risk): £468,600</td></tr>
</table>
<table>
<tr><th></th><th>At Authority to Start work (G5)</th><th>Final Outturn Cost</th></tr>
<tr><td>Fees</td><td>£ 21,300</td><td>£ 0.00</td></tr>
<tr><td>Staff Costs</td><td>£ 21,300</td><td>£ 21,277.38</td></tr>
<tr><td>Works</td><td>£ 426,000.00</td><td>£ 425,924.35</td></tr>
<tr><td>Total</td><td>£ 468,600.00</td><td>£ 447,201.73</td></tr>
</table>
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.
</td></tr>
<tr><td>14. Investment</td><td>N/A</td></tr>
<tr><td>15. Assessment of project against SMART objectives</td><td>1.The entire boosted cold-water system was replaced with new modern equipment.
2. The installation was completed within the agreed time frame and budget.
3. The new boosted cold-water system has improved the cold – water service to residents.</td></tr>
<tr><td>16. Key benefits realised</td><td>New high performance boosted cold-water system was installed as planned. The new cold-water system will also help improve the functionality of the new heating and hot water system.</td></tr>
</table>

Lessons Learned and Recommendations

17. Positive reflections	Works were completed to a high standard, the contractor performed well.
18. Improvement reflections	The project was delivered in tandem with the new heating and hot water project but perhaps could have been included within the original scope of works for the heating project.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings.

	2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet

Contact

Report Author	Lochlan MacDonald
Email Address	Lochlan.macdonald@cityoflondon.gov.uk
Telephone Number	07785 723501

Project Coversheet

[1] Ownership & Status

UPI: To Be advised
Core Project Name: Middlesex Street Estate Cold Water Distribution System (CWDS) Replacement
Programme Affiliation (if applicable): None
Project Manager: Lochlan MacDonald
Definition of need: The current CWDS is past its life expectancy, and needs to be replaced to prevent future failure.
Key measures of success:

- The complete replacement of the CWDS will provide fresh and safe cold water within dwellings:
- Residents will not be left without cold water for any significant periods of time

Expected timeframe for the project delivery: January 2021 –May 2022

Key Milestones:

- July 2021 – Approval Granted.
- July 2021 – Contract let
- August 2021 – Works start.
- March 2022 – Completion of Project.
- May 2022 – Gateway 6 outcome report

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?
N/A

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

G1- 5 Combined report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk): £468,600
- Resources to reach next Gateway (excluding risk): £468,600
- Spend to date: £3,450 (expended against Revenue budget for feasibility studie).
- Costed Risk Against the Project: £0
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: June 2021 – May 2022

Scope/Design Change and Impact:

- It was hoped that works could be undertaken as a variation on the current heating project but this was not possible.

Total anticipated on-going commitment post-delivery [£]: Unknown – response repairs when required
Programme Affiliation [£]:N/A

Committees: Corporate Projects Board - for information Housing Management and Almshouses Sub - *for decision* Project and Procurement Sub - *for information*	8 October 2025 26 November 2025 28 January 2026
Subject: **Petticoat Tower Balcony Screens** **Unique Project Identifier: *11534***	**Gateway 6: Outcome Report** Light
Report of: Director of Community & Children's Services **Report Author:** Neil Clutterbuck	**For Information**
PUBLIC	

Summary

1. Status update	**Project Description:** Replacement of Balcony Doors & Screen with double glazed equivalent. Assessment of fire stopping on rainwater downpipes. Assessment / possible replacement on non-compliant infill windows on balconies. **RAG Status:** Green. (Green at last report to Committee) **Risk Status:** Low (Low at last report to committee) **Costed Risk Provision Utilised:** N/A **Final Outturn Cost:** £346,049.25
2. Next steps and requested decisions	**Requested Decisions:** 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
3. Key conclusions	The new balcony window and door system were successfully installed as per the project specification. The project achieved a satisfaction survey score of 95.8%. Additional budget beyond that approved at Gateway 5 was required for removing and subsequent reinstatement of residents' fixtures and fittings was not included in original tender.

	As a result of the COVID pandemic, further funds were required and approved to maintain the scaffold system required during the pause on the project. Delivery of the project was delayed by an estimated six months due to the restrictions in working within residents' properties during the public health crisis.

Main Report

Design & Delivery Review

4. Design into delivery	The Design of the project ensured successful delivery with no significant issues. One minor element to note, an allowance for removing and subsequent reinstatement of residents' fixtures and fittings was not included in original tender. As a result, an issues report was submitted and approved granting an extra £35,900. Ideally this should have been included in original scope of works.
5. Options appraisal	Overall, the chosen option had a successful outcome and all deliverables were achieved.
6. Procurement route	An open tender was utilised and the appointed contractor carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.
7. Skills base	The design and delivery of the project was achieved without the need to appoint any external specialists .
8. Stakeholders	Residents and other key stakeholders were engaged with extensively throughout the design, development and delivery stages. The contractor appointed RLO was instrumental in ensuring that residents were kept informed and engaged throughout the delivery stages. A satisfaction survey result of 95.8% was achieved.

Variation Review

9. Assessment of project against key milestones	The project was delayed by approximately six months due to the COVID pandemic. A small additional cost to the project of £2,721.08 was incurred to maintain the scaffold system during the necessary pause on the project. This was approved by Issues Report.

10. Assessment of project against Scope	There were no significant changes to the scope, except the minor adjustment mentioned above concerning the requirement to remove and reinstate residents' fixtures and fittings. An issues report was submitted and approved granting an extra £35,900 to cover this change.
11. Risks and issues	Risks were fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.
12. Transition to BAU	The deliverables were executed as planned and the out turn was that residents were satisfied with the works, and how the installations were carried out. Following the conclusion of the defect's liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

Value Review

13. Budget

Estimated Outturn Cost (G2)	Estimated cost (including risk): £787,500 Estimated cost (excluding risk): £787,500

	At Authority to Start work (G5)	***Final Outturn Cost***
Fees	*£25,660.00*	*£16,210*
Staff Costs	*£46,331.00*	*£46,329.69*
Works	*£244,888.48*	*£ 283,509.56*
Total	***£316,879.37***	***£ 346,049.25***

Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.

14. Investment	N/A
15. Assessment of project against SMART objectives	1. Balcony windows and doors have all been replaced with modern Rehau window system. 2. The works were completed with a high resident satisfaction score (95.8%). 3. The new window system has greatly improved the thermal and acoustic conditions for residents.

16. Key benefits realised	Windows and doors were replaced with high performance units as planned.

Lessons Learned and Recommendations

17. Positive reflections	Works were completed to a high standard, the contractor performed well under extremely challenging circumstances due to the COVID pandemic, and the necessity of additional PPE. The works were positively received by residents, resulting in a satisfaction score of 95.8%.
18. Improvement reflections	The original project scope missed the requirement for residents' fixtures and fittings to be removed and then reinstated following the new system installation. This should be an active consideration when developing future projects.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet

Contact

Report Author	Neil Clutterbuck
Email Address	Neil.clutterbuck1@cityoflondon.gov.uk
Telephone Number	07712 234438

Project Coversheet

[1] Ownership & Status

UPI: 11534
Core Project Name: Petticoat Tower Balcony Screens
Programme Affiliation (if applicable):
Project Manager: Neil Clutterbuck
Definition of need: To replace the existing single-paned windows and doors with a modern double-glazed window system.
Key measures of success: Balcony windows and doors to be replaced with modern Rehau window system. The works were completed with to a high standard. The new window system to greatly improve the thermal and acoustic conditions for residents.
Expected timeframe for the project delivery: March 2020 to September 2020
Key Milestones:
Are we on track for completing the project against the expected timeframe for project delivery? Yes.
Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes.

'Project Briefing' G1 report (as approved by Chief Officer 29/11/2014):

- Total Estimated Cost (excluding risk): £787,500
- Costed Risk Against the Project: £787,500
- Estimated Programme Dates: October 2014 – April 2019

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 9/12/2014):

- Total Estimated Cost (excluding risk): £787,500
- Resources to reach next Gateway (excluding risk) £11,100
- Spend to date: £0.00
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2014 – April 2019

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report (as approved by PSC 26/9/2016):

- Total Estimated Cost (excluding risk): £787,500
- Resources to reach next Gateway (excluding risk £7,500
- Spend to date: £0.00
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

- Estimated Programme Dates: January to September 2017

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC 23/10/2019):

- Total Estimated Cost (excluding risk): £ 316,879.37
- Resources to reach next Gateway (excluding risk £316,879.37
- Spend to date: £38,802.04.
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2019 to June 2020

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]: N/A
Programme Affiliation [£]: £316,879.38

Committees: Corporate Projects Board - for information Housing Management and Almshouses Sub - *for decision* Project and Procurement Sub - *for information*	8 October 2025 26 November 2025 28 January 2026
Subject: **Petticoat Tower Balcony Screens** **Unique Project Identifier: *11534***	**Gateway 6: Outcome Report** Light
Report of: Director of Community & Children's Services **Report Author:** Neil Clutterbuck	**For Information**
PUBLIC	

Summary

1. Status update	**Project Description:** Replacement of Balcony Doors & Screen with double glazed equivalent. Assessment of fire stopping on rainwater downpipes. Assessment / possible replacement on non-compliant infill windows on balconies. **RAG Status:** Green. (Green at last report to Committee) **Risk Status:** Low (Low at last report to committee) **Costed Risk Provision Utilised:** N/A **Final Outturn Cost:** £346,049.25
2. Next steps and requested decisions	**Requested Decisions:** 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
3. Key conclusions	The new balcony window and door system were successfully installed as per the project specification. The project achieved a satisfaction survey score of 95.8%. Additional budget beyond that approved at Gateway 5 was required for removing and subsequent reinstatement of residents' fixtures and fittings was not included in original tender.

	As a result of the COVID pandemic, further funds were required and approved to maintain the scaffold system required during the pause on the project. Delivery of the project was delayed by an estimated six months due to the restrictions in working within residents' properties during the public health crisis.

Main Report

Design & Delivery Review

4. Design into delivery	The Design of the project ensured successful delivery with no significant issues. One minor element to note, an allowance for removing and subsequent reinstatement of residents' fixtures and fittings was not included in original tender. As a result, an issues report was submitted and approved granting an extra £35,900. Ideally this should have been included in original scope of works.
5. Options appraisal	Overall, the chosen option had a successful outcome and all deliverables were achieved.
6. Procurement route	An open tender was utilised and the appointed contractor carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.
7. Skills base	The design and delivery of the project was achieved without the need to appoint any external specialists .
8. Stakeholders	Residents and other key stakeholders were engaged with extensively throughout the design, development and delivery stages. The contractor appointed RLO was instrumental in ensuring that residents were kept informed and engaged throughout the delivery stages. A satisfaction survey result of 95.8% was achieved.

Variation Review

9. Assessment of project against key milestones	The project was delayed by approximately six months due to the COVID pandemic. A small additional cost to the project of £2,721.08 was incurred to maintain the scaffold system during the necessary pause on the project. This was approved by Issues Report.

10. Assessment of project against Scope	There were no significant changes to the scope, except the minor adjustment mentioned above concerning the requirement to remove and reinstate residents' fixtures and fittings. An issues report was submitted and approved granting an extra £35,900 to cover this change.
11. Risks and issues	Risks were fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.
12. Transition to BAU	The deliverables were executed as planned and the out turn was that residents were satisfied with the works, and how the installations were carried out. Following the conclusion of the defect's liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

Value Review

13. Budget

Estimated Outturn Cost (G2)	Estimated cost (including risk): £787,500 Estimated cost (excluding risk): £787,500

	At Authority to Start work (G5)	***Final Outturn Cost***
Fees	*£25,660.00*	*£16,210*
Staff Costs	*£46,331.00*	*£46,329.69*
Works	*£244,888.48*	*£ 283,509.56*
Total	***£316,879.37***	***£ 346,049.25***

Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.

14. Investment	N/A
15. Assessment of project against SMART objectives	1. Balcony windows and doors have all been replaced with modern Rehau window system. 2. The works were completed with a high resident satisfaction score (95.8%). 3. The new window system has greatly improved the thermal and acoustic conditions for residents.

16. Key benefits realised	Windows and doors were replaced with high performance units as planned.

Lessons Learned and Recommendations

17. Positive reflections	Works were completed to a high standard, the contractor performed well under extremely challenging circumstances due to the COVID pandemic, and the necessity of additional PPE. The works were positively received by residents, resulting in a satisfaction score of 95.8%.
18. Improvement reflections	The original project scope missed the requirement for residents' fixtures and fittings to be removed and then reinstated following the new system installation. This should be an active consideration when developing future projects.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet

Contact

Report Author	Neil Clutterbuck
Email Address	Neil.clutterbuck1@cityoflondon.gov.uk
Telephone Number	07712 234438

Project Coversheet

[1] Ownership & Status

UPI: 11534
Core Project Name: Petticoat Tower Balcony Screens
Programme Affiliation (if applicable):
Project Manager: Neil Clutterbuck
Definition of need: To replace the existing single-paned windows and doors with a modern double-glazed window system.
Key measures of success: Balcony windows and doors to be replaced with modern Rehau window system. The works were completed with to a high standard. The new window system to greatly improve the thermal and acoustic conditions for residents.
Expected timeframe for the project delivery: March 2020 to September 2020
Key Milestones:
Are we on track for completing the project against the expected timeframe for project delivery? Yes.
Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes.

'Project Briefing' G1 report (as approved by Chief Officer 29/11/2014):

- Total Estimated Cost (excluding risk): £787,500
- Costed Risk Against the Project: £787,500
- Estimated Programme Dates: October 2014 – April 2019

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 9/12/2014):

- Total Estimated Cost (excluding risk): £787,500
- Resources to reach next Gateway (excluding risk) £11,100
- Spend to date: £0.00
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2014 – April 2019

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report (as approved by PSC 26/9/2016):

- Total Estimated Cost (excluding risk): £787,500
- Resources to reach next Gateway (excluding risk £7,500
- Spend to date: £0.00
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

- Estimated Programme Dates: January to September 2017

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC 23/10/2019):

- Total Estimated Cost (excluding risk): £ 316,879.37
- Resources to reach next Gateway (excluding risk £316,879.37
- Spend to date: £38,802.04.
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2019 to June 2020

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]: N/A
Programme Affiliation [£]: £316,879.38

Committees: Corporate Projects Board [for information] Community & Children's Services Committee [for decision] Projects & Procurement Sub [for information]	**Dates:** 12 November 2025 01 December 2025 28 January 2026
Subject: Sydenham Hill Window Replacement and Common Parts Redecorations **Unique Project Identifier:** 11548	**Gateway 6:** **Outcome Report** Regular
Report of: Director of Community & Children's Services **Report Author:** Rafael Cardenas, Project Manager	**For Decision**
PUBLIC	

Summary

1. Status update	**Project Description:** This project addressed the need for the Window Replacements at Sydenham Hill as well as a basis for establishing a platform for programming the future cyclical redecorations for the internal and external common parts across the Estate. **RAG Status:** Green (Red at last report to Committee) **Risk Status:** Medium (Medium at last report to committee) **Costed Risk Provision Utilised:** N/A **Final Outturn Cost:** £ 1,605,534.95
2. Next steps and requested decisions	**Requested Decisions:** 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
3. Key conclusions	• All residential units have received upgraded double-glazed windows, enhancing energy efficiency and reducing external noise; resident satisfaction was high due to improved aesthetics and comfort.

	• The window design also improved the visual appeal of the estate, aligning with broader regeneration goals while complying with planning and building consent approvals. • While many residents welcomed the upgrades, feedback has been varied, particularly around communication during works and the quality of some finishes. **Reasons for Variance** • Delays caused by a material amendment required to the planning application, due to incomplete window design and a failure to incorporate an appropriate mechanical ventilation strategy. Further complexity relates to the fact that Lammas Green is a Grade II Listed building and Otto Close is located within a conservation area. **Value for Money Assessment** • Estimated NPV: £1,217,610 • Actual NPV: £ 1,605,534.95 • Assessment: The final budget approved after two issue reports was £ 1,719,010. This constituted circa a £390k uplift from Gateway 5 and therefore a significant overspend. This can be attributed to the requirement to revisit the planning application process (as a result of changes in Building Regulations), appointment of relevant external consultants, material cost inflation and changes in site compound locations (due to resident objections). Additional budget was sought (and approved) via Issues Reports during the construction phase of the project. Despite the documented overspend, the project has delivered good value for money, due to long-term maintenance savings and resident wellbeing improvements. **Key Learnings and Recommendations** • Integrated upgrades (e.g., insulation) should be considered alongside window replacements. Future projects should include a holistic building envelope assessment to maximise energy efficiency. • Early contractor involvement helped refine specifications and reduce costs. Engage suppliers during design phase to optimise material choices and cost efficiency. • Stakeholder engagement was insufficient during design phase. Future projects should include resident consultation and heritage impact assessments to ensure alignment with community expectations.

Main Report

Design & Delivery Review

4. Design into delivery	**Design Preparedness** The Corporation adopted the correct approach in appointing an external consultant at the outset of the project to undertake design, specification and manage the planning application process. This resulted in detailed specifications for the manufacture and installation of preferred window products. **Areas for Improvement** • **Pre-construction Surveys**: These could have been undertaken more comprehensively, with due consideration for mechanical ventilation, particularly given the fact that Lammas Green is Grade II Listed and Otto close is within a conservation area. In this regard, the client brief could perhaps have been stronger. • **Resident Engagement**: Balloting and colour selection processes could have been better structured and documented. • **Access Protocols**: More detailed planning for contractor access and resident notifications would have improved coordination.
5. Options appraisal	The selected option to procure a contractor to deliver a programme of repairs via open tender successfully delivered the projects objectives. Changes were required during project delivery specially Extension of Time (EOT) basically due to planning permission.
6. Procurement route	Works were procured via open tender advertised on the capital e-sourcing portal.
7. Skills base	The City of London project team had the required skills and experience to manage the delivery of the project. An external QS was employed to assist with the EOT and variations raised by the Contractors in order to ensure accurate assessment of claims, maintain cost control, and provide independent validation of contractual entitlements
8. Stakeholders	Although it is acknowledged that stakeholder engagement could have been more robust during the early stages, resident liaison was managed well throughout the delivery phase of the project.

	Commencement of the works contract was initially delayed in conjunction with residents' opposition to the new development project at the former site of Mais House. A communications consultancy (Comm Comm UK) was utilised to support the team to liaise with local residents, address concerns, and facilitate transparent communication throughout the beginning of the project. Once residents had gained a clearer understanding of the distinction between the two separate projects, resident queries were addressed directly via the City Major Works Team as originally envisaged.

Variation Review

9. Assessment of project against key milestones	This project originally formed part of a portfolio-wide programme, with the intention of progressing a single procurement exercise for window replacement to all HRA housing stock. In hindsight, this approach was flawed and resulted in significant delay, as the various estates had to be separated into individual projects and tender packages, with separate consultants appointed. The project faced delays due to planning complications, particularly with grade listed building and conservation area constraints at Lammas Green and Otto Close respectively. Initial procurement was successful, but the need to revise planning applications and re-engage suppliers caused slippage. Despite these challenges, the project was mobilised in September 2022 and completed by Spring 2024, aligning with revised expectations.
10. Assessment of project against Scope	The project scope experienced variance for a variety of reasons. The limited nature of the pre-construction surveys resulted in mechanical ventilation being overlooked at planning application stage. Furthermore, the omission of some windows resulted in further unforeseen additions during the construction phase.
11. Risks and issues	The main identified risk was leaseholder challenge to service charge recovery, which was mitigated through open tendering and statutory consultations. Unidentified risks included moisture ingress and planning omissions (e.g., mechanical ventilation), which delayed progress. Costed Risk Provision was not applicable.
12. Transition to BAU	The project has a defect liability period of 12 months commencing from the date of practical completion. There is also an additional ten-year warranty covering window frames. At the close of this period, the ongoing maintenance responsibilities will transition to the general Repairs & Maintenance contract, ensuring continuity.

Value Review

<table>
<tr><td>13. Budget</td><td>
<table>
<tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (excluding risk): £618,000</td></tr>
</table>

The Gateway 2 projected cost was estimated in 2013 with no provision for cost inflation. The officers managing the project at this time are no longer with the City and the estimating methodology they used is not known.

<table>
<tr><th></th><th>At Authority to Start work (G5)</th><th>Final Outturn Cost</th></tr>
<tr><td>Fees</td><td>£ 42,564</td><td>£ 40,243.82</td></tr>
<tr><td>Staff Costs</td><td>£ 61,580</td><td>£ 61,580</td></tr>
<tr><td>Works</td><td>£ 1,113,466</td><td>£ 1,503,711.13</td></tr>
<tr><td>Total</td><td>£ 1,217,610</td><td>£ 1,605,534.95</td></tr>
</table>

There is a total overspend of circa £390k in respect of the approved budget at Gateway 5. This relates to the documented issues relating to the planning application.

Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</td></tr>
<tr><td>14. Investment</td><td>N/A</td></tr>
<tr><td>15. Assessment of project against SMART objectives</td><td>The project met its SMART objectives:

• Replacement of outdated windows with compliant, energy-efficient units.
• Improved safety, acoustic performance, and SAP ratings.
• Establishment of a cyclical redecorations programme.
• Works were managed to minimise disruption to residents.</td></tr>
<tr><td>16. Key benefits realised</td><td>• Enhanced thermal and acoustic performance.
• Improved safety and compliance with building standards.
• Refreshed communal areas contributing to resident wellbeing.
• Long-term maintenance savings and extended building lifespan.
• Increased resident satisfaction and property value.</td></tr>
</table>

Lessons Learned and Recommendations

17. Positive reflections	A structured snagging process and clear handover documentation helped close out the project smoothly and maintain accountability.
18. Improvement reflections	• Integrate ventilation strategy and works early in the design stage to avoid delays. • Improve post-installation support and inspections. • Enhance communication with residents during disruption. • Provisional sums included within the contract for any additional repairs not identified during the testing contract were required. • The contractor, ETEC Group, demonstrated limited proactivity in working collaboratively with the City's project management team, which impacted cost management and delivery within the agreed budget.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet

Contact

Report Author	Rafael Cardenas
Email Address	Rafael.Cardenas@cityoflondon.gov.uk
Telephone Number	07710 716649

Project Coversheet

[1] Ownership & Status

UPI: 11548

Core Project Name:

Windows Replacement and Common Parts Redecorations: Sydenham Hill

Programme Affiliation (if applicable): N/A
Project Manager: Rafael Cardenas
Definition of need:

To replace the current single glazed windows at Otto Close and Lammas Green (houses only) which are thermally inefficient and past their life expectancy. The windows on Lammas Green flats had been replaced previously so were not included. Planning approval has been granted to replace windows at Otto Close with Aluminium double-glazed windows, and for the Lammas Green Houses with Steel Crittall windows. At the same time, we are looking to undertake estate wide internal and external common parts redecorations while scaffolding is in situ, in order to act as a baseline to facilitate future cyclical redecorations programmes.

Key measures of success:

- Increased resident satisfaction.
- Improvement thermal efficiency in the Standard Assessment Procedure (SAP) energy performance rating of our housing assets, in line with City of London's Climate Action Strategy.
- Reduction in ongoing repair and maintenance costs.

Expected timeframe for the project delivery: Project Complete.
Original Timescale: Current Estimate: Start Spring 2022 / Estimated Completion Autumn 2022 - **Revised:** September 2022 / March 2024

Key Milestones:
Gateway 5 – February 2022
Start on site – April 2022
Estimated completion – Autumn / Winter 2022

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report:

- Total Estimated Cost (excluding risk): £2,605,000 (as part of a wider programme of window replacement projects; a sum of £618,000 was estimated for Sydenham Hill)

- Costed Risk Against the Project: N/A

- Estimated Programme Dates:

Initial approval to progress these schemes will be sought through the Corporate Projects Board. As per the project procedure the projects will progress from gateway 2 to gateway 5 as follows.
Gateway 1 – September 2013.
Gateway 2 – September 2013
Gateway 3 – March 2014
Gateway 4 – March 2014
Gateway 5 - as per each individual project.

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC 26/09/2013):

- Total Estimated Cost (excluding risk): £4,333,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £175,000
- Spend to date: n/a
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 1 – September 2013.
    - Gateway 2 – September 2013
    - Gateway 3 – March 2014
    - Gateway 4 – March 2014
    - Gateway 5 - as per each individual project

Scope/Design Change and Impact: n/a

Issues report (as approved under 'Urgency' by PSC 06/06/2017):

- Total Estimated Cost (excluding risk): £12,610,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): n/a
- Spend to date: £43,750
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 3/4: September 2017
    - Gateway 5: To be determined.

Scope/Design Change and Impact: *as stated in the Issues report, the scope had changed considerably with the addition of new blocks as well as whole estates which resulted in a considerable uplift in the costs reported at the previous Gateway. At Gateway 2 estimates were £4,333,000, at the time of*

writing the Gateway 3/4 report estimates were £12,610,000 for all blocks and estates that had been subsequently added.

'Options Appraisal and Design' G3-4 report (as approved by Court of Common Council 07/12/17):

- Total Estimated Cost (excluding risk): £16,905,452 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £638,113
- Spend to date: £42,575
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 3/4 - November 2017
    - Procurement of design team - April 2018
    - Detailed design and Planning application – December 2018
    - Gateway 5 – July 2019
    - Works start – Summer 2019

	Golden Lane	Holloway	Southwark	Dron House & Sydenham Hill	William Blake & Windsor House	Tot
Works	£7,497,570	£1,578,788	£2,970,552	£1,270,676	£1,776,569	£15,094,154
Consultancy	£749,757	£157,879	£297,055	£127,068	£177,657	£1,509,415
Staff costs	£149,951	£31,576	£59,411	£25,414	£35,531	£301,883
Total	£8,397,278	£1,768,242	£3,327,018	£1,423,157	£1,989,757	£16,905,452

Scope/Design Change and Impact: *at the time of writing the issues report the estimates were based on the revised estimates received by Pellings in October 2016. For the purposes of the Gateway 3/4 report, we appointed a Quantity Surveyor to review the costs and estimates were revised as £16,905,452 for all blocks.*

'Authority to start Work' G5 report (as approved by OPS 01/08/2022):
Appoint ETEC Contract Services Ltd – contract sum £1,113,466

- Total Estimated Cost (excluding risk): £1,217,610 (Sydenham Hill only)
- Resources to reach next Gateway (excluding risk): £1,217,610 (this includes estimated staff fees of £55,674).
- Spend to date: £28,470
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
    - Gateway 5 – February 2022
    - Works Start – April 2022
    - Estimated completion – Autumn / Winter 2022

Scope/Design Change and Impact:

Cost estimates at Gateway 3/4 were based on the overall preferred option for replacement with double glazed uPVC across all estates. However, from initial advice received during the pre-planning stages for Sydenham Hill the planning application was submitted to replace windows with Aluminium double glazed units.

The planning application for the Houses on Lammas Green had to be amended following advice received back from the Conservation officer during the Planning Application, and a new application was re-submitted for replacement with Crittall windows. As a result of the change in scope we had to re-engage with suppliers and had to ask them to re-submit their pricing proposals.

Furthermore, due to the Covid-19 outbreaks we also had to ask bidders, during the tender process, to make an allowance within their pricing proposals to facilitate enhanced safe working and social distancing measures for the works to be undertaken. During this time the material prices had raised significantly which affected the original pricing the bidders submitted.

'Issues Report' post G5 (as approved by CCSC 01/11/2023):

- Total Estimated Cost (excluding risk): £1,664,370.08 (including spend to date, fees & staff costs)
- Resources to reach next Gateway (excluding risk): £350,450.20
- Spend to date: £1,196,212.50 (Consultant Fees £39,131.82, Staff costs £45,231.06)
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:

Gateway 5 – February 2022
Start on site – April 2022
Estimated completion – Proposed January 2024.

Scope/Design Change and Impact:
Work has been delayed for several months due to planning delays with Lewisham local authority, site compound changes and building regulation changes.

'Issues Report' post G5 (as approved by CPB 08/05/2024):

- Total Estimated Cost (excluding risk): £1,804,024.65 (including spend to date, fees & staff costs)
- Resources to reach next Gateway (excluding risk): £139,654.57
- Spend to date: £1,524,000.28 (Consultant Fees £42,214.82, Staff costs £58,286.46)

- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

- Estimated Programme Dates:

Gateway 5 – February 2022
Start on site – April 2022
Estimated completion – March 2024.

Scope/Design Change and Impact:

Delays have been incurred due to the extent of time in obtaining the additional planning approval required for the mechanical ventilation for Otto Close. Practical Completion was achieved on 14th March 2024.

Total anticipated on-going commitment post-delivery [£]: N/A -Following the defects liability period any ongoing costs will be the remit of periodic repairs and maintenance as stipulated in warranties

Programme Affiliation [£]: N/A – as requested in the issues report, approval was given to separate the estates into separate works packages.

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Committees: Corporate Projects Board [for information] Community & Children's Services Committee [for decision] Projects & Procurement Sub [for information]	**Dates:** 12 November 2025 01 December 2025 28 January 2026
Subject: Windsor House Window Replacement and Common Parts Redecorations **Unique Project Identifier:** 11548	**Gateway 6:** **Outcome Report** Regular
Report of: Director of Community & Children's Services **Report Author:** Rafael Cardenas, Project Manager	**For Information**
PUBLIC	

Summary

1. Status update	**Project Description:** This project addressed the need for the Window Replacements at Windsor House in conjunction with full cyclical redecorations for the internal and external common parts across the Estate. **RAG Status:** Green (Amber at last report to Committee) **Risk Status:** Medium (Medium at last report to committee) **Costed Risk Provision Utilised:** N/A **Final Outturn Cost:** £2,763,428.90
2. Next steps and requested decisions	**Requested Decisions:** 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project.
3. Key conclusions	• All residential units have received upgraded double-glazed windows, enhancing energy efficiency and reducing external noise; this is expected to provide residents with greater comfort within their homes. • The window design also improved the visual appeal of the estate, aligning with broader regeneration goals while complying with planning and building consent approvals.

	• While many residents welcomed the upgrades, feedback has been varied, particularly around communication during works and the quality of some finishes. **Reasons for Variance** • Delays: A culmination of issues throughout the design phase (insufficient exploratory surveys due to a lack of detail in the client brief), planning (a small number of windows were inadvertently missed from the original application), procurement (intermittent resourcing deficiencies) and delivery (slow contractor mobilisation, persistent access issues and the Coronavirus pandemic), led to a significant delay in completion. **Value for Money Assessment** • Estimated NPV: £1,670,431 • Actual NPV: £ 2,763,428.90 • Assessment: The final budget approved after two issue reports was £ 2,914,460.00. This constituted circa a £1.1m overspend from Gateway 5 and a significant overspend. This can be attributed to the discovery of lead paint, additional asbestos removal and the requirement for additional unforeseen dormer window repairs. Additional budget was sought (and approved) via Issues Reports during the construction phase of the project. Despite the documented overspend, the project has delivered good value for money, due to long-term maintenance savings and resident wellbeing improvements. **Key Learnings and Recommendations** • Integrated upgrades (e.g., insulation) should be considered alongside window replacements. Future projects should include a holistic building envelope assessment to maximise energy efficiency. • Early contractor involvement helped refine specifications and reduce costs. Engage suppliers during design phase to optimise material choices and cost efficiency. • Stakeholder engagement was insufficient during design phase. Future projects should include resident consultation and heritage impact assessments to ensure alignment with community expectations.

Main Report

Design & Delivery Review

4. Design into delivery	**Design Preparedness** The Corporation adopted the correct approach in appointing an external consultant at the outset of the project to undertake design, specification and manage the planning application process. This resulted in detailed specifications for the manufacture and installation of preferred window products. **Areas for Improvement** • **Pre-construction Surveys**: Sequencing of asbestos and lead paint surveys could have been more explicitly integrated into the design phase to avoid delays. More in-depth structural surveys at an early stage would have highlighted the potential for lintel replacement above window openings, instead of this only becoming apparent much later during construction. • **Resident Engagement**: Balloting and colour selection processes could have been better structured and documented. • **Access Protocols**: More detailed planning for contractor access and resident notifications would have improved coordination.
5. Options appraisal	The selected option to procure a contractor to deliver a programme of repairs via open tender successfully delivered the projects objectives. Changes were required during project delivery specially Extension of Time (EOT) basically due to structural complications.
6. Procurement route	Works were procured via open tender advertised on the capital esourcing portal.
7. Skills base	The City of London project team had the required skills and experience to manage the delivery of the project. An external Quantity Surveyor was employed to assist with the Extension Of Time and variations raised by the Contractors in order to ensure accurate assessment of claims, maintain cost control, and provide independent validation of contractual entitlements
8. Stakeholders	Although it is acknowledged that stakeholder engagement could have been more robust during the early stages, resident liaison was managed well throughout the delivery phase of the project.

Variation Review

9. Assessment of project against key milestones	This project originally formed part of a portfolio-wide programme, with the intention of progressing a single procurement exercise for window replacement to all HRA housing stock. In hindsight, this approach was flawed and resulted in significant delay, as the various estates had to be separated into individual projects and tender packages, with separate consultants appointed. A lack of sufficient exploratory surveys at the feasibility stage of the project, resulted in additional cost and delay during the construction phase, due to unforeseen variations. The inadvertent omission of a small number of windows from the original planning application led to further delays in terms of having to obtain statutory approvals out of sequence with the main works. These challenges were compounded by both the Coronavirus pandemic and persistent access issues during the construction phase. Despite these challenges, the majority of key milestones were achieved within the revised timelines, and the project was successfully closed out with verified final accounts.
10. Assessment of project against Scope	The project scope experienced variance for a variety of reasons. The limited nature of the pre-construction surveys resulted in additional works relating to lead paint and asbestos removal, in addition to lintel replacement. Furthermore, the omission of some windows at the planning application stage resulted in further unforeseen additions during the construction phase.
11. Risks and issues	Identified risks included leaseholder challenges to service charge recovery, with a potential financial impact of approximately £513,312. This was mitigated through transparent procurement and consultation processes. Unidentified risks included access restrictions and heritage sensitivities, which led to design adjustments and resident dissatisfaction in some cases. Costed Risk Provision was not applicable.
12. Transition to BAU	The project has a defect liability period of 12 months commencing from the date of practical completion. There is also an additional ten-year warranty covering window frames. At the close of this period, the ongoing maintenance responsibilities will transition to the general Repairs & Maintenance contract, ensuring continuity.

Value Review

<table>
<tr><td>13. Budget</td><td>
<table>
<tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (excluding risk): £624,000</td></tr>
</table>

The Gateway 2 projected cost was estimated in 2013 with no provision for cost inflation. The officers managing the project at this time are no longer with the City and the estimating methodology they used is not known.

<table>
<tr><th></th><th>At Authority to Start work (G5)</th><th>Final Outturn Cost</th></tr>
<tr><td>Fees</td><td>£ 31,807</td><td>£ 12,050.26</td></tr>
<tr><td>Staff Costs</td><td>£ 43,438</td><td>£ 43,437.00</td></tr>
<tr><td>Works</td><td>£ 1,595,187</td><td>£ 2,707,941.64</td></tr>
<tr><td>Total</td><td>£ 1,670,431</td><td>£ 2,763,428.90</td></tr>
</table>

There is a total overspend of circa £1.1m in respect of the approved budget at Gateway 5. This relates to unforeseen variations, which largely arose as a result of the documented limitations in pre-construction surveys.

Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.</td></tr>
<tr><td>14. Investment</td><td>N/A</td></tr>
<tr><td>15. Assessment of project against SMART objectives</td><td>The project met its SMART objectives:

• Replacement of outdated windows with compliant, energy-efficient units.
• Improved safety, acoustic performance, and SAP ratings.
• Establishment of a cyclical redecorations programme.
• Works were managed to minimise disruption to residents.</td></tr>
<tr><td>16. Key benefits realised</td><td>• Enhanced thermal and acoustic performance.
• Improved safety and compliance with building standards.
• Refreshed communal areas contributing to resident wellbeing.
• Long-term maintenance savings and extended building lifespan.
• Increased resident satisfaction and property value.</td></tr>
</table>

Lessons Learned and Recommendations

17. Positive reflections	Works were carried out to a high standard, satisfying the requirements of the Corporation and fulfilling its pledge to meaningfully engage with residents in respect of major works.
18. Improvement reflections	• Early contractor engagement improves planning. • Clear FAQs and contact points reduce complaints. • Secure scaffolding and delivery coordination essential. • Provisional sums included within the contract for any additional repairs not identified during the testing contract were required. • The contractor, ETEC Group, demonstrated limited proactivity in working collaboratively with the City's project management team, which impacted cost management and delivery within the agreed budget.
19. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet

Contact

Report Author	Rafael Cardenas
Email Address	Rafael.Cardenas@cityoflondon.gov.uk
Telephone Number	07710 716649

Project Coversheet

[1] Ownership & Status

UPI: 11548

Core Project Name:

Windows Replacement and Common Parts Redecorations: Windsor House

Programme Affiliation (if applicable): N/A
Project Manager: Rafael Cardenas
Definition of need:

To replace the current steel and timber single glazed windows which are thermally inefficient and past their life expectancy. To replace with Aluminium double-glazed windows which conform to current building regulations. At the same time undertake estate wide common parts redecorations while scaffolding is in situ, to facilitate future cyclical redecorations programmes.

Key measures of success:

- Increased resident satisfaction.
- Improvement thermal efficiency in the Standard Assessment Procedure (SAP) energy performance rating of our housing assets, in line with City of London's Climate Action Strategy.
- Reduction in ongoing repair and maintenance costs.

Expected timeframe for the project delivery: Project Complete.
Original Timescale: Current Estimate: Start Spring 2021 / Estimated Completion Autumn 2021 - **Revised:** November 2022 / June 2024

Key Milestones:
Gateway 5 – November / December 2020
Start on site – Spring 2021
Estimated completion – Autumn 2021

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:

- Total Estimated Cost (excluding risk): £2,605,000 (as part of a wider programme of window replacement projects; a sum of £624,000 was estimated for Windsor House)

- Costed Risk Against the Project: N/A

- Estimated Programme Dates:

Initial approval to progress these schemes will be sought through the Corporate Projects Board. As per the project procedure the projects will progress from gateway 2 to gateway 5 as follows.
Gateway 1 – September 2013.
Gateway 2 – September 2013
Gateway 3 – March 2014
Gateway 4 – March 2014
Gateway 5 - as per each individual project.

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC 26/09/2013):

- Total Estimated Cost (excluding risk): £4,333,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £175,000
- Spend to date: n/a
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 1 – September 2013.
    - Gateway 2 – September 2013
    - Gateway 3 – March 2014
    - Gateway 4 – March 2014
    - Gateway 5 - as per each individual project

Scope/Design Change and Impact: n/a

Issues report (as approved under 'Urgency' by PSC 06/06/2017):

- Total Estimated Cost (excluding risk): £12,610,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): n/a
- Spend to date: £43,750
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 3/4: September 2017
    - Gateway 5: To be determined.

Scope/Design Change and Impact: *as stated in the Issues report, the scope had changed considerably with the addition of new blocks as well as whole estates which resulted in a considerable uplift in the costs reported at the previous Gateway. At Gateway 2 estimates were £4,333,000, at the time of*

writing the Gateway 3/4 report estimates were £12,610,000 for all blocks and estates that had been subsequently added.

'Options Appraisal and Design' G3-4 report (as approved by Court of Common Council 07/12/17):

- Total Estimated Cost (excluding risk): £16,905,452 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £638,113
- Spend to date: £42,575
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
    - Gateway 3/4 - November 2017
    - Procurement of design team - April 2018
    - Detailed design and Planning application – December 2018
    - Gateway 5 – July 2019
    - Works start – Summer 2019

	Golden Lane	Holloway	Southwark	Dron House & Sydenham Hill	William Blake & Windsor House	Tot
Works	£7,497,570	£1,578,788	£2,970,552	£1,270,676	£1,776,569	£15,094,154
Consultancy	£749,757	£157,879	£297,055	£127,068	£177,657	£1,509,415
Staff costs	£149,951	£31,576	£59,411	£25,414	£35,531	£301,883
Total	£8,397,278	£1,768,242	£3,327,018	£1,423,157	£1,989,757	£16,905,452

Scope/Design Change and Impact: *at the time of writing the issues report the estimates were based on the revised estimates received by Pellings in October 2016. For the purposes of the Gateway 3/4 report, we appointed a Quantity Surveyor to review the costs and estimates were revised as £16,905,452 for all blocks.*

'Authority to start Work' G5 report (as approved by OPS 01/08/2022):
Appoint ETEC Contract Services Ltd – contract sum £1,598,187

- Total Estimated Cost (excluding risk): £1,598,187 (Windsor House only)
- Resources to reach next Gateway (excluding risk): £1,574,441.
- Spend to date: £23,742
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
    - Gateway 5 – November / December 2020
    - Works Start – Spring 2021
    - Estimated completion – Autumn/Winter 2021

Scope/Design Change and Impact:

Cost estimates at Gateway 3/4 were based on the overall preferred option for replacement with double glazed uPVC. However, planning permission for Dron House was granted with the stipulation that replacements should be Aluminium.

Furthermore, due to the Covid-19 outbreak we also had to ask bidders, following the tender in 2019, to resubmit pricing proposals in order to facilitate enhanced safe working and social distancing measures for the works to be undertaken.

The intended approach to planning applications and tender was also reviewed and it was decided to treat Dron House Estate as a pilot from which we could use the lessons learned during the planning and tender stages and apply them to the subsequent tenders.

Planning Applications and the Tenders for Dron House have been carried out independently and the lessons learned from the Dron House Tender has been applied across the remaining Estates. This is covered in more detail in section 3 of the Gateway 5 report.

'Issues Report' post G5 (as approved by CCSC 01/11/2023):

- Total Estimated Cost (excluding risk): £2,260,938.97 (including spend to date, fees & staff costs)
- Resources to reach next Gateway (excluding risk): £590,507.97
- Spend to date: £1,573,396.55 (Consultant Fees £11,092.26, Staff costs £23,015.06)
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:

Gateway 5 – November / December 2020
Start on site – Spring 2021
Estimated completion – Proposed January 2024

Scope/Design Change and Impact:

Unforeseen variations have occurred due to the discovery of lead paint, additional asbestos and further dormer window repairs than originally anticipated.

'Issues Report' post G5 (as approved by CPB 08/05/2024):

- Total Estimated Cost (excluding risk): £2,914,459.55 (including spend to date, fees & staff costs)
- Resources to reach next Gateway (excluding risk): £653,520.55
- Spend to date: £2,211,868.52 (Consultant Fees £24,112.76, Staff costs £30,260.96)
- Costed Risk Against the Project: N/A

- CRP Requested: N/A
- CRP Drawn Down: N/A

- Estimated Programme Dates:

Gateway 5 – November / December 2020
Start on site – Spring 2021
Estimated completion – June 2024

Scope/Design Change and Impact:

Due to a formulae error, some of the variations for the additional dormer windows works were not included in the first Issue Report calculations. This has now been amended.

Total anticipated on-going commitment post-delivery [£]: N/A -Following the defects liability period any ongoing costs will be the remit of periodic repairs and maintenance as stipulated in warranties

Programme Affiliation [£]: N/A – as requested in the issues report, approval was given to separate the estates into separate works packages.

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Committees: Corporate Projects Board - *for information* Housing Management and Almshouses Sub - *for decision* Project and Procurement Sub - *for information*	**Dates:** 08 October 2025 26 November 2025 28 January 2026
Subject: York Way Estate – Cold Water Distribution System Replacement **Unique Project Identifier:** *PV Project ID 29100163*	**Gateway 6: Outcome Report** Regular
Report of: Director of Community & Children's Services **Report Author:** Lochlan MacDonald	**For Information**
PUBLIC	

Summary

1. Status update	**Project Description:** The cold-water distribution systems at three of the four blocks at York Way Estate had been identified as needing replacement. Following a survey completed by an independent consultant which concluded that the best option would be for full pipework replacement, these works were completed by TSG PLC. These works were undertaken in tandem with the replacement of the heating and hot water systems which were also carried out by TSG, thus minimising delays and disturbance to residents. **RAG Status:** Green **Risk Status:** Low **Costed Risk Provision Utilised:** £0.00 (no CRP was requested) **Final Outturn Cost:** £ 333,573.50

2. Next steps and requested decisions	**Requested Decisions:** To note the contents of this report. To agree and authorise closure of this project.
3. Key conclusions	The new boosted cold-water system was successfully installed within both time frames and budget.

Main Report

Design & Delivery Review

4. Design into delivery	The design of the project was adequately prepared for the delivery of the project.
5. Options appraisal	The option chosen allowed the project to meet the project's objectives and provide long term value.
6. Procurement route	A Committee approved direct award was made and TSG carried out all the works to a very high standard, working collaboratively with the project delivery team to achieve a successful outcome.
7. Skills base	The DCCS Major Projects team had the required skills and experience and delivered the project accordingly.
8. Stakeholders	All statutory consultations were completed and compliant.

Variation Review

9. Assessment of project against key milestones	The project was delivered within the planned timescales and budgets, with no significant variations noted.
10. Assessment of project against Scope	There were no changes to the scope of the project, it was delivered as required.
11. Risks and issues	Risks we fully mitigated and there were no unidentified risks or major issues. No CRP was utilised.
12. Transition to BAU	The deliverables were executed as planned. Following the conclusion of the defect's liability period the ongoing maintenance of these units has been successfully transferred to the general R&M contractor.

Value Review

<table>
<tr><td>13. Budget</td><td>
<table>
<tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (including risk): £349,700
Estimated cost (excluding risk): £349,700</td></tr>
</table>
<table>
<tr><th></th><th>At Authority to Start work (G5)</th><th>Final Outturn Cost</th></tr>
<tr><td>Fees</td><td>£ 16,000.00</td><td>£ 0.00</td></tr>
<tr><td>Staff Costs</td><td>£ 16,000.00</td><td>£ 15,875.10</td></tr>
<tr><td>Works</td><td>£ 317,700.00</td><td>£ 317,698.40</td></tr>
<tr><td>Total</td><td>£ 349,700.00</td><td>£ 333,573.50</td></tr>
</table>
Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department.
</td></tr>
<tr><td>14. Investment</td><td>N/A</td></tr>
<tr><td>15. Assessment of project against SMART objectives</td><td>1.The entire boosted cold-water system was installed with new modern equipment.
2. The installation was completed within the agreed time frame and budget.
3. The new boosted cold-water system has improved the cold – water service to residents.</td></tr>
<tr><td>16. Key benefits realised</td><td>New high performance boosted cold-water system was installed as planned. The new cold-water system will also help improve the functionality of the new heating and hot water system.</td></tr>
</table>

Lessons Learned and Recommendations

17. Positive reflections	Works were completed to a high standard, the contractor performed well under extremely challenging circumstances following the COVID pandemic, and the necessity of additional PPE during warm weather in enclosed spaces.
18. Improvement reflections	The project was delivered in tandem with the new heating and hot water project but perhaps could have been included within the original scope of works for the heating project.

19. Sharing best practice	1. Dissemination of key information through team and project staff briefings. 2. Lessons learned have been logged and recorded on departmental SharePoint.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet

Contact

Report Author	Lochlan MacDonald
Email Address	Lochlan.macdonald@cityoflondon.gov.uk
Telephone Number	07785 723501

Project Coversheet

[1] Ownership & Status

UPI: To Be advised
Core Project Name: York Way Estate Cold Water Distribution System (CWDS) Replacement
Programme Affiliation (if applicable): None
Project Manager: Lochlan MacDonald
Definition of need: The current CWDS is past its life expectancy and needs to be replaced to prevent future failure.
Key measures of success:

- The complete replacement of the CWDS will provide fresh and safe cold water within dwellings:
- Residents will not be left without cold water for any significant periods of time

Expected timeframe for the project delivery: January 2021 – February 2022

Key Milestones:

- July 2021 – Approval Granted.
- July 2021 – Contract let
- August 2021 – Works start.
- December 2021 – Completion of Project.
- February 2022 – Gateway 6 outcome report

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?
N/A

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

G1- 5 Combined report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk): £349,700
- Resources to reach next Gateway (excluding risk): £349,700
- Spend to date: £4,140 (expended against Revenue budget for feasibility studies).
- Costed Risk Against the Project: £0
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: June 2021 – February 2022

Scope/Design Change and Impact:

- It was hoped that works could be undertaken as a variation on the current heating project but this was not possible.

Total anticipated on-going commitment post-delivery [£]: Unknown – response repairs when required
Programme Affiliation [£]:N/A

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