



Streets and Walkways Sub (Planning and Transportation) Committee

Date: TUESDAY, 4 DECEMBER 2018
Time: 10.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Christopher Hayward (Chairman)
Oliver Sells QC (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Deputy Kevin Everett
Deputy Jamie Ingham Clark
Marianne Fredericks
Alderman Alison Gowman (Ex-Officio Member)
Alderman Gregory Jones QC
Paul Martinelli (Ex-Officio Member)
Deputy Alastair Moss
Barbara Newman
Graham Packham

Enquiries: Joseph Anstee
tel. no.: 020 7332 1480
Joseph.Anstee@cityoflondon.gov.uk

N.B. Part of this meeting may be subject to audio-visual recording.

Lunch will be served in the Guildhall Club at 1.00pm.

**John Barradell
Town Clerk**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 23 October 2018.
For Decision
(Pages 1 - 10)
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk
For Information
(Pages 11 - 14)
5. **FREDERICK'S PLACE ENVIRONMENTAL ENHANCEMENTS**
Report of the Director of the Built Environment
For Decision
(Pages 15 - 34)
6. **80 FENCHURCH STREET**
Report of the Director of the Built Environment
For Decision
(Pages 35 - 46)
7. **55 MOORGATE SECTION 278 PUBLIC REALM AND HIGHWAY IMPROVEMENTS**
Report of the Director of the Built Environment
For Decision
(Pages 47 - 58)
8. **QUEENHITHE AND VINTRY PUBLIC REALM IMPROVEMENTS PROGRAMME REPORT**
Report of the Director of the Built Environment
For Decision
(Pages 59 - 92)
9. **LANE RENTAL**
Report of the Director of the Built Environment
For Decision
(Pages 93 - 98)

10. **REVIEW OF PROJECTS WITHIN THE BUILT ENVIRONMENT DIRECTORATE**
Report of the Director of the Built Environment
- For Information**
(Pages 99 - 118)
11. **MAJOR HIGHWAY ACTIVITIES 2018 & 2019**
Report of the Director of the Built Environment
- For Information**
(Pages 119 - 130)
12. **ANNUAL ON-STREET PARKING ACCOUNTS 2017/18 AND RELATED FUNDING OF HIGHWAY IMPROVEMENTS AND SCHEMES**
Report of the Chamberlain
- For Information**
(Pages 131 - 134)
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **EXCLUSION OF THE PUBLIC**
MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

Part 2 - Non-public Agenda

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 23 October 2018.
- For Decision**
(Pages 135 - 136)
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

This page is intentionally left blank

STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) **COMMITTEE**

Tuesday, 23 October 2018

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at the Guildhall EC2 at 10.30 am

Present

Members:

Christopher Hayward (Chairman)	Alderman Alison Gowman (Ex-Officio Member)
Oliver Sells QC (Deputy Chairman)	Paul Martinelli (Ex-Officio Member)
Randall Anderson	Deputy Alastair Moss
Deputy Keith Bottomley	Graham Packham
Deputy Jamie Ingham Clark	Deputy Kevin Everett
Marianne Fredericks	

Officers:

Leah Coburn	- Department of the Built Environment
Joseph Anstee	- Town Clerk's Department
Olumayowa Obisesan	- Chamberlain's Department
Iain Simmons	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Alan Rickwood	- City of London Police
Melanie Charalambous	- Department of the Built Environment
Steven Bage	- City Surveyor's Department
Simon Glynn	- Department of the Built Environment
Zahur Khan	- Department of the Built Environment
Sam Lee	- Department of the Built Environment
Mark Lowman	- City Surveyor's Department

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Alderman Gregory Jones and Barbara Newman.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

RESOLVED – That the minutes of the meeting held on 4 September 2018 be agreed as a correct record.

4. OUTSTANDING REFERENCES

The Sub-Committee received a list of outstanding references.

Swan Pier

The Director of the Built Environment updated the Sub-Committee. There had been a slight delay to the restoration of the stonework, and further funding would be requested from Resource Allocation Sub-Committee under urgency procedures. The Environment Agency had been updated on the work undertaken. The scheme would comprise of work on the Thames Wall and the old pierhead would be replaced with a new one.

22 Bishopsgate

The Chairman advised the Sub-Committee that the S278 agreement was nearly complete following discussions with the applicant. The Director of the Built Environment added that officers were working hard to resolve the last stages of the agreement.

Dockless Bikes

The Chairman reminded Sub-Committee Members of the Planning & Transportation Committee's decision to continue with current policy, also fitting it into the Transport Strategy. The item would stay on the outstanding references list as it would be coming back to the Sub-Committee.

A Member added that the relevant technology was improving greatly and having designated areas where the dockless cycles could be parked was still a possibility.

Fann Street

The Sub-Committee was advised that the experimental traffic order had been made. Members advised that this could be publicised more, as some drivers were not aware that they could make U-turns. The Director of the Built Environment responded that the order was only relevant to a small minority, and that officers would monitor the situation over time.

Committee Structure

The Sub-Committee welcomed Deputy Kevin Everett to the Sub-Committee, having been nominated to the Sub-Committee as a representative of the Port Health and Environmental Services Committee.

Beech Street

The Director of the Built Environment updated the Sub-Committee. The Gateway 3 report had been approved and baseline information was being collected. Whilst there were no outcomes yet officers were meeting regularly, and there had been meetings with colleagues at Islington who had seemed amenable to co-operating and working closely together on the project.

A Member asked that the key action dates be updated and filled in on the references list as they were helpful for Members.

RESOLVED – That the list of outstanding references be noted and updated accordingly.

5. **DRAFT TRANSPORT STRATEGY**

The Sub-Committee considered a report of the Director of the Built Environment, seeking comment on the draft Transport Strategy, to be fed back to the Planning & Transportation Committee when the final draft is presented on 30 October 2018.

The Chairman advised Sub-Committee Members that the draft strategy had attracted a lot of media interest and praise for radical and innovative elements of the strategy. A new strategy was important given the expected growth in the near future and it was hoped the draft could be recommended unanimously to the Grand Committee.

A Member told the Sub-Committee that they strongly supported the strategy. Radical proposals were what was needed, and whilst some might not be immediately successful this should not be a deterrent. Temporary interventions and timed closures would support the project, particularly in working towards car-free days and pedestrian-priority areas. As it would be useful to have something to make publicity around, Members were advised that planning was underway for a car-free week round St. Mary Axe in September 2019.

The Deputy Chairman drew the Sub-Committee's attention to the survey responses, specifically that greenery was the biggest non-transport topic amongst survey respondents. Technology was moving fast, and this could prove useful in taking environmental measures further. Members supported holding a combined meeting with the Open Spaces & City Gardens Committee, along with any other interested Members, to ensure these issues were taken forward, as it would not happen without joined-up thinking at Member and officer level. A cross-cutting reference group could also be set up to involve other stakeholders.

A Member added that the proposals were based on sound methodology and changes to the proposals should be based on evidence. The proposals on street obstructions should utilise the Corporation's powers as the highway authority and it was a statutory duty to follow up on them.

A Member advised the Sub-Committee that the Active City Network had been briefed on the draft strategy and were very supportive. There was also a great base of support amongst businesses. It was important to remember that 25 years was a long time and things would change within the period. The Corporation could always review and challenge itself further.

A Member suggested that battery weight should be excluded from the measurement of vehicles to encourage the use of electric vehicles. It was also important to remember that vehicle numbers did not count for everything, as two small vehicles were preferable to one larger lorry.

A Member suggested adding a map or list to the partnerships and leadership section that set out stakeholder organisations in more detail, and asked what plans were in place to continue engagement during and after the consultation. The Director of the Built Environment responded that extra information could be

brought to the Grand Committee meeting. Officers held a database of those who had given their details in their response to prior engagement and would continue to encourage people to sign up. There would be further engagement via the website. A Member suggested producing a communications template for Members to send to businesses. Some wards also had a business forum.

A Member advised that it would be helpful to make links to corporate risks, particularly road safety and air quality, and suggested adding mention of the Bank on Safety experiment as an example of using temporary interventions. The Director of the Built Environment responded that the corporate risks had not been picked up explicitly, but links to the Corporate Plan would be made. Amendments could also be made to bring out the health impact of air quality and to make reference to the successful Bank on Safety experiment.

A Member praised the strategy and raised a number of points for discussion. The strategy did not include anything on changing the aggressive cycling culture in the City. The timeframes used should be consistent throughout the strategy. The document also needed to explain the Healthy Streets Indicators used, as these were not currently set out, and should be clear that improvements to pavements were not for purposes of businesses. Blackfriars Junction needed more attention as a key walking route as it had been made worse by the current state of the underpass. A higher speed limit for the London Access street network could be considered as this might discourage the use of the other two categories of networks. Clarification was sought on pedestrian refuges, as they were good for safety and traffic, and were omitted from the section on pedestrian crossings.

The Director of the Built Environment responded to the points raised. There was a desire to change the culture and encourage safe behaviours for cyclists as well as motorists, but this could be made more explicit. It was hoped the 15mph speed limit would demonstrate that the City was different and promoted slower, calmer streets. Blackfriars Junction had not been selected as a key walking route as the routes had been selected by the number collisions in the area, but this would be kept under review. In the London Access network, some roads were managed by TfL who would not agree to different speed limits. The section on road user charging could be made clearer with regards to the position on taxis. Pedestrian refuges could be looked at, as they still fit the aim of priority for pedestrians.

A Member stated that road safety and cycle lanes could be complicated, as segregated cycle lanes were sometimes counter-intuitive to the flow of traffic. More educational signage may be useful to this end. The Director of the Built Environment responded that more information could be added on segregated cycle lanes and shared space. The aim was for legible streets that were obvious and easy to navigate.

A Member advised the Sub-Committee that they had agreed continuing involvement of the Transport Strategy Board, which would provide continued engagement. This was important politically as it represented component groups such as small businesses. A Utility Strategy would probably be needed going

forward to tie in with the transport strategy. It was suggested that the strategy also looked at airspace, as the use of drones, for example, was likely to change the use of this space in future years.

The Director of the Built Environment replied that the Transport Strategy Board had been really valuable and officers would continue to engage. The Chairman added that it was hoped there was a place for it on an ongoing basis, and thanked Deputy Alastair Moss for chairing the Board meetings.

A Member pointed out that both miles and kilometres per hour were used in the strategy and suggested that one measure be used consistently. Members asked that a track-changed version of the draft Transport Strategy, which incorporated Sub-Committee Members' comments, be tabled at the Planning & Transportation Committee meeting.

A Member suggested that the strategy do more to consider automated vehicles, which may become more commonplace in the coming years. It was also hoped the final strategy would do more to explain the real drivers behind the strategy. Policy references would be effective to this end as it would demonstrate joined-up thinking. The proposals on street obstructions needed to be clear on who had control and the ability to change things, as there was little power within the licensing system. References to the relevant legislation would be useful for this. It was also suggested that 'public highway' be used instead of 'pavement' as this was more suggestive of the need to be unhindered and unobstructed.

A Member asked how the key targets set out on page 93 had been benchmarked, and noted that there was no key target relating to air quality. The Director of the Built Environment responded that the targets had been devised from various places including the Mayor of London's Transport Strategy and the Local Plans Sub-Committee. There were targets relating to air quality, such as the targets around zero-emission vehicles, and these could be added to the section.

The Sub-Committee discussed the section on key targets. Members suggested that all metrics should have 2030 targets, and stressed the importance of the targets as they highlighted current poor performance in some areas. As 2030 was a comfortable target, the 3-year delivery plan would provide the short-term targets to motivate action. The delivery plan would be submitted to Planning & Transportation and to TfL and would be updated annually.

The Chairman thanked Members for their discussion and officers for their work on a challenging and innovative strategy recommended that the draft Transport Strategy be put forward, with Members' comments, to the Grand Committee.

The Director of the Built Environment confirmed that the consultation would include a bespoke website, briefing sessions and drop-in sessions for the public. Previously most feedback had been received via the online survey and this would be continued.

RESOLVED - That the Sub-Committee unanimously recommended that the draft Transport Strategy be approved for consultation, and that officers take the comments of the Sub-Committee into account and produce a track-changed version of the draft Transport Strategy to table ahead of consideration of the matter by the Planning & Transportation Committee.

6. **CENTRAL LONDON CYCLE GRID - QUIETWAYS**

The Sub-Committee considered a report of the Director of the Built Environment advising Members of the completion of the project to deliver two cycle Quietway routes through the City, to support the Mayor of London's Cycle Vision, and seeking agreement to close the Project. The Director of the Built Environment advised that the project had been ongoing for two years and was ready to be closed, having been completed within the agreed budget at a saving of around £135,000. Officers had been unable to gather post-implementation data due to ongoing construction along or near the routes, but future data would be looked at in Phase 2. A report on Phase 2 would be brought to a future meeting.

RESOLVED – That the Streets & Walkways Sub-Committee approve the content of the Outcome Report and agree to close the Project.

7. **LEADENHALL STREET, ST MARY AXE - PEDESTRIAN CROSSING**

The Sub-Committee considered a report of the Director of the Built Environment seeking Gateway 5 approval for Phase 2 of the Leadenhall Street pedestrian crossing project.

The Director of the Built Environment advised Members of several amendments to the financial costs of the project. The pre-evaluation budget as set out on the dashboard should be amended from £132,579, to £271,183 of approved of £356,712. The cost of construction as set out on the dashboard should be amended from £520,284 to £458,518. The total estimated cost for Phases 1 and 2 as set out on the dashboard should be amended from £1,125,572 to £976,448.

The Sub-Committee was also advised of an amendment to the second approval requested in the recommendations to the report. The Sub-Committee was now asked to approve the allocation of a sum of £371,160 from the LCFEIW payment of the Section 106 agreement for 52-54 Lime Street, to the Phase 2 works, rather than the £432,926 originally set out.

The Director of the Built Environment informed the Sub-Committee that the pedestrian crossing project had been approved some time ago. A temporary crossing had been put in place at first, and officers now brought forward a permanent solution. Members were advised of the general arrangement plan set out in the appendix to the report, and that the whole junction would be signalised.

A Member asked the Director of the Built Environment to confirm the costs of the projects, as the figures set out initially in the report had been approved by the Projects Sub-Committee, and asked why the figures had now changed. The

Director of the Built Environment responded that a saving of around £60,000 had been made on the project due to Transport for London improvements in technology, and assured Members that the amended figures as reported were correct.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Approve the use of the underspend and unallocated monies from the Phase 1 & 2 pre-evaluation funds for the purposes of implementing the crossing;
- b) Approve the allocation of a sum of £371,160 from the LCFEIW payment of the Section 106 agreement for 52-54 Lime Street, to the Phase 2 works;
- c) Note that any monies remaining of the LCFEIW payment be allocated towards the provision of local facilities and the environment in accordance with the agreement;
- d) Approve the Phase 2 implementation budget setup, as set out in Table 3 of Appendix 2; and
- e) Approve Phase 2 design proposal and grant authority to start work.

8. **RESPONSE TO MEMBER'S CONCERNS: REPLACEMENT EXISTING STREET FURNITURE TO SUPPORT CITY OF LONDON WIRELESS CONCESSION**

The Sub-Committee considered a report of the Director of the Built Environment seeking to address Members' requests for further information and recommending that a trial replacing ten of the columns be undertaken.

The City Surveyor advised Members that this was critical to supporting the City's wireless system and implementing 5G technology soon after it was available. Whilst the footprints of the columns were double the size of existing columns, Highways officers did not think this would have a significant impact. The locations for an initial ten columns had been approved by relevant officers and had undergone an Equality Analysis. The Public Realm team would be updated, and a written protocol had been approved.

A Member responded that they supported the recommendations, but asked that the columns be placed as close to the kerb or as close to the building as possible to give the pavement as much width as possible. The Director of the Built Environment said that the placement would be rationalised where they could, but were often dependent on basements and needed to be out of the way of parked vehicles. A report could be brought back after the installation of the initial ten columns, before further delegation was sought. A Member requested that any improvements possible to the placement of columns be made.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Grant approval to replace 3 metre columns with taller 8 metre columns, in ten locations (shown in Appendix 2); and
- b) That, subject to Members being content with a), delegated authority to be granted to the Town Clerk and Chairman and Deputy Chairman to approve the further replacement of 3 metre columns with 8 metre columns in 150 locations to facilitate the housing of 4G and 5G small cell equipment to improve mobile coverage across the Square Mile.

9. **CITY PUBLIC REALM PROJECTS - COMPOSITE OUTCOME REPORT**

The Sub-Committee considered a report of the Director of the Built Environment consolidating the outcome reports for ten City Public Realm projects and seeking approval, subject to the completion of the outstanding works/actions, to close the projects.

The Director of the Built Environment gave Members an overview, using slides, of the ten projects undertaken, demonstrating any new features and what the areas had looked like before and after the project. The Director of the Built Environment confirmed that all projects had been completed within budget, and that officers could ask to renegotiate S106 agreements where there had been an underspend.

A Member asked why some of the projects had taken so long, as some even outdated the Gateway process, and suggested that it would be good to have a regular portfolio report on City Public Realm projects. The Director of the Built Environment responded that a ten-year plan was devised for CPR and transport projects. This was previously reported annually but could be made firmer. A number of projects had seen significant delays due to changes of staff and priorities changing due to other projects, but officers would strive to ensure projects were closed faster in future.

Whilst a Member commended the significant increase in the number of trees over recent years, another Member suggested that a higher number of trees should be targeted. There were still areas where there were very few trees, such as around Fleet Street, and increasing their number would improve the area. Whilst they could not be planted everywhere due to the need for enough space for their roots, a Member suggested looking at alternatives where trees could not be planted.

RESOLVED – That, subject to the completion of the of the outstanding works/actions set out in Appendix 1, the projects are closed, and lessons noted.

10. **REVIEW OF PROJECTS WITHIN THE BUILT ENVIRONMENT DIRECTORATE**

The item was withdrawn.

11. **SHOE LANE QUARTER PUBLIC REALM ENHANCEMENTS - PHASE 2**

The Sub-Committee received a report of the Director of the Built Environment advising Members of progress on Phase 2 of the Shoe Lane Quarter Public

Realm Enhancements. The Director of the Built Environment advised Members that road work with TfL had been completed, and that there had been a lot of successful co-operation with the main developer. The project was on track to be completed by the expected point of occupation in May 2019.

RESOLVED – That the report be received, and its contents noted.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

A Member asked about the Pay & Display outside Fenchurch Street on Crutched Friars. As there were development hoardings, a two-way cycle lane and cars parked on both sides of the road at night, too much space was being taken up, causing significant safety concerns, particularly ahead of Christmas. The Director of the Built Environment responded that this would be taken away and looked into.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

14. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
15	3
16 - 17	-

15. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 4 September 2018 be agreed as a correct record.

16. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was one item of other business.

The meeting closed at 12.30 pm

Chairman

Contact Officer: Joseph Anstee
tel. no.: 020 7332 1480
Joseph.Anstee@cityoflondon.gov.uk

<i>Date</i>	<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
Ongoing Action 25 July 2016 27 September 2016 8 November 2016 6 December 2016 14 February 2017 16 May 2017 20 June 2017 24 July 2017 5 September 2017 17 October 2017 23 January 2018 27 February 2018 9 April 2018 3 July 2018 4 September 2018 23 October 2018	Swan Pier Swan Pier area is to be tidied up in conjunction with the delivery of the Fishmongers Ramp project which is due for completion Summer 2016.	City Surveyor	Ongoing	<p>The matter had now been referred to the City Surveyor. Officers to update.</p> <p>The City Surveyor advised that consultant engineers were currently preparing technical documentation for tenders to repair the flood defence wall, and this would be completed by 9th February 2019.</p> <p>The City Surveyor reported that the first tender exercise had resulted in very little interest and a second exercise was scheduled for June.</p> <p>Officers to prepare a response to all Members of the Sub-Committee on whether the works related to the pier itself or the flood defence wall, and whether there would be any legal ramifications if the pier was taken out, even temporarily.</p> <p>The Sub-Committee was advised of a slight delay to the restoration of the stonework, and that further funding would be requested from Resource Allocation Sub-Committee under urgency procedures. The Environment Agency had been updated on the work undertaken. The scheme would comprise of work on the Thames Wall and the old pierhead would be replaced with a new one.</p>

<p>24 July 2017 17 October 2017 23 January 2018 27 February 2018 3 July 2018 4 September 2018 23 October 2018</p>	<p>22 Bishopsgate The Sub-Committee considered an outline options appraisal report of the Director of Built Environment concerning works to improve the public realm areas and security in and around the 22 Bishopsgate development (formerly known as 'The Pinnacle').</p>	<p>Director of the Built Environment</p>	<p>Ongoing</p>	<p>Reference was made to servicing and consolidation measures and officers agreed to report back on this.</p> <p>Officers reported that a meeting had been scheduled with relevant stakeholders to discuss security and public realm improvements and a report back was expected May 2018.</p> <p>The Sub-Committee was advised that the negotiations over public realm improvements had been successful. It was hoped that a legal agreement with the developer would be in place by October 2018 and that work could start in late October or early November 2018.</p>
<p>23 January 2018 27 February 2018 9 April 2018 3 July 2018 4 September 2018 23 October 2018</p>	<p><u>Dockless Bikes</u> In response to a question concerning the dumping of yellow bikes in the City, officers reported that as a dockless cycle hire scheme could operate with no on-street infrastructure, companies were able to operate their schemes without the express consent of the Highway Authorities although bikes deemed to be causing an obstruction or nuisance could be removed.</p> <p>Officers agreed to speak to the relevant operators and report back to a future meeting.</p>	<p>Director of the Built Environment</p>	<p>February 2019</p>	<p>Meetings are being held with both cycle operators who currently have agreements to operate in the City.</p> <p>Officers are further reviewing the legal position in relation to obstruction and options to remove bicycles left on City footways. In addition, London Councils are exploring a byelaw to enable operators to be licensed.</p> <p>P&T on 11 September agreed to continue the current dockless cycle hire policy until the Transport Strategy is adopted and the policy updated accordingly; the adoption of additional management measures for dockless cycle hire operations during this period; and to support London Councils in their review of the potential for a London-wide byelaw.</p> <p>Any relevant updates before the Transport Strategy is brought back to Committee will be reported to Members.</p>

<p>4 September 2018 23 October 2018</p>	<p><u>Beech Street</u></p> <p>Following consideration of the report at 4 September meeting of S&W, the Sub-Committee asked that officers explore ways to accelerate the project if appropriate, and that officers update Members on the project at each meeting of the Streets & Walkways Sub-Committee.</p> <p>The project will address air quality issues by reducing traffic that pass through the tunnel. At the same time it aims to deliver a vibrant street with a high quality public realm at the centre of the Culture Mile, which will also provide the opportunity to realise property outcomes.</p>	<p>Director of the Built Environment</p>	<p>Ongoing</p>	<p>GW3 Issues report was approved at the September committee cycle and officers proposed that an update would be provided at each subsequent S&W committee.</p> <p>Since September, officers have been working setting up the project documentation including governance and delivery team. Scoping of transport and air quality information has started to assist in developing options for short term and longer term proposals, and to provide a baseline for success to be measured against.</p> <p>A structures brief has been developed to appoint a specialist contractor to undertake investigations of the Ben Jonson car park structure which we expect to commence in November 2018.</p> <p>Regular meetings with TFL and Islington are occurring to discuss traffic modelling processes for both Beech Street and Clerkenwell Road projects.</p> <p>Meetings for senior Members to begin engaging the GLA and LB Islington are being diarised to take place in the next 1-2 months.</p> <p>Officers have commenced technical investigations through means of a baseline study that will provide an overall view of the current situation in terms of traffic and transport and the public realm, as well as environmental factors including air quality issues.</p> <p>Specialist briefs are being developed to assist in the collection of data for the baseline study. These include structural investigations, traffic</p>
---	---	--	----------------	---

				<p>data collection and modelling, noise monitoring, air quality monitoring and lighting levels assessment.</p> <p>Regular meetings with TFL and Islington are continuing to discuss reciprocal traffic impacts for both Beech Street and Clerkenwell Road projects. Officers are also meeting regularly with TFL to progress an interim scheme which will improve air quality.</p>
--	--	--	--	--

Committees:	Dates:	
Streets and Walkways Sub-Committee Projects Sub	04 December 2018 12 December 2018	
Subject: Frederick's Place Environmental Enhancements Unique Project Identifier: 11567	Combined Gateway 3/4/5 (Regular)	Public
Report of: Director of the Built Environment Report Author: Katie Adnams		For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>Dashboard <i>Project Status:</i> Green <i>Timeline:</i> Implementation planned to commence in April 2019 <i>Total Estimated Cost:</i> £543,230 <i>Spend to Date:</i> £23,108 <i>Current approved budget:</i> £30,000 <i>Overall project risk:</i> Low</p> <p><u>Recommendations</u> It is recommended that:</p> <ul style="list-style-type: none"> i) The project be approved at a cost of £543,230 as funded by a Section 278 agreement with the developer of 1-3,7&8 Frederick's Place, The Mercers' Company; ii) Authority is given for the release of funds to purchase long lead-time materials and associated costs amounting to £43,500, in advance of the full S278 payment to avoid delays to the programme, subject to the letter of agreement with the developer. The amount would be deducted from the full S.278 payment; iii) Authority to start work be granted subject to completion of the Section 278 and receipt of full funding from the developer; iv) Approval is given for City officers to publish proposals in relation to any necessary traffic orders or other consents to implement the project as described in this report (Traffic orders will be necessary to implement a loading restriction, relocate the motorcycle parking and to remove the disabled parking bay); v) Delegated authority be given to the Director of Transportation and Public Realm to consider any objections to the traffic orders detailed in this report; 		

- vi) Any underspend from the previous gateway is transferred to the implementation budget;
- vii) Delegated authority be given to the Assistant Director of City Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.

Progress to Date

This report covers the progress to date on Frederick's Place Environmental Enhancements. The proposed enhancements seek to create a more pedestrian-focussed environment in response to the development in Frederick's Place and its change of use.

The City was approached in 2015 by The Mercers Company, who proposed to fund public realm improvements to Frederick's Place. The Mercers' Company would like to create an attractive setting for their new retail offer and office space. Following Gateway 1&2 approval in July 2015, progress on the concept design was paused at the Mercers' request, while a new planning application was submitted. Design options were then developed with the Mercers' Company in 2018 to align with their construction programme, in consultation with the relevant City departments.

Formal consultation has been undertaken with local occupiers to ensure they are aware of the scheme and have no reasonable objections. Further liaison will be required on the phasing of the works and consultation will be undertaken for the traffic orders.

The developer has agreed to the cost of the scheme and the terms of the voluntary Section 278 agreement, as drafted by the City Solicitor, and this agreement is in the process of being finalised. Works will not begin until this agreement is completed and the full funding is received.

Due to the long lead-in time for some materials, it is necessary to enter into a letter of agreement to secure funding for these and the associated costs to ensure there is no delay to the programme. Receipt of this funding is expected by the end of November 2018; however, the order will not be placed prior to committee approving this report. It should be noted that the letter of agreement and advance payment do not pre-empt any Member decision on the progression of the scheme and do not obligate the City to undertake the scheme.

The full cost of the works is higher than previously estimated at Gateway 1&2, due to the Mercers selecting a higher specification, and the length of time passed since the Gateway 1&2 report was approved in 2015.

Overview of Options

One option is put forward in this report, which has been agreed with the developer and City officers from relevant departments. The design is detailed in the main report, and appendices 3 and 4.

Design options were considered with the developer and with the City's Historic Environment team, with the objective of creating a pedestrian-friendly space, considerate of its heritage context. Consultation with local ward members, stakeholders and the City's Access team has also been undertaken to ensure there are no reasonable objections to the proposal.

The scheme consequently proposes to raise the carriageway, as it was found to be the best option for increasing accessibility due to the narrow footway and

shallow depth of kerb. The scheme also proposes that the carriageway is paved in granite setts, smaller than those usually used in the City to reflect its historic setting. Other elements include heritage lighting, yorkstone paving, and the widening of the western footway.

Options for restricting vehicular movement were reviewed as well as the removal of parking bays. To accommodate the developer's requirements whilst reducing vehicle access, a 7am-7pm loading restriction is proposed. Officers reviewed the usage of the motorcycle parking and the disabled bay over a 12-month period to determine the best solution for the scheme. Monitoring has suggested that the disabled parking bay is not in use so its removal is recommended, subject to responses received at statutory consultation phase. However, if objections are raised because it is used, City officers would consider relocating the bay in Old Jewry or in another suitable location. Section 9 provides further details on this recommendation. As the motorcycle parking is heavily used, its relocation is proposed in Trump Street (see appendix 1).

Proposed way forward

The developer anticipates completion of the refurbishment to their building in July 2019. The developer considers the highway improvements as integral to the scheme's completion, as key entrances face onto Frederick's Place.

It is therefore proposed that the implementation of highways works begin in April 2019, to ensure their completion in time for the refurbishment's July 2019 opening.

This report presents the detailed design information and costs for the project, including maintenance costs (see Appendix 5).

Next steps will include:

- Placing an order for the materials as agreed with the developer (subject to a letter of agreement), to ensure this does not delay the programme;
- Finalising the Section 278 agreement with the developer, to receive the funding to proceed with the scheme;
- Finalising and approving the construction package with the City's highway term contractor (JB Riney) to prepare for a start on site in April 2019.

Procurement approach

It is proposed that the works will be delivered by the City of London's Highways Term Contractor and any nominated sub-contractor or utilities provider as necessary, under the supervision of the Department of the Built Environment.

Financial implications

Fully funded by a voluntary Section 278 with the developer. Please see Appendix 5 for the financial table.

Main Report

1. Design summary	<p>Frederick's Place is a cul-de-sac, located off of Old Jewry. It is an area of public highway within the Guildhall conservation area, surrounded by several listed buildings. It is currently not accessible for many users due to narrow, uneven footways and it is little-used by pedestrians. The refurbishment of 1-3, 7 and 8 Frederick's Place will provide new office and retail space which is envisaged to change the appearance and function of the cul-de-sac. It is desired that Frederick's Place supports this offer and becomes an attractive, safe and well-used space for pedestrians.</p> <p><i>Public realm design</i></p> <p>Frederick's Place was laid out between 1775 and 1778. The combination of York stone footway and granite sett carriageway was routinely in use in London at this time, and historic research has clearly shown an intricate carriageway surface of small granite setts. As an intact piece of Georgian townscape rare in the City, it was agreed that Frederick's Place warrants bespoke treatment.</p> <p>Measures for conserving the space's character, whilst providing a more pedestrian-focussed environment include:</p> <ul style="list-style-type: none">- Raising the carriageway to the existing footway level, to create a sense of space and increase accessibility. This will address the issue of the narrow footways by creating a continuous surface, whilst retaining the option for vehicle access and drop-offs when required. The historic kerb lines will be kept with the exception of the western kerb, where the footway has been slightly extended.- Paving the carriageway in smaller granite setts than the standard City of London palette. This is recommended to maintain continuity and create a more intricate paving design. The footways will be paved in Yorkstone, clearly highlighting the demarcation between the footway and carriageway for those visually impaired. The existing Yorkstone paving will be cleaned and re-laid where feasible, to add texture and patina to the scheme.- Heritage City of London bollards where necessary to ensure vehicles do not overrun onto the footways. Efforts will be made to keep bollards to a minimum.- Lighting improvements include fitting a new luminaire to the heritage lamp column to create a softer light in-keeping with the City's recently adopted Lighting Strategy. A wall-mounted heritage light to the entrance of Frederick's Place is proposed to ensure no dark spots are created.
--------------------------	--

	<ul style="list-style-type: none"> - Characterful existing features such as coal holes will be retained and incorporated into the new scheme where possible. - Signage any other street clutter will be kept to a minimum. <p><i>Traffic changes</i></p> <p>To facilitate the creation of a more pedestrian-friendly space, it is proposed to limit vehicle access by implementing a 7am-7pm loading restriction, relocating the motorcycle parking and removing the disabled bay.</p> <p>The loading restriction with the City-wide waiting restriction is envisaged to limit vehicle access whilst retaining the ability for drop-offs during the day. A pedestrian zone was considered but not taken forward due to the Mercers' requirement for occasional vehicle drop-offs.</p> <p>Observations over a 12-month monitoring period suggest that the disabled parking bay is not used. Furthermore, the current bay is poorly located for accessibility, with little kerb upstand, narrow footways and obstacles (e.g. the lighting column) adjacent to the parking bay. It is likely that the bay was put in at the request of an individual who has since moved. It is therefore proposed to remove the bay, subject to statutory consultation. If it is found to be used or a disabled parking pay is required, officers will consider putting one in on Old Jewry or another suitable location.</p> <p>The motorcycle parking consists of approximately 9 spaces which would be moved nearby to Trump Street (see Appendix 1). As these spaces are consistently in use, the provision allows the same number of parking spaces to be maintained.</p> <p>City officers have worked closely with the developer through the design and evaluation process to develop the proposed design. Officers acknowledged the developer's desire for Frederick's Place to maximise the quality of their refurbished buildings' setting, balancing this with the need to provide an accessible, pedestrian-friendly space for the City community. It is envisaged that the design will activate the public realm and create a high-quality setting, reflective of its conservation area status.</p>
2. Delivery team	<ul style="list-style-type: none"> • Project owner/Project Management: CoL City Public Realm team • Detailed design: CoL Highways, City Transportation • Construction Management: CoL Highways • CoL's Highways term contractor: JB Riney • Principal Designer: CoL Highways • Principal Contractor: JB Riney

3. Programme and key dates	<ul style="list-style-type: none"> • Order Materials: Early - Mid December 2018 • Complete Section 278 agreement: December 2018 • Construction pack: December 2018 – March 2019 • Implementation: April 2019 – July 2019 • Development's practical completion: July 2019 • Monitoring: August 2019 – January 2020 • Gateway 7: March 2020
4. Outstanding risks	<p><i>1. Delays in finalising design and construction package, or ordering materials leads to not completing works to agreed programme</i></p> <p>Risk response: Reduce</p> <p>Officers are working closely with the developer and their contractors to ensure that the respective programmes will be coordinated.</p> <p>A letter of agreement will be signed with the developer to secure funds for ordering materials with long lead-times and their associated costs. Receipt of this funding is expected by the end of November 2018, but it will not be committed without committee approving this report. Provided that this report is approved, the order for the materials can be placed without delay.</p> <p><i>2. Objections are raised during the consultation on the Traffic Orders</i></p> <p>Risk response: Fall-back</p> <p>It is proposed that officers be given authority to seek to resolve objections including any necessary adjustments to the proposed motorcycle parking relocation and removal of the disabled bay.</p> <p><i>3. Sub-surface utilities / structures or other archaeological remains cause issues during construction</i></p> <p>Risk response: Reduce</p> <p>Surveys have been undertaken to determine the extent of sub-surface elements as far as possible. The design has been developed to take into account the utility information provided by the surveys. At this stage the utility costs are estimates and will be finalised after the detail design stage. Further investigations will also be carried out to determine the underground structure and basement.</p> <p>This risk will be closely monitored during the implementation phase and avoided where possible. Any costs reasonably incurred over and above the estimate due to sub-surface issues will be recoverable from the Mercer's Company under the Section 278 Agreement.</p>

5. Budget	<p>The total estimated cost of the project at last Gateway (June 2015) was between £250k and £450k. This cost estimate has now been refined to £543,230 as the design was developed. A detailed breakdown of the project finances is contained in Appendix 5.</p> <p>The budget has increased from the initial estimate due to the higher specification selected by the Mercers' Company, and inflation due to the length of time passed since initial estimate from the Gateway 1&2 report in 2015.</p> <p>The project is to be fully funded by the Mercers' Company through a voluntary Section 278 Agreement.</p>
6. Ongoing revenue implications	<p>It is not envisaged that the granite setts on the carriageway will cause maintenance issues, due to it not being frequently used by vehicles. The cost of the scheme includes the commuted sum, which accounts for the replacement of the carriageway in 20 years with non-standard materials and associated labour costs.</p>
7. Legal implications	<p>A Section 278 Agreement will be entered into with the Mercer's Company to secure payment for the works.</p> <p>Traffic orders will be required to implement the changes as proposed in section 1 and listed in section 8 below. Statutory notice will need to be given and any objections must be considered. The outcome of such consideration cannot be pre-determined.</p>
8. Traffic implications	<p>The proposal includes permanent traffic changes to Frederick's Place to create a more pedestrian focussed space. These are:</p> <ul style="list-style-type: none"> - A 7am-7pm loading restriction - The relocation of motorcycle parking to Trump Street (please see Appendix 1) - The removal of a disabled parking bay. <p>Further details, including the rationale behind the proposed changes, are detailed in the Design Summary (section 1).</p> <p>During the implementation works, parking bay suspensions and the closure of Frederick's place will be necessary.</p>
9. Equality Impact Assessment	<p>The impact assessment concluded that there is a neutral/positive impact on equality criteria as a result of this project.</p> <p>The proposal aims to improve accessibility for pedestrians, including people with mobility impairments. By raising the carriageway to the footway level there is, on balance, a benefit for wheelchair users, as they will be able to navigate without the restriction of the narrow footway and with less vehicles accessing the space. The current footway has low kerbs which research has shown to be a trip hazard for all pedestrians. Although a raised carriageway may impact visually impaired pedestrians, a suitable</p>

	<p>kerb height cannot be achieved and thus a level surface would be a preferable alternative. Furthermore, Fredrick's Place is a cul-de-sac and will have restricted vehicle access, which will reduce the conflict between vehicles and pedestrians.</p> <p>The use of granite setts on the carriageway could form a less even surface than asphalt, which could be more difficult for wheelchair users or those with visual impairment to negotiate. However, the granite setts proposed would be a more even surface than the existing, and the carriageway will only be navigated at crossing points as it is not a pedestrian zone. The expected impact of this is outweighed by the heritage interests of the scheme (given that it is in a conservation area), low pedestrian traffic and access improvements that the scheme provides overall.</p> <p>The removal of the disabled parking bay may have an adverse impact on disabled users. However, a 12-month monitoring period has suggested that the parking bay is not in use. Disabled parking bays in the City are provided upon request, so it is likely that the bay was used by someone who has since moved. Furthermore, the bay is poorly located for accessibility. Frederick's Place has little kerb upstand, narrow footways and obstacles (e.g. the lighting column) adjacent to the parking bay. However, the outcome of the statutory notice process in connection with the removal (as with all the traffic orders required for the project) cannot be predetermined. If representations or other evidence emerged which suggested the disabled bay is used, officers would consider adding a bay on Old Jewry Street or in another suitable location. It would also remain open to the City to provide a disabled bay nearby at a later date should it receive a request, or should a need arise.</p> <p>Given the evidence the of the bay not being used and its poor location, the benefits of removing the disabled parking are deemed to outweigh the risks of adverse equalities impact.</p>
--	---

Appendices

Appendix 1	Location Plan
Appendix 2	Existing photos
Appendix 3	Design layout
Appendix 4	Indicative montage
Appendix 5	Financial Table

Contact

Report Author	Katie Adnams
Email Address	Katie.adnams@cityoflondon.gov.uk
Telephone Number	020 7332 3529

This page is intentionally left blank

Project Coversheet

[1] Ownership

Unique Project Identifier: 11567

Report Date: 4 December 2018, 12 December 2018

Core Project Name: Frederick's Place Environmental Enhancements

Programme Affiliation (if applicable): N/A

Project Manager: Katie Adnams

Next Gateway to be passed: Gateway 3/4/5

[2] Project Brief

Project Mission statement:

The Mercers' Company are currently undertaking a refurbishment of several buildings that face onto Frederick's Place. They have requested that the City develop a scheme for Frederick's Place to create a more pedestrian-focussed and attractive setting.

The project includes measures to address accessibility constraints, such as raising the carriageway to footway level and re-paving.

The enhancements would be entirely funded by the Mercers' Company through a voluntary Section 278 Agreement.

Definition of need:

Frederick's Place is not a particularly accessible space due to its narrow footways and it is little-used by pedestrians. It is mainly used for vehicle access and motorcycle parking. However, the refurbishment of 1-3, 7 and 8 Frederick's Place will provide new office and retail space which is envisaged to change the appearance and function of the cul-de-sac. It is desired that Frederick's Place supports this offer and becomes an attractive, safe and well-used space for pedestrians.

Key measures of success:

- 1) Improved accessibility for pedestrians, including people with mobility impairments;
- 2) A higher quality and more attractive space that is in keeping with the character of the conservation area and respects the setting of the listed buildings;
- 3) The function of the space is adapted to make it more pedestrian-focussed.

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: £543,230

Total potential project liability (cost) [£]: N/A

Total anticipated on-going commitment post-delivery [£]: Maintenance – £116,928 (to be fully funded by the developer as part of the Section 278 agreement)

Programme Affiliation [£]: N/A

[A] Budget Approved to Date*

[B] New Financial Requests

[C] New Budget Total (Post approval)

£30,000.00	£513,230	£543,230
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£450,000.00	£543,230	£93,230
[G] Spend to Date	[H] Anticipated future budget requests	
£23,108	N/A. The new budget approval would be for the total cost of the project, as this report is requesting authority to start work.	

Headline Financial changes:

Since 'Project Proposal' (G2) report:

▲ £30,000 approved for the design & evaluation stage of the project. The estimate for the project at the time of its initiation in July 2015 was up to £450,000. A design has been developed and costed for the scheme in agreement with the developer, with whom officers worked closely with on design options. The cost for the scheme is now revised to £543,230. This is due to the length of time elapsed since the initiation report (the project was paused until 2018 to align with the developer's programme for their refurbishment), and the higher specification option selected by the developer. Bespoke, high-quality materials were selected, and the cost includes the maintenance sum for 20 years.

Since 'Options Appraisal and Design' (G3-4) report:

N/A.

A gateway 3/4/5 report is now submitted for Committee approval.

Since 'Authority to start Work' (G5) report:

Please see above.

Project Status:

Overall RAG rating: Green

Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

N/A. Decisions are as per the approval of the previous Gateway 1&2 report. The recommended approvals for the next stage of the project are listed in the Gateway 3/4/5 report.

[5] Narrative and change

Date and type of last report:

Gateway 1-2 report

21 July 2015 – Projects Sub

30 June 2015 – Corporate Projects Board

Key headline updates and change since last report.

Increase in estimated cost

The cost for the scheme is now revised to £543,230, due to cost inflation from the length of time elapsed since the initiation report (the project was paused until 2018 to align with the developer's programme for their refurbishment), and the higher specification option selected by the developer.

Change in programme

Following Gateway 1&2 approval in July 2015, progress on the concept design was paused in order to align with the developer's construction programme for the refurbishment. The concept design was developed in 2018 in consultation with the developer and the relevant City departments.

Letter of agreement to release funds

To ensure implementation commences in line with the developer's construction programme, a Letter of Agreement is required for the early release of some funds. This is specifically for long lead-time materials and the associated costs. The Gateway 3/4/5 requests committee approval to commit the funds.

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

Since 'Project Proposal' (G2) report:

The scope has remained the same since the initiation report, and the design has been developed and agreed with the developer.

Since 'Options Appraisal and Design' (G3-4 report):

N/A

Since 'Authority to Start Work' (G5) report:

N/A

Timetable and Milestones:

Expected timeframe for the project delivery: April 2019 – July 2019

Milestones: <Top 3 delivery and planning milestones (upcoming) >

- | |
|--|
| 1) Signed section 278 agreement to release project funds – December 2018 |
| 2) Finalise construction package – March 2018 |
| 3) Start works on site – April 2018 |

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

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

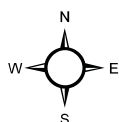
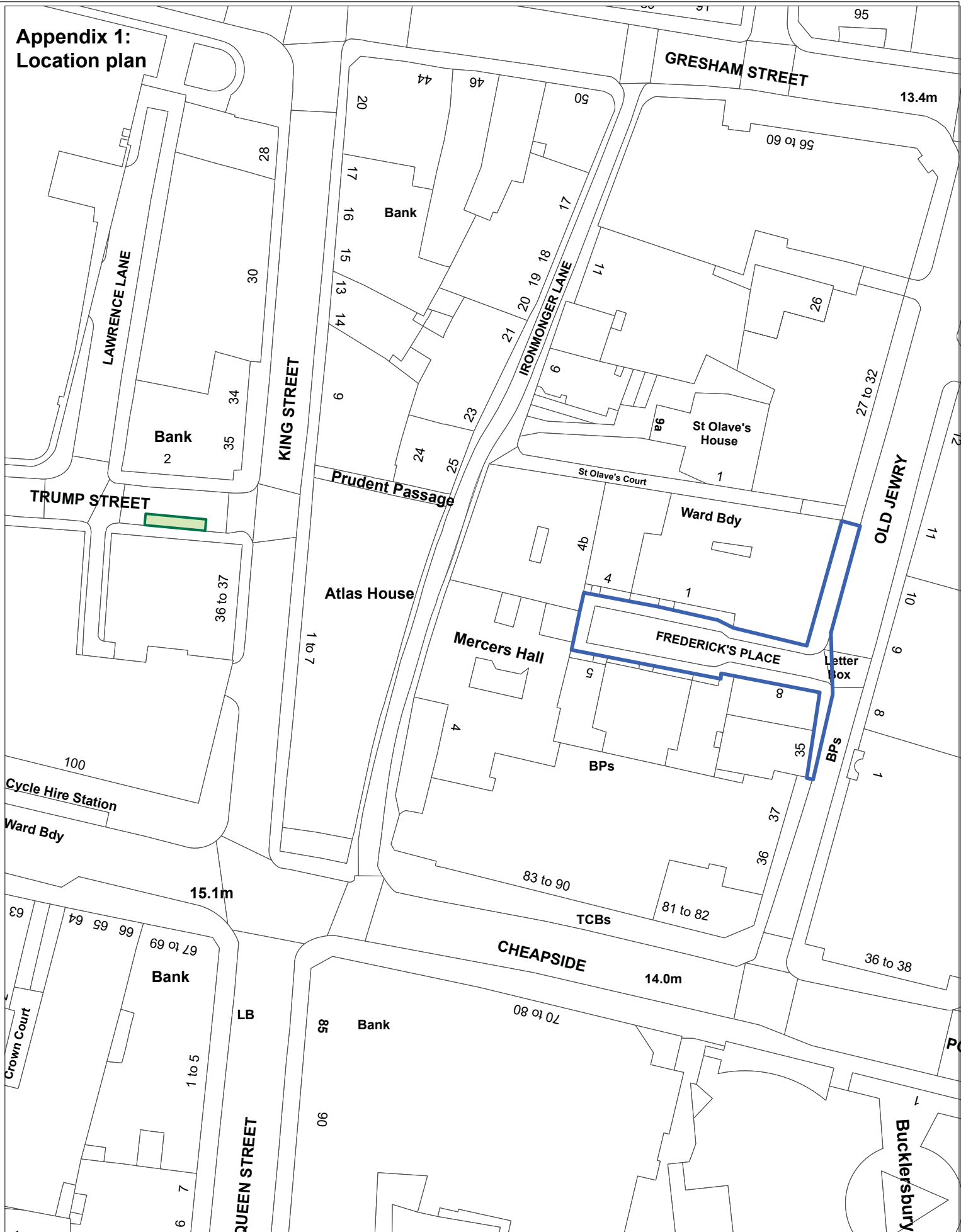
Risks and Issues

Top 3 risks: <things that have not come to pass>

<i>Risk description</i>	<i>1. Delays in finalising design and construction package, or ordering materials leads to not completing works to agreed programme</i>
<i>Risk description</i>	<i>2. Objections are raised during the consultation on the Traffic Orders</i>
<i>Risk description</i>	<i>3. Sub-surface utilities / structures or other archaeological remains cause issues during construction</i>

Top 3 issues realised		
<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Delay to the project due to the developer's planning application and refurbishment programme.	Project was paused to align with the developer's programme.	N/A
Has this project generated public or media impact and response which the City of London has needed to manage or is managing? N/A		

Appendix 1: Location plan



Frederick's Place Public Realm Enhancements

- Scope of enhancements
 - Proposed motorcycle parking relocation
- Page 29**
Legend



© Crown copyright and
database rights 2018
OS 100023243

Appendix 2 – Existing photos



Appendix 3: Design Layout



NOTES

1. NO INFORMATION TO BE SCALED FROM THIS DRAWING.
2. WORKS SHALL COMPLY WITH THE CURRENT CITY OF LONDON SPECIFICATION FOR HIGHWAY WORKS.
3. ALL HARD MATERIAL BROKEN OUT UNDER THE CONTRACT IS TO BE DISPOSED OF TO CONTRACTOR'S TIP.
4. REUSE OF ANY EXISTING ROAD SIGNS AND OTHER STREET FURNITURE IS AT THE CITY OF LONDON DISCRETION.
5. ACCESS TO BUSINESS TO BE MAINTAINED AT ALL TIMES.
6. THE CONTRACTOR WILL BE HELD RESPONSIBLE FOR ANY DAMAGE CAUSED TO PRIVATE HIGHWAYS AND PRIVATELY OWNED STREET FURNITURE.

KEY

- NEW 63MM YORKSTONE PAVING, 600MM WIDE, RANDOM LENGTHS
- NEW GRANITE SETTS
- NEW 150 X 300MM FLAMED TEXTURED SILVER GREY PORTUGUESE GRANITE KERB
- COL C3 BOLLARDS (TBC)
- GULLY

DRAFT

FREDERICK'S PLACE
S278 WORKS

GENERAL ARRANGEMENT

HIGHWAY DESIGN
AND CONSTRUCTION
CITY OF LONDON

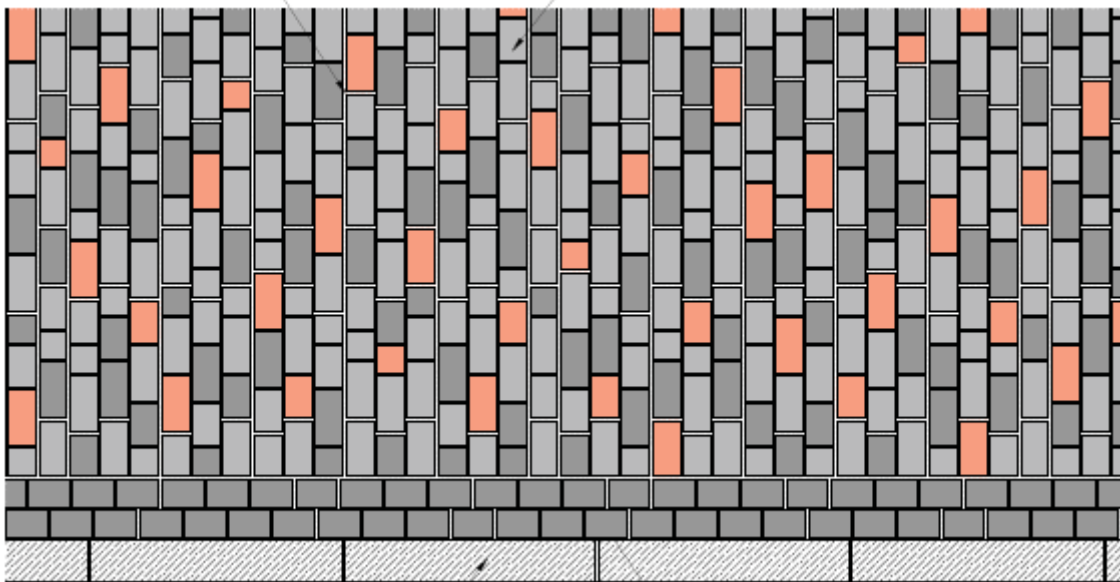
TEL: 020 7606 3030

SHEET 1 of 1
30/08/2018
JMT
CITY OF LONDON
100/16800329/GA

Appendix 4: Indicative Montage



Indicative carriageway granite setts design:



Appendix 5: Financial Table

Table 1: Expenditure to date - 16800329 - Frederick's Place S278			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	10,000	8,750	1,250
P&T Staff Costs	10,000	9,008	992
P&T Fees	10,000	5,350	4,650
TOTAL	30,000	23,108	6,892

Table 2: Revised Budget to reach next Gateway			
Description	Approved Budget (£)	Resources required to reach next Gateway (£)	Revised Budget to next Gateway (£)
Env Servs Staff Costs	10,000	47,604	57,604
P&T Staff Costs	10,000	32,100	42,100
P&T Fees	5,350	19,450	24,800
Env Servs Works	-	211,798	211,798
Utilities	-	90,000	90,000
Maintenance	-	116,928	116,928
TOTAL	25,350	517,880	543,230

This page is intentionally left blank

Committees: Projects Sub <i>[for decision]</i> Streets and Walkways Sub Corporate Projects Board		Dates: 12 December 2018 4 December 2018 21 November 2018
Subject: 80 Fenchurch Street Unique Project Identifier: 12033	Gateway 2: Project Proposal Light	
Report of: Director of the Built Environment Report Author: Daniel Laybourn		For Decision
<h1>PUBLIC</h1>		

Recommendations

1. Next steps and Requested decisions	Approval track: 3. Light Next Gateway: Gateway 5 - Authority to Start Work (Light) Next Steps: Begin substantial work with Partners Group Fenchurch Limited (the Developer) on the design and evaluation of the required section 278 scheme Requested Decisions: <ul style="list-style-type: none"> • Approval to commence the project • Approval to recover existing shadow code staff costs from the received £40,000 design and evaluation sum. • Delegation of authority to the Director of the Built Environment to approve the start of work (Gateway 5) • Delegation of authority to the Director of the Built Environment to approve budget adjustments within the approved total project budget amount.
2. Resource requirements to reach next Gateway	Transport and Public Realm staff allocation – £15,000 Approximately 150 hours of Transport and Public Realm officer staff costs associated with initial project planning, negotiating the terms of the legal agreements, facilitating the detail design discussions, securing the necessary approvals from key stakeholders and project management.

	<p>Highways staff allocation - £15,000 Approximately 150 hours of Highways officer staff costs associated with evaluation and detail design, including street lighting and drainage and any required coordinating works with third parties such as utilities.</p> <p>Professional fees allocation - £10,000 This will cover the procurement of technical assessments, including any surveys and utility enquiries. These figures are based on similar past projects and are funded by the Developer.</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff time</td><td>Project management, detailed design of current proposals and completing S278 agreement</td><td>Developer</td><td>£30,000</td></tr><tr><td>Professional Fees</td><td>Technical assessments, including any surveys and utility enquiries</td><td>Developer</td><td>£10,000</td></tr><tr><td>Total</td><td></td><td></td><td>£40,000</td></tr></table> <p>£40,000 has been provided by the Developer for the design and evaluation stage of this project via a Deed of Variation to the S106 agreement, which has enabled officers to begin initial work with the developer by placing their staff time costs in a temporary finance shadow code. To date, staff costs of £394.16 have been incurred and placed against the aforementioned finance shadow code. Any remaining monies will be put towards the implementation stage which itself will be funded by and subject to a future Section 278 agreement with the Developer. The allocation of resources is subject to advance receipt of all funds.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time	Project management, detailed design of current proposals and completing S278 agreement	Developer	£30,000	Professional Fees	Technical assessments, including any surveys and utility enquiries	Developer	£10,000	Total			£40,000
Item	Reason	Funds/ Source of Funding	Cost (£)														
Staff time	Project management, detailed design of current proposals and completing S278 agreement	Developer	£30,000														
Professional Fees	Technical assessments, including any surveys and utility enquiries	Developer	£10,000														
Total			£40,000														
3. Governance arrangements	<p>Spending Committee: Streets and Walkways Sub-Committee</p> <p>Senior Responsible Officer: Leah Coburn</p> <p>Project Board: No</p>																

Project Summary

4. Context	<p>4.1 80 Fenchurch Street is a development on Fenchurch Street and Carlisle Avenue, adjacent to Northumberland Alley. The development is an 8 to 15-storey building comprising office accommodation and retail space at ground floor level. There is a servicing bay contained within the development which is accessed via Carlisle Avenue.</p> <p>4.2 In August 2008, the development was granted planning consent subject to a S278 agreement being entered prior to implementation. A S106 agreement was signed in November 2014. A Deed of Variation to the S106 was made in June 2018 and a £40,000 design and evaluation payment was received on 18th June 2018 from the Developer.</p> <p>4.3 The Developer's design team has been developing the scheme, and the City Transportation team have met with the developer to discuss their proposed S278 scheme.</p> <p>4.4 The development is due for completion in May 2020. Therefore, further discussions regarding highways reconstruction will take place later in time for Gateway 5, ensuring that incidental effects on both the developer's and the City's construction plans are carefully considered and planned.</p> <p>4.5 The scheme is envisaged to continue the footway improvements from the Aldgate Highway Changes and Public Realm Improvements Project in a seamless manner.</p>
5. Brief description of project	<p>5.1 The project will involve as a minimum reconstruction of the footway outside the development on Fenchurch Street and Carlisle Avenue, and the entirety of Northumberland Alley in high-quality yorkstone paving to the Corporation's specification.</p> <p>5.2 A new vehicle crossover will need to be provided on Carlisle Avenue for servicing the new development.</p> <p>5.3 Two redundant crossovers will need to be removed on Carlisle Avenue and adjacent to Northumberland Alley. On Northumberland Alley, this removal could enable the extension of the footway further south to create a substantial improvement to the pedestrian and cycle facilities. The developer has already responded favourably to this regarding their accessibility commitments.</p>
6. Consequences if project not approved	<p>6.1 There will be no mechanism through which the highway changes required to accommodate the new building can be delivered.</p> <p>6.2 The developer will be in breach of their S106 agreement if they are unable to enter into a S278 agreement to enable highway improvement work.</p> <p>6.3 The City may need to fund any increases in maintenance liability costs made necessary by the development.</p>

7. SMART Project Objectives	<p>7.1 Deliver a high quality public realm near the development.</p> <p>7.2 Deliver a scheme that benefits all users of the public highway.</p>
8. Key Benefits	Providing an enhanced environment for all street users
9. Project category	4a. Fully reimbursable
10. Project priority	A. Essential
11. Notable exclusions	None

Options Appraisal

12. Overview of options	<p>12.1 Whilst constrained by very limited options given the need to provide footways and service bay access, the extent of the highway work matches and improves on that currently proposed by the developer. This scheme will also take into consideration the emerging Eastern City Cluster Area Strategy and Transport Strategies.</p> <p>12.2 The choice of kerbs and paving will follow the City's approved material palette.</p>
--------------------------------	---

Project Planning

13. Delivery Period and Key dates	<p>Overall project: Completion of highway work around the time for the building's practical completion in May 2020. Exact timings to be determined in co-operation with the developer as work progresses.</p> <p>Key dates:</p> <p>Gateway 5 Report- Late 2019</p> <p>Practical completion of Development – 1st May 2020</p>
14. Risk implications	<p>Overall project risk: Low</p> <p>Currently we believe we can meet the Developer's programme dates.</p>
15. Stakeholders and consultees	<p>15.1 The Developer (Partners Group Fenchurch Limited)</p> <p>15.2 Local building owners and occupiers who utilise Carlisle Avenue and Northumberland Alley for access.</p> <p>15.3 Ward Members</p>

Resource Implications

16. Total estimated cost	Likely cost range: £220,000 - £240,000									
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: External - Funded wholly by contributions from external third parties								
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Staff time and fees</td><td>30,000</td></tr><tr><td>Professional Fees</td><td>10,000</td></tr><tr><td>Total</td><td>40,000</td></tr></table>		Funds/Sources of Funding	Cost (£)	Staff time and fees	30,000	Professional Fees	10,000	Total	40,000
	Funds/Sources of Funding	Cost (£)								
	Staff time and fees	30,000								
	Professional Fees	10,000								
Total	40,000									
The eventual scheme will be fully funded by the Developer, as will associated staff costs and fees.										
18. Investment appraisal	N/A									
19. Procurement strategy/Route to Market	Any work to public highway will be undertaken by the City's highways term contractor. JB Riney was chosen as the term contractor through a competitive tender process and represent good value for money. The City's procurement strategy will be adhered to.									
20. Legal implications	20.1 The City will enter into a S278 Agreement with the developer to ensure payment is provided prior to work being initiated.									
21. Corporate property implications	None									
22. Traffic implications	22.1 The City Transportation team are not anticipating any changes to the existing waiting restrictions in Fenchurch Street and Carlisle Avenue, but any approvals needed in this regard will be included in the Gateway 5 report									
23. Sustainability and energy implications	23.1 Environment sustainability: It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for the design life of the asset. 23.2 Financial sustainability: As the developer is paying for the scheme it is financially sustainable for the City.									
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 or non-applicable and a data protection impact assessment will not be undertaken.

Appendices

Appendix 1	'Red Line' drawing of the development and local area
Appendix 2	Gateway 1 - Project Briefing

Contact

Report Author	Daniel Laybourn
Email Address	Daniel.Laybourn@cityoflondon.gov.uk
Telephone Number	Ext 020 7332 3041

Appendix 1 - 'Red Line' drawing of the development and local area



Project Briefing

Project identifier			
[1a] Unique Project Identifier	12033	[1b] Departmental Reference Number	N/A
[2] Core Project Name	80 Fenchurch Street		
[3] Programme Affiliation <i>(if applicable)</i>	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Zahur Khan
[5] Senior Responsible Officer	Leah Coburn
[6] Project Manager	Daniel Laybourn

Description and purpose					
[7] Project Mission statement / Elevator pitch					
Highways and public realm enhancements to complement the private development at 80 Fenchurch Street.					
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?					
The private development at 80 Fenchurch Street presents an opportunity via Section 106 and 278 agreements to improve the City landscape for the benefit of all stakeholders at zero cost to the City.					
[9] What is the link to the City of London Corporate plan outcomes?					
10c Create and transform buildings, streets and public spaces for people to admire and enjoy. [12] a) Our spaces are secure, resilient and well-maintained.					
[10] What is the link to the departmental business plan objectives?					
Providing an enhanced environment for all street users					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?	
1) An improved public realm around the new development which is well received by stakeholders	
2) Private Developer reacts favourably to the result of the project	
3) Builds upon the Aldgate Square improvements as per the local area strategy	
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)	
N/A	
[14] What is the expected delivery cost of this project (range values)[£]?	
£220,000 - £240,000	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
N/A – Private Developer may be required to pay a commuted maintenance sum as part of the Section 278 agreement	
[16] What are the expected sources of funding for this project?	
Fully funded by the private Developer at 80 Fenchurch Street	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
The City's work is to be completed in Summer 2020, when occupation of the new development is due to take place.	

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No.	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Olumayowa Obisesan
Chamberlains: Procurement	Officer Name: N/A – procurement will be via existing Term Maintenance contract with JB Rineys
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
Highways Construction	Officer Name: Ben Manku
External	Partners Group Fenchurch Limited (the Developer)
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project?	

If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A

This page is intentionally left blank

Committees: Corporate Projects Board <i>for decision</i> Projects Sub <i>for decision</i> Streets & Walkways Sub committee <i>for decision</i>		Dates: 15 October 2018 07 November 2018 4 th December 2018
Subject: 55 Moorgate Section 278 Public realm and highway improvements Unique Project Identifier: 12028	Gateway 2: Project Proposal Light	
Report of: Director of the Built Environment Report Author: Katie Adnams		For Decision Public

Recommendations

1. Next steps and Requested decisions	Approval track: 3. Light Next Gateway: Gateway 5 - Authority to Start Work (Light) Next Steps: <ul style="list-style-type: none">• A Section 278 agreement will be drafted and entered into with the developer, to release funding for the scheme.• Design development and stakeholder engagement will take place ahead of the Gateway 5 report. Requested Decisions: Members are asked to approve the initiation of this project.								
2. Resource requirements to reach next Gateway	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff time</td><td>Project management, detailed design, stakeholder engagement and completing</td><td>Section 278</td><td>£19,500</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time	Project management, detailed design, stakeholder engagement and completing	Section 278	£19,500
Item	Reason	Funds/ Source of Funding	Cost (£)						
Staff time	Project management, detailed design, stakeholder engagement and completing	Section 278	£19,500						

		S278 agreement		
	Fees	Survey work	Section s.278	£8,000
	Total			£27,500
	Please note the Section 278 funding is pending.			
3. Governance arrangements	<p>Spending Committee: Streets and Walkways Sub-Committee</p> <p>Senior Responsible Officer: Melanie Charalambous</p> <p>Project Board: No</p> <p>Due to the limited risk and known scope of the project, a Project Board is not required.</p>			

Project Summary

4. Context	<p>4.1 55 Moorgate is a development currently under construction on Moorgate and Coleman Street, adjacent to Nun Court. The development involves the renovation and two storey extension of the existing building to provide additional office and flexible retail/leisure space. The S106 agreement requires the developer to enter into a S278 agreement with the City, prior to commencing construction on the highways works, which include Nun Court and remedial repairs to the footway surrounding the development.</p> <p>4.2 The developer's proposals for Nun Court, adjacent to the development, offer a significant opportunity to address the impacts of the scheme by improving pedestrian permeability between Moorgate and Coleman Street. Nun Court is currently a rarely used cul-de-sac service road that offers little perceivable benefit to local users. The proposed arrangements would include enhancements to Coleman Street outside the development and the creation a new passageway from Nun Court to Moorgate, addressing footway capacity and pedestrian comfort. Such improvements to the public realm take into account the demands placed in the Moorgate area as a result of Crossrail, the predicted increase in working population in the Eastern Cluster and the Cultural Mile.</p>
-------------------	--

<p>5. Brief description of project</p>	<p>5.1 The project would include enhancements to Nun Court to enable an attractive new pedestrian link between Coleman Street and Moorgate. The project would additionally involve enhancements to Coleman Street outside the development's new entrance, as well as reconstruction of the footways outside the development on Moorgate in high-quality York stone paving to the City's specification. Please see appendix 1 for the proposed project scope.</p> <p>5.2 Enhancements to Nun Court are proposed to involve York stone paving to create a continuous pedestrian surface from Coleman Street through to the new passageway created by the 55 Moorgate development. The design will be coordinated with the developer so that it is consistent in materials, and to ensure the full length of the passageway is step-free. Lighting improvements are also proposed.</p> <p>5.3 Enhancements to Coleman Street directly outside the development's new entrance will be considered. This could involve a widening of the footway, relocation of parking bays and greening measures.</p> <p>5.4 The project would also involve a review of the street furniture in close proximity to the development in an attempt to rationalise and/or declutter the streetscape in order to address pedestrian comfort and convenience.</p> <p>5.5 Amendments to Nun Court's traffic management orders may be required and will be reviewed as part of the evaluation stage of the project.</p>
<p>6. Consequences if project not approved</p>	<p>6.1 There will be no mechanism through which the highway changes required to accommodate the new building can be delivered.</p> <p>6.2 The developer will be in breach of their S106 covenant if they are unable to enter into a S278 agreement to enable highway improvement work unless the City waives or varies the covenant .</p> <p>6.3 The City may need to fund any increases in maintenance liability costs made necessary by the development.</p> <p>6.4 The City would miss the opportunity to adapt a seldom used cul-de-sac into a new pedestrian link.</p>
<p>7. SMART Project Objectives</p>	<p>The City Public Realm team will manage and deliver a high quality, accessible public realm and pedestrian environment in the proximity of the development (appendix 1). The project will be developed and implemented over 12 months. The implementation of the works will be coordinated with the development's construction programme.</p>

8. Key Benefits	<p>8.1 Improved pedestrian movement in the City is expected as a result of the new pedestrian link created.</p> <p>8.2 An increased public perception of safety is expected due to improved lighting and high-quality materials used.</p> <p>8.3 Reduced pedestrian congestion outside the development is expected to result from improvements to Coleman Street.</p> <p>8.4 The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed prior to occupation of the development.</p>
9. Project category	4a. Fully reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	<i>None noted.</i>

Options Appraisal

12. Overview of options	<p>There are limited options given the need to provide a new pedestrian link as part of the approved development. Footways will be paved in the City's standard palette of materials for conservation areas (York stone paving and granite kerbs). The extent of the highway work is proposed in appendix 1 (excluding remedial works).</p> <p>The creation of a pedestrian route between Coleman Street and Moorgate will be delivered through the enhancement of Nun court, in coordination with the new passage to be implemented as part of the development.</p> <p>Options for enhancements to Coleman Street outside the development would include widening the footway, introducing street trees and relocating parking bays to allow for a wider footway.</p> <p>The surrounding footway of the development will be repaired where necessary to mitigate any damage resulting from the development's construction.</p>
--------------------------------	--

Project Planning

13. Delivery Period and Key dates	Overall project: 12 months. The highway work will be coordinated with the building's planned practical completion in Q4 2019. It is envisaged that the project will be completed in
--	--

	<p>phases to accommodate the development's construction programme.</p> <p>Other works dates to coordinate: The implementation and completion stages of the highways work are dependent on the development's programme.</p>
14. Risk implications	<p>Overall project risk: Low</p> <ul style="list-style-type: none"> Full cost of works unknown <i>Risk response: accept</i> As the design develops, the likely cost of the scheme will be established. The scope of the project will be tailored to ensure the developer is able to cover the costs. Project not delivered to programme <i>Risk response: reduce</i> The developer requires the environmental enhancement works to be completed to coordinate with their building refurbishment which is to be completed at the end of 2019. Therefore a programme will be developed to ensure compliance with this date.
15. Stakeholders and consultees	<ul style="list-style-type: none"> Developer of 55 Moorgate Developer of 51 Moorgate Local Ward Members Owners/occupiers of adjacent buildings to Nun Court and the development of 55 Moorgate. The City of London Access Team <p>An equality impact assessment will be undertaken prior to Gateway 5. The results will be reported at the next Gateway.</p>

Resource Implications

16. Total estimated cost	Likely cost range: £100,000- £200,000							
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: External - Funded wholly by contributions from external third parties						
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Section 278 agreement</td><td>£100,000-£200,000</td></tr><tr><td>Total</td><td>£100,000-£200,000</td></tr></table>		Funds/Sources of Funding	Cost (£)	Section 278 agreement	£100,000-£200,000	Total	£100,000-£200,000
	Funds/Sources of Funding	Cost (£)						
Section 278 agreement	£100,000-£200,000							
Total	£100,000-£200,000							

	Please note the Section 278 funding is pending.
18. Investment appraisal	<p>Not applicable.</p> <p>On-going revenue implications</p> <p>Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at Gateway 5 when the detailed design will be finalised.</p> <p>These costs will be assessed and covered by the developer under a S278 agreement, thereby mitigating the impact on local risk budgets.</p>
19. Procurement strategy/Route to Market	<p>19.1 It is anticipated that all works will be undertaken by the City's Highways term contractor, J.B. Riney. This will be confirmed at Gateway 5.</p> <p>19.2 The design work is proposed to be carried out in-house by the Highways team.</p> <p>19.3 The materials and specification of the design will be the City's standard specification, in accordance with the City Public Realm Supplementary Planning Document.</p>
20. Legal implications	<p>20.1 A Section 278 Agreement is being negotiated with the developer. This will be finalised by Gateway 5.</p> <p>20.2 A Traffic Management Order may be required to facilitate the change of Nun Court from a cul-de-sac to a passageway, as a result of the pedestrian link provided by the development.</p>
21. Corporate property implications	None.
22. Traffic implications	<p>22.1 It is anticipated that the proposed works to Nun Court will have a neutral impact on vehicular traffic and will improve pedestrian flows.</p> <p>22.2 A widened footway outside the development on Coleman Street might require the relocation of parking bays.</p> <p>22.3 A Traffic Management Order may be required to facilitate the change of Nun Court from a cul-de-sac to a passageway, as a result of the pedestrian link provided by the development.</p>

23. Sustainability and energy implications	It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes.
24. IS implications	None.
25. Equality Impact Assessment	An equality impact assessment will be undertaken prior to Gateway 5.
26. Data Protection Impact Assessment	None.

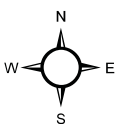
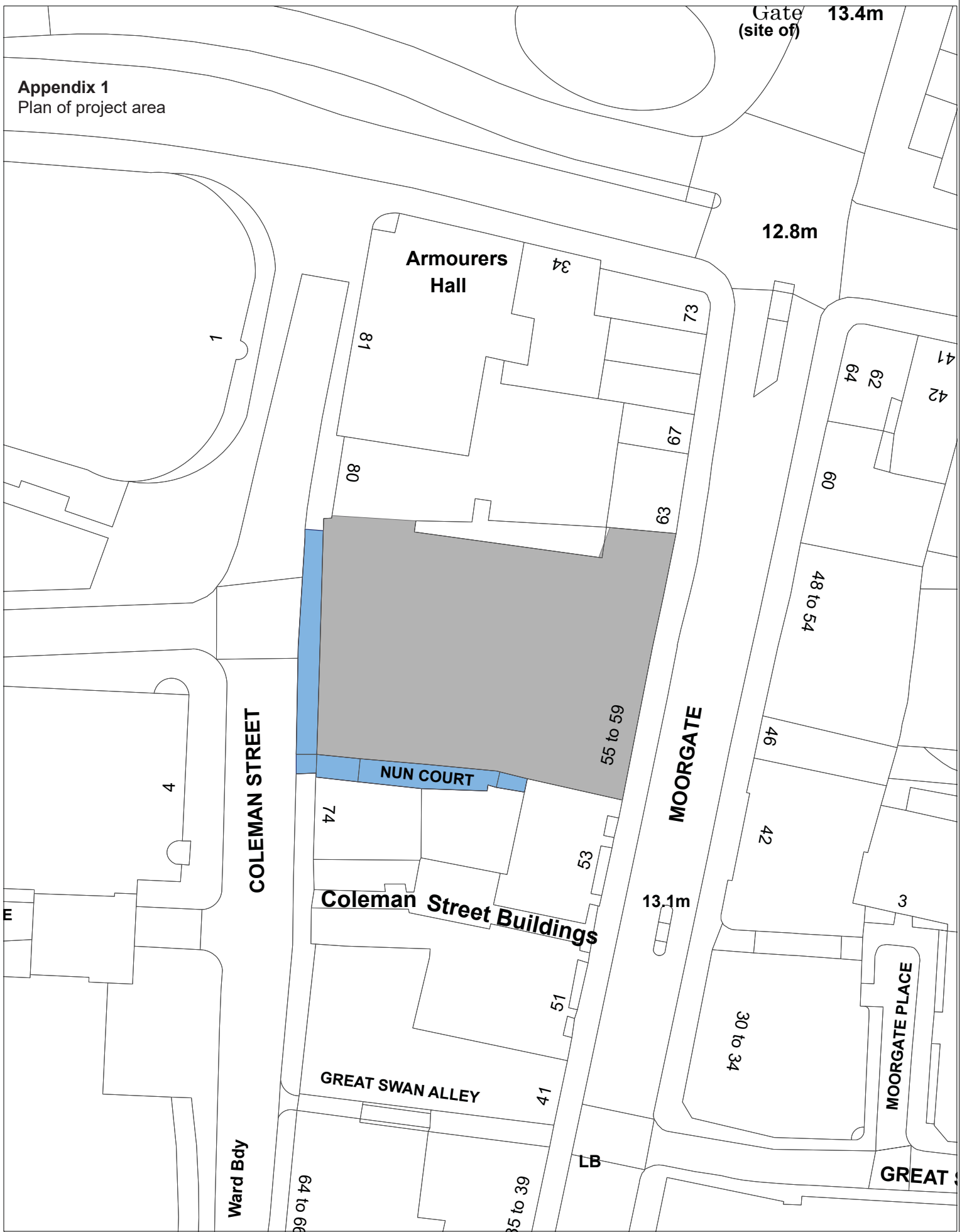
Appendices

Appendix 1	Plan of the project area
Appendix 2	Photo of Nun Court entrance
Appendix 3	Project Briefing document

Contact

Report Author	Katie Adnams
Email Address	Katie.adnams@cityoflondon.gov.uk
Telephone Number	020 7332 3529

Appendix 1
Plan of project area

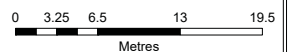


**55 Moorgate
Public Realm
Enhancements**

Legend

- 55 Moorgate redevelopment
- 55 Moorgate s.278 scope

Page 54



© Crown copyright and
database rights 2018
OS 100023243

Appendix 2
Photo of Nun Court entrance



Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	TBC
[2] Core Project Name	55 Moorgate Section 278 Public realm and highway improvements		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Melanie Charalambous
[6] Project Manager	Katie Adnams

Description and purpose
[7] Project Mission statement / Elevator pitch
To deliver public realm enhancements to Nun Court and the surrounding footway of the development 55 Moorgate. The enhancements will include the creation of a new pedestrian link between Moorgate and Coleman Street, as well as a widening of the footway on Coleman Street outside the development.
[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)?
<p>55 Moorgate is a development currently under construction on Moorgate and Coleman Street, adjacent to Nun Court. The development involves the renovation and two storey extension of the existing building to provide additional office and flexible retail/leisure space. The S106 agreement requires the developer to enter into a S278 agreement with the City, prior to commencing construction on the highways works, which include Nun Court and remedial repairs to the footway surrounding the development.</p> <p>The developer's proposals for Nun Court, adjacent to the development, offer a significant opportunity to address the impacts of the scheme by improving pedestrian permeability between Moorgate and Coleman Street. Nun Court is currently a rarely used cul-de-sac service road that offers little perceivable benefit to local users. The proposed arrangements would include enhancements to Coleman Street outside the development and the creation a new passageway from Nun Court to Moorgate, addressing footway capacity and pedestrian comfort. Such improvements to the public realm take into account the demands placed in the Moorgate area as a result of Crossrail, the predicted increase in working population in the Eastern Cluster and the Cultural Mile.</p>
[9] What is the link to the City of London Corporate plan outcomes?
<p>[2] People enjoy good health and wellbeing.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces are secure, resilient and well-maintained.</p>
[10] What is the link to the departmental business plan objectives?
<p>[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands.</p> <p>[5] Creating an accessible city which is stimulating, safe and easy to move around in</p> <p>[8] Improving quality of life for workers, residents and visitors.</p>

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

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
1) A new pedestrian link will be created, which is expected to enable improved pedestrian movement in the City.
2) Improved lighting and high-quality materials is expected to increase public perception of safety when using the new passageway.
3) The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed prior to occupation of the development.
[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.)
Not applicable.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £100,000 Upper Range estimate: £200,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at Gateway 5 when the detailed design will be finalised. These costs will be assessed and covered by the developer under a S278 agreement, thereby mitigating the impact on local risk budgets.
[16] What are the expected sources of funding for this project?
The project will be fully funded by a s.278 agreement which will be entered into with the developer of 55 Moorgate.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Overall project: 12 months. The highway work will be coordinated with the building's planned practical completion in Q4 2019. It is envisaged that the project will be completed in phases to accommodate the development's construction programme. Other works dates to coordinate: The implementation and completion stages of the highways work are dependent on the development's programme.

Project Impact:

[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
The project will not be a high-profile activity, it is not expected to generate public or media impact.	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Julie Smith
Chamberlains: Procurement	Officer Name: not applicable
IT	Officer Name: not applicable
HR	Officer Name: not applicable
Communications	Officer Name: Not applicable
Corporate Property	Officer Name: Not applicable
External	Developer of 55 Moorgate

Committee(s): Streets and Walkways Sub – For decision Projects Sub – For Decision	Date(s): 4 th December 2018 12 th December 2018
Subject: Queenhithe and Vintry public realm improvements, programme report Unique Project Identifier: 11945,10793 and 12034	Public
Report of: Director of the Built Environment	For Decision
Report author: Melanie Charalambous	

Summary

There are a number of live and forthcoming public realm improvement projects and developments in the Queenhithe and Vintry area which have dependencies in terms of scope and timescales. It is proposed to manage these projects using a programming approach in order to coordinate reporting and updates and ensure that dependencies and risks are managed.

The projects involved are as follows.

- Mansion House Station environs public realm enhancements (Gateway 3 report appended)
- Queensbridge House Hotel Section 278 (Gateway 2 report appended)
- Globe View Walkway (approaching Gateway 4/5)

This report;

- Provides brief updates on each project with related Gateway reports included in the Appendix for decision.
- Sets out the key scope, funding and timescale dependencies and risks associated with the programme.
- Requests funds to progress the Globe View Walkway project to Gateway 4/5 with the aim of coordinating the works with the completion of the Riverside Walkway through the Queensbridge House Hotel (anticipated in 2020).

Recommendations

Members are asked to:

1. Agree the proposed programming approach which will include joint project Gateway reporting and updates;
2. Approve funding of £65,000 from TfL Local Implementation Plan (LIP) to progress the Globe View Walkway project to Gateway 4/5;
3. Approve Option 2 of the Mansion House Station Environs project (as set out in Appendix 5), with funding of £71,500 from TfL LIP to progress to Gateway 4/5;
4. Approve initiation of the Queensbridge House Hotel S278 project (as set out in Appendix 4) with funding of £57,800 from the developer to reach the next gateway.

Table 1: Project Summary

Project Name	Budget Approved to date (£'s)	Next Gate way	Funds required to reach next gateway (£'s)	Total Project Estimated Cost Range (£'s)	Next Steps
Mansion House Station Environs	60,000	4/5	71,500	418,445 (Capped)	Finalise design of agreed option and consultation
Queensbridge House Hotel S278	0	5	57,800	500,000-800,000	Design development and consultation and draft S278
Globe View Walkway	109,500	4/5	65,000	350,000-458,349	Design development and consultation

Main Report

Background

1. There are a number of live and forthcoming projects in the Queenhithe and Vintry wards at various stages of development, including:
 - Mansion House Station environs (Gateway 3 report appended)
 - Queensbridge House Hotel S278 (Gateway 2 report appended)
 - Globe View Walkway (approaching Gateway 4)
2. These projects are not just physically adjoined, they also share dependencies in terms of scope and timelines. Please also refer to the plan, timeline and dependencies network in Appendices 1, 2 and 3.
3. In addition to these projects and the associated Queensbridge House Hotel development, there are also other developments in the vicinity that are currently under construction and will also impact on the programme and potentially require S278 highway adjustments or reparations. These include the hotel development at 19-20 Garlick Hill and the apart-hotel/restaurant development at Broken Wharf on the Riverside.

Current Position

4. Below is a brief update on each of the projects contained in the proposed programme.

Mansion House Station environs

5. This public realm enhancement project focusses on improvements to Little Trinity Lane. Outline options have been developed which include:
 - Re-landscaping the linear green public space at the southern end of Little Trinity Lane to provide an enhanced public realm, improved seating, lighting, pollution and noise mitigation

- Widened and more accessible footways and raised sections of carriageway to improve walking routes between the station and the Riverside.
6. This project shares inter-dependencies with the Queensbridge House Hotel S278 and the 19/20 Garlick Hill development (new boutique hotel approaching end of construction) along with the pedestrian bridge maintenance works. These projects impact on one another where scope, design and implementation of the works would need to be coordinated, particularly in relation to levels, drainage, lighting and kerb alignment.
 7. A Gateway 3 report is appended for decision. This sets out 2 options for consideration and associated funds required to reach the next gateway. The aim is to coordinate the detailed design with the neighbouring S.278 project and a Gateway 4/5 report is planned for December 2019.

Queensbridge House Hotel S278

8. This project involves highway changes and public realm improvements to the streets in the vicinity of the hotel development which is currently under construction (anticipated completion 2020).
9. The hotel development includes a new section of riverside walkway within the building that is being constructed by the developer. The aim is to link this walkway to the existing walkway at Queenhithe to the east and a re-opened section of walkway through Globe View to the west (see project below). It is important that the design and timing of these works are coordinated in order to achieve an accessible, pleasant and continuous Riverside walkway.
10. The highway changes and public realm improvements include paving improvements and level changes to connect to surrounding footways and walkways, as well as raised sections of carriageway to accommodate the servicing requirements of the hotel development and improve accessibility. There is also a desire to introduce greenery where possible as well as lighting and way-finding improvements.
11. This project has inter-dependencies with both the Mansion House station environs project and the Globe View Walkway project in terms of scope, design and timing. A Gateway 2 report is appended for decision.

Globe View Walkway enhancements

12. This project involves improvements to the currently closed section of Riverside Walkway within the Globe View block of flats, west of the Queensbridge House Hotel.
13. The project has been on hold since 2015 as Members agreed that this section of walkway cannot be opened up until the Queensbridge House Hotel section of walkway is completed in order to avoid issues of anti-social behaviour and rough sleeping that had previously been experienced

in such an isolated section of walkway. Delays to the hotel development have been longer than anticipated due to a legal dispute and construction logistics complexities.

14. Work completed to date on the public realm project includes development of design options and initial consultation in 2013. An option for an external walkway was developed and not taken forward following mixed responses from the consultation and instead 3 options for an enhanced internal walkway were subsequently developed before the project was put on hold in 2015.
15. Now that the hotel development is well-underway, it is proposed to re-start this project with the aim of further developing design options that will include improvements to the layout (including widening openings), finishes, lighting and accessibility of the walkway.
16. The design development will require close liaison with the residents of both Globe View and Queensbridge House, as well as the hotel developer. It is planned to consult on designs in early 2019 which will run in parallel with the drafting of the necessary legal agreements to carry out the works. Planning permission may also be required.
17. In order to progress to Gateway 4/5, funding of £65,000 is required from TfL Local Implementation Plan (LIP) (2018/19 and 2019/20). This will fund legal fees (agreement to undertake works on private land), structural engineering fees, architects' fees, lighting design fees and staff costs: project management, design development, communication, including resident consultation and stakeholders' engagement.

Table 2: Globe View Walkway: Funds required to reach next gateway (4/5)

Item	Cost
Fees (architects, structural engineer, lighting designer, legal)	£30,000
Staff costs (project management, design development, communication, incl. resident consultation and stakeholders' engagement)	£35,000
Total	£65,000

18. This project has inter-dependencies with the Queensbridge House hotel development and related S278 Highway works and also the Broken Wharf apart-hotel/restaurant building refurbishment to the west that is currently under construction. The programme approach will enable coordination of design, timescales and site access in close liaison with main contractors.

Proposal

19. A programme approach is recommended in order to ensure that project dependencies and risks are effectively coordinated and managed leading to potential efficiencies in terms of timescales. Coordinated reporting is

also proposed to best update on individual projects in the context of others within the boundary of the programme area.

20. A plan is included in Appendix 1 that shows the project areas, together with developments. A timeline is included in Appendix 2 which shows the planned reporting and consultation dates. A dependency network is included in Appendix 3 that sets out the key interdependencies between the projects.
21. A communication strategy will be developed to ensure that Ward Members, stakeholders and local occupiers are consulted and updated on the progress of the projects within the programme.

Corporate & Strategic Implications

22. See individual project reports appended.

Risk Implications

23. There are a number of key risks that cut across all of the projects which are proposed to be managed at programme level. These relate to timescales, approvals, scope and budget.

24. Key programme risks:

- Full scope of works and total programme cost unknown

Risk response: accept

As the design develops and the Queensbridge House Hotel S278 agreement negotiations progress, the scope and cost of the scheme will be established. The scope of the project will be tailored to ensure the developer is able to cover the total project costs and the scope of the S278 works will be coordinated with the scope of Globe View and Mansion House Environs projects.

- Project not delivered to programme

Risk response: reduce

The Queensbridge House hotel refurbishment works are planned to be completed by June 2020. Officers will liaise with their main contractor and develop a programme to ensure best coordination of S278 highway works and Globe View walkway works.

- Structural constraints, underground utilities, ground condition

Risk response: reduce

Investigations and close liaison with relevant officers (Highways and Structure teams) will help establish the constraints and inform design development to minimise impact on cost.

- Site access

Risk response: accept

Much of the works encompassed in the programme are impacted by site access related issues because of other developments ongoing in the

programme area and the riverside location. Coordination with the relevant main contractors will be undertaken to minimise site-access issues and improve efficiencies.

- Objections from residents and/or occupiers

Risk response: reduce

The programme area has seen a lot of developments ongoing in close proximity to residential blocks and office buildings. Additional projects planned as part of this programme may be perceived as additional nuisance. Officers will carefully plan stakeholder engagement on this programme of works to ensure benefits are positively communicated, expectations are well managed to secure buy-in from all concerned and minimise reputational risks.

- Delays to Legal Approvals

Risk response: reduce

Any delays to the S278 agreement relating to Queensbridge House Hotel will impact on timescales. Officers have engaged early with the developer's project team and appropriate time for negotiation has been provided for in the project's programme.

Objections of freeholders/landowners would prevent the completion of the Licence agreement to undertake Globe View walkway enhancement works on private land (as Globe View walkway is a pedestrian route through the residential building). Robust engagement in the design development of the walkway and wider programme will minimise risks of objections. Appropriate staff resources have been included in the budget to provide and deliver quality engagement and communication activities.

Financial implications

25. See individual project reports appended

Legal implications

26. See individual project reports appended

Conclusion

27. There are a number of projects and developments in the Queenhithe and Vintry area which have dependencies in terms of scope and timescales. It is proposed to manage these projects using a programming approach in order to ensure that dependencies and risks are managed and reporting is coordinated.

Appendices

- Appendix 1: programme plan
- Appendix 2: programme outline timeline
- Appendix 3: programme dependency network
- Appendix 4: Gateway 2 report Queensbridge House Hotel S278 Works
- Appendix 5: Gateway 3 report Mansion House station environs public realm enhancements – Little Trinity Lane

Background Papers

Globe View Walkway – Issues Report (May 2014)

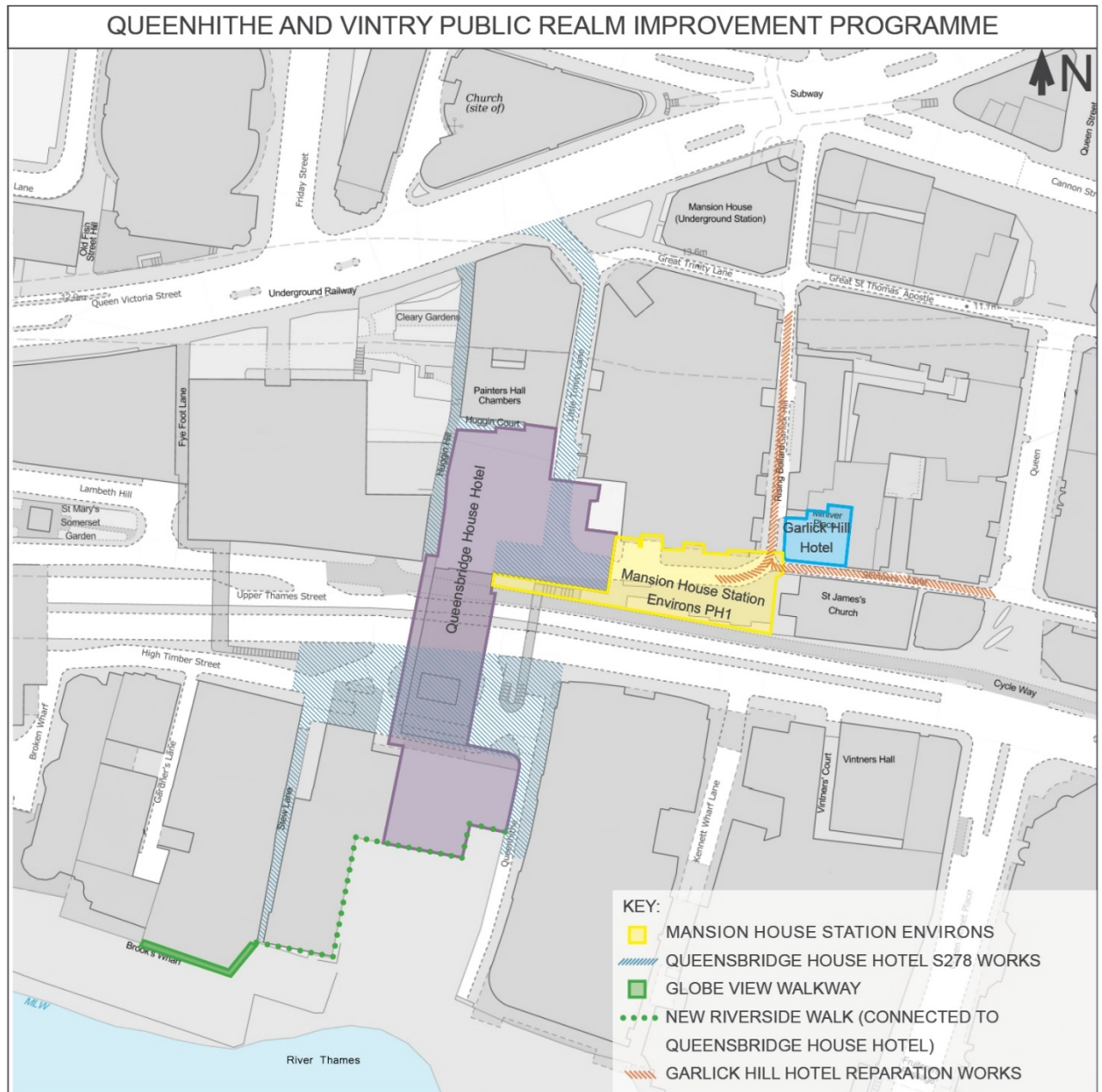
Melanie Charalambous

Group Manager, City Public Realm, Department of the Built Environment

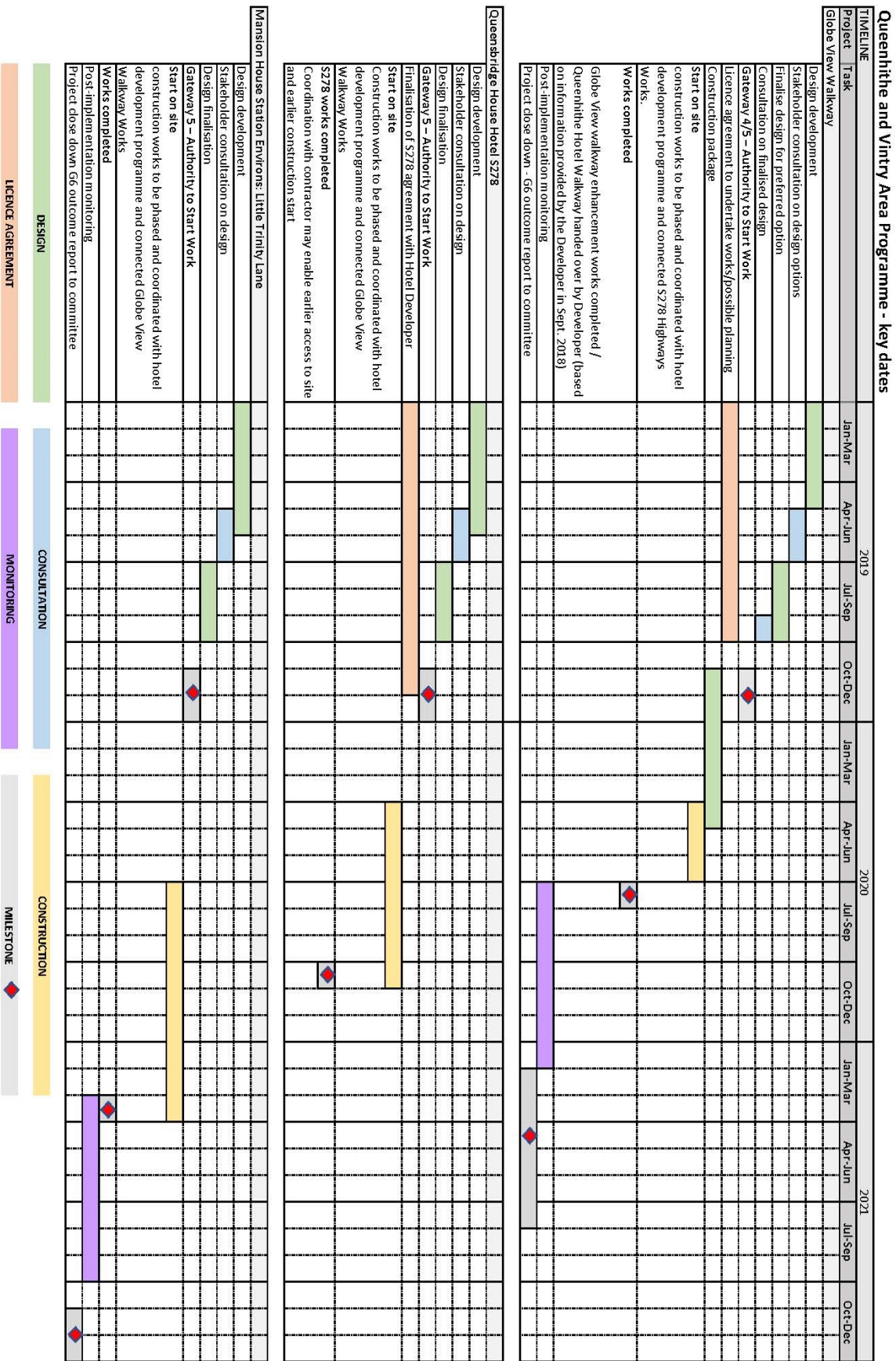
T: 020 7332 3155

E: melanie.charalambous@cityoflondon.gov.uk

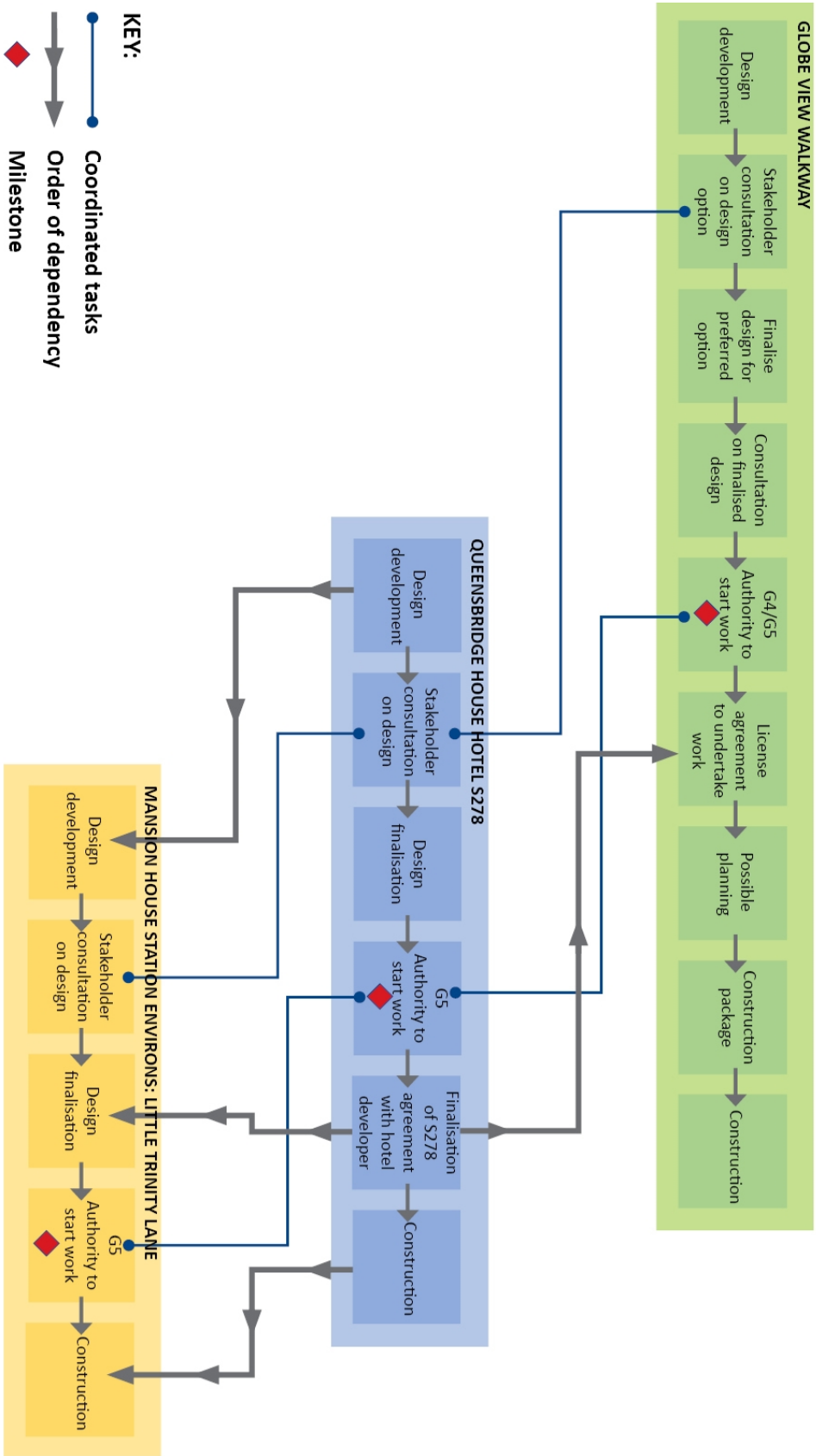
Appendix 1: Programme plan



Appendix 2: outline programme timeline



QUEENHITHE AND VINTRY PUBLIC REALM IMPROVEMENT PROGRAMME - DEPENDENCY NETWORK



Appendix 4: Gateway 2 report Queensbridge House Hotel S278 Works

Committees: Corporate Projects Board - <i>for decision</i> Streets & Walkways Sub-Committee - <i>for decision</i> Projects Sub-Committee - <i>for decision</i>		Dates: 21 November 2018 04 December 2018 12 December 2018
Subject: Queensbridge House Hotel Section 278 Public Realm Enhancements and Highway Works Unique Project Identifier: 12034	Gateway 2: Project Proposal Light	
Report of: Director of the Built Environment Report Author: Leila Ben-Hassel		For Decision Public

Recommendations

1. Next steps and Requested decisions	Approval track: 3. Light Next Gateway: Gateway 5 - Authority to Start Work (Light) Next Steps: <ul style="list-style-type: none">• A Section 278 agreement will be negotiated, drafted and entered into with the developer.• Design evaluation, development and stakeholder engagement and consultation will be undertaken ahead of the Gateway 5 report. Requested Decisions: Members are asked to: <ul style="list-style-type: none">• Approve the initiation of this project, subject to receipt of funds from the developer;• Agree to entering into a S278 agreement with the developer											
2. Resource requirements to reach next Gateway	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff time Public Realm & City Transportation</td><td>Project management, design development, stakeholder engagement, completing S278</td><td>Section 278</td><td>£17,500</td></tr></table>				Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time Public Realm & City Transportation	Project management, design development, stakeholder engagement, completing S278	Section 278	£17,500
Item	Reason	Funds/ Source of Funding	Cost (£)									
Staff time Public Realm & City Transportation	Project management, design development, stakeholder engagement, completing S278	Section 278	£17,500									

		agreement, reporting		
	Staff time Highways	managing investigations, design development and construction estimates	Section 278	£16,500
	Fees	Landscape designer, lighting designer, surveys	Section 278	£23,800
	Total			£57,800
3. Governance arrangements	<p>Spending Committee: Streets and Walkways Sub-Committee</p> <p>Senior Responsible Officer: Melanie Charalambous</p> <p>Project Board: No</p> <p>Due to the small scale of this project a project board isn't required. Scope and design development decisions will be taken by the established Design Project Team.</p>			

Project Summary

4. Context	<p>4.1 The Queensbridge House Hotel development is currently under construction south, over and north of Upper Thames Street across Queenhithe and Vintry wards (please see location plan in appendix 1).</p> <p>4.2 This project forms part of the wider Queenhithe and Vintry area public realm enhancement programme which includes other projects in the vicinity that require coordination with this project: Mansion House station environs public realm enhancements (currently at Gateway 3), Globe View Walkway (currently approaching Gateway 4). The proposed programme approach will enable coordination between the 3 schemes and enable managing inter-dependencies leading to potential timescales and costs efficiencies.</p> <p>4.3 The Queensbridge House Hotel development involves a change of use from office to hotel and restaurant facilities.</p> <p>4.4 A Section 278 agreement between the developer and the City is required to establish the scope of works necessary to integrate the development into the City's existing highway to minimise the impact of the increase and change of use whilst accommodating the development's operations.</p> <p>4.5 This project is linked to the following programmes, strategies and policies:</p> <ul style="list-style-type: none"> • Queenhithe and Vintry Area Public Realm Enhancement Programme • Riverside Area Enhancement Strategy;
-------------------	---

	<ul style="list-style-type: none"> • City's draft Local Plan; • City's draft Transportation Strategy; • City's Noise Strategy; • City's Air Quality Supplementary Planning Document.
5. Brief description of project	<p>5.1 The project would include accessibility, wayfinding, lighting, highway and greening enhancements subject to agreed scope with developer. These improvements would help integrate the development in the existing highway, accommodating the anticipated increase of activity and enhancing the pedestrian environment in the development's vicinity.</p> <p>The project considers the following improvements to:</p> <p>5.2 Huggin Hill/Huggin Court: wayfinding, lighting and surfacing (adjusting levels/paving improvements) – this would enable the promotion of the new step-free route from Queen Victoria St to the riverside via the hotel.</p> <p>5.3 Little Trinity Lane: enhancing the feeling of safety around 'back of house' areas of the hotel and the pedestrian bridge, highway road layout changes (kerb alignment and raising carriageway) to accommodate safe servicing vehicular movement, lighting improvements and introduction of greening where possible.</p> <p>5.4 High Timber St: adjustments to road layout and levels to accommodate vehicular movement together with surfacing, public realm, lighting and greening enhancements to highlight the new hotel's porte-cochere. Any additional greening would contribute to pollution mitigation along Upper Thames St, one of the most polluted streets in the City – this will be carefully considered in regard to existing constraints (e.g. services, structural foundations).</p> <p>5.5 Queenhithe: adjustment to the highway's layout and levels together with surfacing improvements to accommodate the hotel's operations and enhance a safe pedestrian environment.</p> <p>5.6 Riverside walkway / Stew Lane: adjustments to levels and paving enhancements to best link up the hotel's new riverside walkway to Globe View internal riverside walkway; lighting and wayfinding improvements will also be considered to support the objective of a continuous Thames path.</p> <p>Please refer to the location map included in appendix 2.</p>
6. Consequences if project not approved	<p>6.1 The activities of the new hotel would not be appropriately accommodated and would impact on its operations;</p> <p>6.2 The development would not be appropriately integrated into the existing highway and the anticipated increase of activity associated with the hotel would not be mitigated by an improved highway;</p> <p>6.3 The City would miss the opportunity to improve accessibility of the riverside walk which is a key priority of the adopted Riverside Area Enhancement Strategy;</p> <p>6.4 The City would miss the opportunity to improve pedestrian access from Queen Victoria Street to the Riverside, including delivering a step-free route via the hotel over Upper Thames St;</p> <p>6.5 The City would miss the opportunity to deliver additional greenery along the most polluted City street.</p>
7. SMART Project Objectives	<p>7.1 Improved legibility to the riverside (measured through pre and post-implementation pedestrian surveys);</p> <p>7.2 Improved accessibility (measured through pre and post-implementation pedestrian surveys and engagement with disability groups);</p> <p>7.3 Pollution mitigation (should additional greening be introduced subject to site constraints) to be monitored by the City's environmental health team pre-and-post implementation;</p>

	7.4 Programme and cost savings through effective coordination with the developer's contractors.
8. Key Benefits	<p>8.1 Improved pedestrian movement from Mansion House Station / Queen Victoria St / Queen St to the riverside;</p> <p>8.2 Improved pedestrian safety along Upper Thames St due to enhanced wayfinding and signifying of safe routes;</p> <p>8.3 Enhanced pedestrian environment in the vicinity of the hotel north and south of Upper Thames St;</p> <p>8.4 An increased feeling of safety when walking at night along High Timber St, Stew Lane and Little Trinity Lane due to improved lighting and use of high-quality materials;</p> <p>8.5 The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed prior to occupation of the development where possible.</p>
9. Project category	4a. Fully reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	<i>None noted.</i>

Options Appraisal

12. Overview of options	<p>Options are limited as the scope of S278 works has not yet been agreed with the developer. Options are also restricted in scope by known structural constraints, utility services and ground condition.</p> <p>Please refer to location map in appendix 1.</p> <p>Anticipated options are likely to include the following elements but are not limited to:</p> <ul style="list-style-type: none"> • On the north side of the development <ul style="list-style-type: none"> ○ accessibility and wayfinding improvements; ○ Lighting improvements; ○ Raised carriageway along Little Trinity Lane by hotel's servicing bay (or raised table) with adjustments to kerb alignment, levels and utilities. • On the south side of the development <ul style="list-style-type: none"> ○ Kerb realignment to facilitate safe access to the hotel car park and accommodate a taxi drop-off; ○ Highways adjustments (levels and surfacing) ○ Raised carriageway by the hotel's porte cochere ○ surface treatments to be considered to enhance Thames Path continuity; <p>The below additional works would also be considered subject to S278 negotiations</p> <ul style="list-style-type: none"> • lighting design scheme for wider area; • Investigate the introduction of greenery and art/lighting options to enhance the vicinity of the approach to the hotel and its porte-cochere.
--------------------------------	---

Project Planning

<p>13. Delivery Period and Key dates</p>	<p>Overall project: July 2018 – January 2021.</p> <p>Outline project programme:</p> <ul style="list-style-type: none"> January to May 2019: Design development May-June 2019: Stakeholder Consultation on design July-September: design finalisation Nov/Dec 2019 Gateway 5 – Authority to Start Work; December 2018 – October 2019: development of S278 agreement with Hotel Developer April 2020: start on site – construction works to be phased and coordinated with hotel development programme and connected Globe View Walkway Works. October 2020: S278 works completed <p>The highway works will be coordinated with the hotel refurbishment's planned site handover dates (anticipated for April 2020 for the riverside walkway and June 2020 for the rest of the hotel). Coordination with contractor may enable earlier access to site and earlier construction start.</p> <p>The project construction programme will be phased to accommodate the development's construction programme and in consideration of any site access restrictions.</p> <p>The implementation programme of the highway works are dependent on the development's programme.</p>
<p>14. Risk implications</p>	<p>Overall project risk: Medium</p> <ul style="list-style-type: none"> Full scope of works and total project cost unknown <i>Risk response: accept</i> As the design develops and S.278 agreement negotiations progress, the scope and cost of the scheme will be established. Project not delivered to programme <i>Risk response: reduce</i> The hotel refurbishment works are planned to be completed by June 2020. Officers will liaise with their main contractor and develop a programme to ensure best coordination of S278 highway works. Structural constraints, underground utilities, ground condition <i>Risk response: reduce</i> Investigations and close liaison with relevant officers (Highways and Structure teams) will help establish the constraints and inform design development to minimise impact on cost. Archeology <i>Risk response: accept</i> The Queenhithe and Vintry wards are known areas for archaeology. A budget allocation in the construction budget will be made to cover possible costs for an archaeological watching brief to be undertaken during excavation. The construction programme will be drawn accounting for possible archaeological finds.
<p>15. Stakeholders and consultees</p>	<ul style="list-style-type: none"> Developer of Queensbridge - House Hotel (4C hotels) Future54 - Development's Project Manager Vascroft Ltd – Development Main Contractor Local Ward Members (Vintry and Queenhithe wards) Local Livery Companies TfL Owners/occupiers of adjacent buildings both North and South of Upper Thames St The City of London Access Team

	Consultation and stakeholder engagement will be undertaken as part of the wider Queenhithe and Vintry Public Realm Improvements programme. A coordinated approach to consultation will enable officers to consult residents and other stakeholders on proposals in the context of other ongoing proposed schemes in the vicinity.
--	---

Resource Implications

16. Total estimated cost	Likely cost range: £500k-£800k	
17. Funding strategy	All funding fully guaranteed	External - Funded wholly by contributions from external third parties
	Funds/Sources of Funding	Cost (£)
	Section 278 agreement	£500,000-£800,000
	Total	£500,000- £800,000
	Any cost increase will be agreed and funded by the developer and any underspend at the end of the project will be returned to the developer.	
	On-going revenue implications	
	Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at Gateway 5 when the detailed design will be finalised.	
	Maintenance costs will be assessed and covered by the developer under a S278 agreement, thereby mitigating the impact on local risk budgets.	
18. Investment appraisal	Not applicable.	
19. Procurement strategy/Route to Market	<p>19.1 It is anticipated that all works will be undertaken by the City's Highways term contractor, J.B. Riney.</p> <p>19.2 Concept design work is proposed to be undertaken by the appointed designer already working on Mansion House Environs – Little Trinity Lane project to ensure a harmonious look and feel for the wider area. It is proposed to produce the technical design and construction package 'in-house' by the project highways engineers.</p>	
20. Legal implications	A Section 278 Agreement is being negotiated with the developer. This will be finalised by Gateway 5.	
21. Corporate property implications	None.	
22. Traffic implications	None are anticipated on the north side and south side of the development.	
23. Sustainability and energy implications	It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction and long-term maintenance purposes.	
24. IS implications	None.	
25. Equality Impact Assessment	An equality impact assessment will be undertaken prior to Gateway 5.	

	At this stage, it is anticipated that the impact will be positive as these works will deliver accessibility benefits (new step-free route to the riverside / accessible riverside walk).
26. Data Protection Impact Assessment	None.

Appendices

Appendix 1	Project Briefing
Appendix 2	Location plan

Contact

Report Author	Leila Ben-Hassel
Email Address	leila.ben-hassel@cityoflondon.gov.uk
Telephone Number	020 7332 1569

Appendix 1: Project Briefing

Project identifier					
[1a] Unique Project Identifier	Awaiting identifier		[1b] Departmental Reference Number	NA	
[2] Core Project Name	Queensbridge House Hotel S278 Works				
[3] Programme Affiliation	Queenhithe and Vintry Public Realm Improvements				

Ownership	
[4] Chief Officer has signed off on this document	Yes - Delegated to Public Realm and Transportation Director
[5] Senior Responsible Officer	Melanie Charalambous
[6] Project Manager	Leila Ben-Hassel

Description and purpose					
[7] Project Mission statement / Elevator pitch					
To deliver highways and public realm enhancements to the area affected by Queensbridge House development. Impact of the development will be mitigated by highways adjustments, incl. levels, kerb alignments, surface treatments, as well as accessibility, lighting and wayfinding improvements. Where possible and subject to successful negotiations with the developer, enhancements may include public art and/or greening.					
[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)?					
<p>Queensbridge House Hotel is a large development currently under construction in the Queenhithe and Vintry wards either side of Upper Thames St (see location plan in appendix 2).</p> <p>This project offers the opportunity for the developer to contribute to mitigating the impact of the development on the wider vicinity as well as accommodating safely its operational activities. In the Queenhithe and Vintry programme area, there are two other live projects: Mansion House Station Environs and Globe View Walkway. This project presents an opportunity to deliver an improved urban realm in line with the City's look and feel aspirations of for the wider area. Garlick Hill, Huggin Hill, Huggin Court and Little Trinity Lane are key routes from the City to the riverside and this project offers the opportunity to deliver comfortable walking routes (identified in the City's draft Transportation Strategy), incl. a step-free route via the hotel over Upper Thames St.</p>					
[9] What is the link to the City of London Corporate plan outcomes?					
<p>[2] People enjoy good health and wellbeing.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces are secure, resilient and well-maintained.</p>					
[10] What is the link to the departmental business plan objectives?					
<p>[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands.</p> <p>[5] Creating an accessible city which is stimulating, safe and easy to move around in</p> <p>[8] Improving quality of life for workers, residents and visitors.</p>					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory:	Y	Sustainability: Essential for business continuity	N	Improvement:	Y

Compliance with legislation, policy and audit				New opportunity/ idea that leads to improvement	
---	--	--	--	---	--

Project Benchmarking:

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

- 1) A new pedestrian link will be created, which is expected to enable improved pedestrian movement in the City.
- 2) Improved lighting and high-quality materials is expected to increase public perception of safety when using the new passageway.
- 3) The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed prior to occupation of the development.

[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.)

N/A

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

Lower Range estimate: £500,000
Upper Range estimate: £800,000

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

Revenue regarding maintenance implications for highways (and Open Spaces department if greening is introduced) are anticipated to be of minimum impact. These costs will be assessed and covered by the developer under a S278 agreement. Impact on local risk budgets will therefore be neutral and possibly improved. Costs and impact on local risk budgets will be confirmed at Gateway 5 when the detailed design will be finalised.

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

The project will be fully funded by a s.278 agreement which will be entered into with the developer of Queensbridge House Hotel.

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

Overall project: Jan. 2019 to June 2020

Other works dates to coordinate: The implementation timescales are dependent on the development's programme. Close coordination with the development's main contractor will enable mitigating programme risks. An outline programme is included in the main Gateway 2 report.

Project Impact:

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

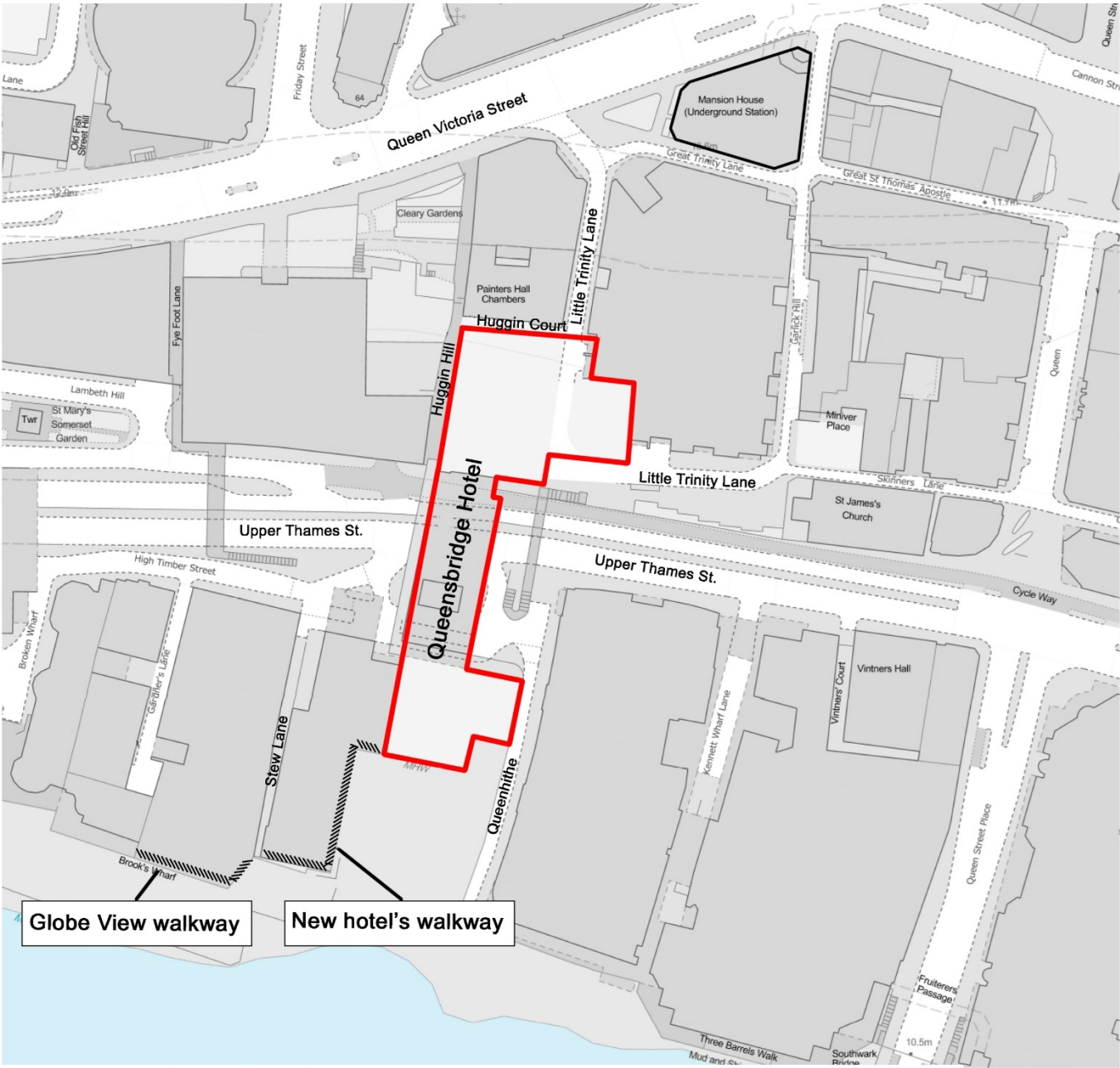
The project will not be a high-profile activity, it is not expected to generate public or media impact. However it should be noted that ward members of Queenhithe are scrutinising works closely on behalf of residents they represent as the delivery plans for the riverside walkway have been delayed for years due to legal dispute over air rights as well as delays to the development. Close communication, consultation and engagement of residents and ward members will be key areas of the project process.

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

Chamberlains: Finance	Officer Name: Darshika Patel
--------------------------	------------------------------

Chamberlains: Procurement	Officer Name: not applicable
IT	Officer Name: not applicable
HR	Officer Name: not applicable
Communications	Officer Name: Not applicable
Corporate Property	Officer Name: Not applicable
External	Developer of Queensbridge House

Appendix 2: Location map



Appendix 5: Gateway 3 report Mansion House station environs public realm enhancements – Little Trinity Lane

Committees:	Dates:	
Streets and Walkways Sub-Committee Projects Sub	04 December 2018 12 December 2018	
Subject: Mansion House Station Environs – Little Trinity Lane public realm enhancements	Gateway 3 Outline Options Appraisal (regular)	Public
Report of: Director of the Built Environment Report Author: Leila Ben-Hassel		For Decision
<p style="text-align: center;"><u>Summary</u></p> <ul style="list-style-type: none"> • <i>Progress to date including any changes since previous gateway</i> To date, officers have undertaken surveys, liaised with internal and external stakeholders and developed concept design options. However, due to limited available funding, it is proposed to focus the project on Little Trinity Lane which is considered to be the higher priority element as it delivers greater benefits. • <i>Overview of Options</i> The project aims to deliver an enhanced and enlarged green public space at the southern end of Little Trinity Lane, with seating, a more accessible and comfortable walking environment, lighting improvements and integrated measures to mitigate impacts of noise and pollution from Upper Thames Street. Two options have been developed. Both options deliver a larger, greener, more welcoming and comfortable environment to transform this currently unattractive and under-utilised public space. The options propose different treatments for the southern edge of the space (where it meets Upper Thames Street). <ul style="list-style-type: none"> • Option one ‘<i>Public realm enhancements of area with metal screen structure to boundary</i>’ includes a high hedge alongside a bespoke metal wall that will include measures to reduce noise disturbance from the traffic. • Option two ‘<i>public realm enhancements of area with pergola structure to boundary</i>’ includes a pergola structure alongside a hedge that will include climbing plants to form a ‘green screen’. <p>Option two ‘<i>public realm enhancements of area with pergola structure to boundary</i>’ is recommended as it provides a better visual solution and additional greenery maximising potential pollution mitigation. It also enables lighting to be integrated into the pergola structure, thereby avoiding the need for light columns and minimising clutter.</p>		

• **Finance Summary:**

The total project cost for Option two is to be within a cap of £418,445, funded from a mix of S106 contributions from local developments and TfL (Local Implementation Plan) funding.

Table 1: Expenditure to date - Mansion House Station Public Realm Improvements

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	10,000	-	10,000
P&T Staff Costs	25,000	27,557	-2,557
Fees	25,000	13,950	11,050
TOTAL	60,000	41,507	18,493

Table 2: Revised Budget to reach Gateway 4/5 - Mansion House Station Public Realm Improvements

Description	Balance (£)	Additional Resources required to reach next Gateway (£)	Revised Budget to reach next Gateway (£)
Env Servs Staff Costs	10,000	14,000	24,000
P&T Staff Costs	-2,557	17,557	15,000
Open Spaces Staff Costs	0	2,500	2,500
Fees	11,050	18,950	30,000
TOTAL	18,493	53,007	71,500

Recommendations

It is recommended that Members:

1. Approve Option two (*'public realm enhancements of area with pergola structure to boundary'*) to develop to Detailed design and Authority to Start work (Gateway 4/5);
2. Approve funding of £71,500 to reach the next gateway to be funded by TfL Local Implementation Plan 2018-19/2019-20, as set out in Table 2.

Options Appraisal Matrix

See attached.

Appendices

Appendix 1	Location Plan
Appendix 2	Visuals of outline options

Contact

Report Author	Leila Ben-Hassel
Email Address	Leila.ben-hassel@cityoflondon.gov.uk
Telephone Number	020 7332 1569

Options Appraisal Matrix

	<i>Option one: public realm enhancements of area with metal screen structure to boundary</i>	<i>Option two: public realm enhancements of area with pergola structure to boundary</i>
1. Brief description	<ul style="list-style-type: none">• This project aims to deliver an enhanced and enlarged public space at Little Trinity Lane to provide a more welcoming and comfortable environment to transform this currently unattractive and under-utilised public space.• The proposals explored at concept design stage seek to exploit and celebrate the most striking components of the space such as the feature trees and church façade as well as introducing more seating and a strongly planted edge to increase greenery and encourage longer pedestrian dwell time.• Both options include the same hard landscaping elements with widened footways, a granite setted carriageway cutting through a York stone paved pedestrian space and additional seating. The options propose different treatments to the southern edge of the space.	
	<ul style="list-style-type: none">• Option one proposes that existing trees would be retained to form a feature spine running through the centre of the scheme,	<ul style="list-style-type: none">• The landscape design Option two proposes similar tree retention and hard landscape layout as Option one, with the

	<p>with a curving timber topped bench winding its way in and out as the area slopes down towards the new hotel.</p> <ul style="list-style-type: none"> • Clusters of individual timber seats supplement the seating capacity defining gathering areas. • The southern edge of the space along Upper Thames St proposes an enlarged, continuous planting bed with a screen to the south side, composed of evergreen hedging and a bespoke Cor-Ten illuminated wall. • This structure would be designed to provide a visual, physical and acoustic barrier to traffic noise and pollution on Upper Thames Street. <p>Please refer to the Option one indicative montage views in Appendix 2.</p>	<p>introduction of a feature pergola structure to the southern edge of the space.</p> <ul style="list-style-type: none"> • This would provide a framework for climbing plants and create a semi-perforated wall of greenery and canopy. • Supported by integrated feature lighting, the proposed lower level hedging and planting beds would become a more prominent focal point in the space. • It would not only act as a screen and buffer from the adjacent road noise but with appropriate climbing plants introduced, it would also add important leaf cover to filter air particulates as well as hanging scented flowers to add further sensory distraction to the space. • The proposed pergola introduces a rhythm and verticality to the southern edge, providing a framework for climbing plants and offering seasonal colour as well as shade for the seating. <p>Please refer to the Option two indicative montage views in Appendix 2.</p>
2. Scope and exclusions	<ul style="list-style-type: none"> • Highway Works identified in the scope of the S278 agreement for the Queensbridge House Hotel (currently in negotiation) will be excluded from this project. 	

Project Planning		
3. Programme and key dates	<ul style="list-style-type: none"> • January to May 2019: Design development • May-June 2019: Stakeholder consultation on design • July-September 2019: design finalisation • Nov/Dec 2019 Gateway 4/5 – Authority to Start Work; • July 2020: start on site – construction works to be phased and coordinated with hotel development programme and connected Globe View Walkway Works. • March 2021 works completed • March 2021 – Sept 2021: Post-implementation monitoring • Project close down – Nov/Dec 2021 / G6 outcome report to committee <p>The proposed programme approach would enable greater coordination with existing City projects in the vicinity and with the Queensbridge House Hotel development's programme. This could lead to timescale efficiencies.</p>	
4. Risk implications	<ul style="list-style-type: none"> • Restricted site access. • Carrying out works alongside TfL road (coordination required during construction – temporary closure of a section of the Cycle Super Highway on Upper Thames St may be required) • Unknown structural condition of retaining wall (along Upper Thames St). A condition survey of the wall will be undertaken and officers will be liaising closely with the City's Structures Team; • Funding for implementation not confirmed. Officers will be designing to funding available; • Timescales subject to possible delays of the hotel construction programme. Officers will be liaising closely with the developer's team; • Known presence of archaeology in the vicinity 	
5. Benefits and disbenefits	Benefits: <ul style="list-style-type: none"> • Less greening to maintain • Greater noise mitigation with the higher hedge and metal screen 	Benefits: <ul style="list-style-type: none"> • The green screen presents a 'softer' visual solution • Greater potential for pollution mitigation with the climbing plants forming a canopy;

	<p>Disbenefits:</p> <ul style="list-style-type: none"> • The high hedge and wall presents a 'harder' visual barrier; • The high hedge may present challenges for maintenance; • The metal screen wall would require larger foundations; • Additional lamp columns would be required adding clutter to the footway. 	<ul style="list-style-type: none"> • Less clutter as the pergola structure offers the opportunity for integrated lighting and power (conceal electrical ducts / light fittings); • More shade for the seating with the climbing plants forming a canopy; • smaller foundations required; <p>Disbenefits:</p> <ul style="list-style-type: none"> • more capacity for greening would require more maintenance; this would be mitigated by the introduction of an irrigation system. • Less potential to block traffic noise from upper Thames Street
6. Stakeholders and consultees	<ul style="list-style-type: none"> • Developer of Queensbridge House Hotel • Local Ward Members (Vintry and Queenhithe wards) • Local Livery Companies • Owners/occupiers of adjacent buildings • St James and Garlick Hythe Church • Garlick Hill / Skinners Lane hotel • The City of London Access Team • TfL 	
Resource Implications		
7. Total Estimated cost	The budget is capped at £418,445	

8. Funding strategy	<p>The proposed funding strategy is outlined below and will be finalised by Gateway 4/5. The overall project funding is subject to Member approval as part of the DBE project prioritisation report to December 2018 committees.</p> <ul style="list-style-type: none"> • S106s from developments in the vicinity; • TfL Local Implementation Plan 2017/18 and 18/19 as referenced in TfL LiP allocation report (Nov. 2018 Planning and Transportation Committee); <p>Possible S278 contribution in relation to Queensbridge House Hotel and Garlick Hill/Skinners Lane Hotel developments will be investigated as the project progresses and confirmed at Gateway 4/5.</p>
9. Estimated capital value/return	N/A
10. Ongoing revenue implications	<p>Despite the proposed additional greening, the introduction of an irrigation system would ease maintenance arrangements.</p> <p>The replacements of old setts with new granite setts in the carriageway would reduce highway maintenance costs.</p> <p>It is anticipated that the introduction of LED lighting would have minimal impact on maintenance costs.</p> <p>The design will be developed with maintenance considerations in liaison with officers of Open Spaces and Highways teams. The impact on local risk budgets will be further assessed as the design is developed and confirmed ahead of Gateway 4/5.</p>
11. Affordability	<p>The budget is defined subject to Member approvals. Officers will develop the design to the available budget.</p>
12. Legal implications	<p>There are no legal implications relating to this scheme. However some elements of the scheme may fall into the scope of the S278 agreement connected to Queensbridge House Hotel currently under negotiation.</p>

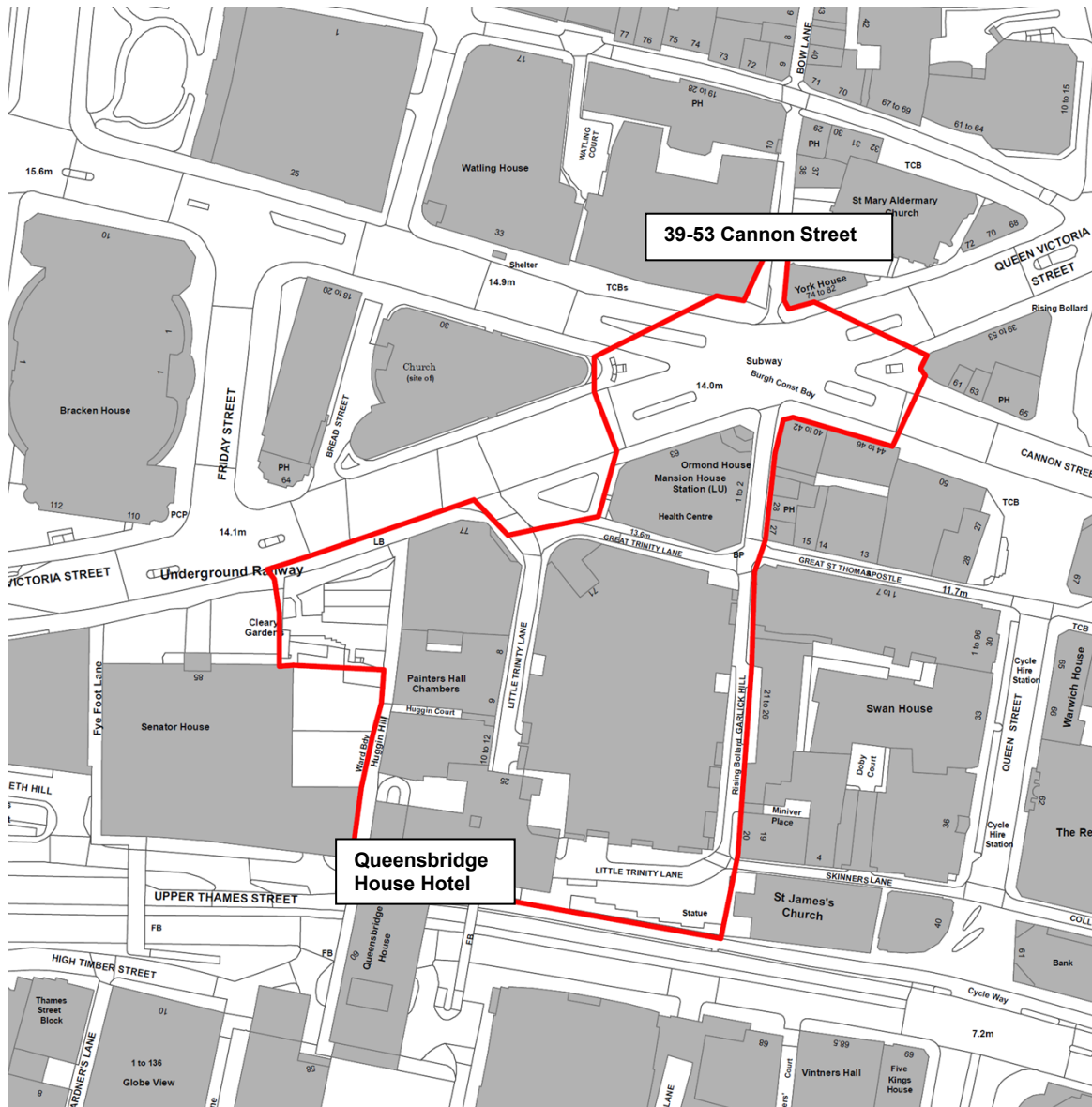
13. Corporate property implications	N/A	
14. Traffic implications	<p>Traffic implications for this project are minor. It is proposed to maintain the existing direction of traffic and to explore the possible relocation of two existing parking spaces in the direct vicinity of the scheme where kerb alignment may be amended to accommodate large vehicular movement relating to the servicing to the new hotel yard (Queensbridge House Hotel) on Little Trinity Lane.</p> <p>Close liaison with TfL will be required ahead and during construction as works along the main greening area may require the temporary closure of part of TfL Cycle Super Highway on Upper Thames St.</p>	
15. Sustainability and energy implications	<ul style="list-style-type: none"> • Greenery to mitigate impacts of pollution; Option 2 offers greater greening potential and thus more scope for pollution mitigation; • The inclusion of suds will be investigated in close liaison with the Open Spaces Department and accommodated as best as possible as the design progress, taking into account existing site constraints; • All lighting will be LED as per guidance of the City's Lighting Strategy; • Other sustainability elements will be explored as the design is developed. 	
16. Equality Impact Assessment	Engagement with the City's Access team is ongoing and a full Equality Impact Assessment will be undertaken ahead of Gateway 4/5.	
17. Recommendation	Not recommended	Recommended
18. Next Gateway	Gateway 4/5 – Detailed Option appraisal and Authority to Start Work	

19. Resource requirements to reach next Gateway

Table 3: Resources required to reach the next gateway			
Item	Reason	Cost (£)	Funding Source
Fees	Detailed Landscape design Detailed Lighting design Utilities' investigations and trial holes	£30,000	TfL
Highways Staff costs	Production of construction package drawings	£24,000	TfL
City Public Realm and Transportation Staff costs	Project Management, incl. liaison and consultation with internal and external stakeholders, communication and managing approvals	£15,000	TfL
Open Spaces Staff costs	Liaison and input in the general design and planting design	£2,500	TfL
Total		£71,500*	

*Includes underspend from previous Gateway and TfL LIP funding for 2018/19 and 2019/20

Appendix 1: Mansion House Environs Project Location Plan



Appendix 2: Visuals of outline options

- Option One



Illustrative overview



Illustrative view looking east towards St James Garlickhythe Church

- Option Two



Illustrative overview



Illustrative view looking east towards St James Garlickhythe Church

This page is intentionally left blank

Committee(s): Streets & Walkways Sub Committee Planning & Transportation Committee	Date(s): 4 December 2018 18 December 2018
Subject: Lane Rental	Public
Report of: Director of the Built Environment	For Decision
Report author: Ian Hughes, Assistant Director (Highways)	

Summary

The Department for Transport have now provided guidance for local highway authorities in England on how to introduce Lane Rental schemes, which would be subject to the approval of a business case by the Secretary of State. That guidance followed the assessment of two trial schemes by Transport for London & Kent County Council, as well as a public consultation.

Lane Rental allows a highway authority to apply a daily charge on all works taking place on designated roads during traffic sensitive times, thereby providing a financial incentive for works promoters to find ways to reduce durations or avoid traffic sensitive times altogether. The daily charge of up to £2500 can be applied to cover up to 5% of the authority's road network and must equally apply to both highway authority works & utilities.

Following public consultation, the DfT decided to authorise the introduction of more Lane Rental schemes because on balance it felt that authorities should have the opportunity to apply this incentive on their most congested streets.

However, the limitations of using Lane Rental as a blunt tool to incentivise faster or off-peak roadworks has considerable limitations at a local level, particularly in terms of its consequences for local stakeholders, encouraging short-termism and by devaluing current best practice. The current TfL scheme has caused tension with City residents by encouraging more night-time works, it can distort investment decisions by utilities to replace their infrastructure, and the requirement to apply the scheme to City Corporation works would impact the affordability of public realm enhancements for the City and developers, regardless of how well programmed these works already are.

These concerns would suggest the case to introduce Lane Rental is not clear cut, particularly if the City were to act alone. So far there appears limited appetite from other Central London authorities to introduce Lane Rental, but with the upcoming Transport Strategy re-examining how the City approaches and prioritises the management of its streets, a long-term move to introduce limited Lane Rental in conjunction with other Central London authorities should not be ruled out.

Recommendation(s)

Members are recommended to agree:

- that the City work with other highway authorities to establish whether a 'critical mass' of Lane Rental streets in Central London can be established (paragraph 12, Option 3);
- to keep matters under review in conjunction with the aims & objectives of the forthcoming Transport Strategy;
- that officers continue to identify & promote safe and effective ways of working that help reduce the duration of works on City streets.

Main Report

Background

1. The concept of applying Lane Rental charges to utility and highway authority roadworks was first established by s74A of the New Roads and Street Works Act 1991, but only with the introduction of the Street Works (Charges for Occupation of the Highway) (England) Regulations 2012 was the authority given to introduce such schemes.
2. Lane Rental seeks to reduce the disruption to traffic caused by roadworks in specific traffic-sensitive locations by applying a daily charge to all works for each day the road is occupied during those traffic sensitive times. That charge of up to £2500 a day is intended to be sufficient to encourage works promoters to find ways to minimise the duration of their occupation of the street in order to avoid it.
3. The first Lane Rental scheme under these regulations was introduced by Transport for London in June 2012, covering over half their network (as a special case) and coinciding with other measures for the Olympics. A second pioneer scheme was implemented in Kent the following year covering 5% of their road network, but the Department for Transport (DfT) ruled out further trials until the benefits of these two schemes could be evaluated. Both schemes also contained a 'sunset' clause whereby they would end in March 2019 unless the regulations were amended.

Current Position

4. The DfT published a public consultation on the way forward for Lane Rental schemes in September 2017, seeking views on whether Lane Rental should be discontinued, whether TfL and Kent alone should be allowed to continue, or whether the opportunity to introduce Lane Rental should be opened up to other local authority areas.
5. After considering the various responses, as well as evaluations of both the Kent and TfL schemes, the DfT published their response in February 2018. In summary it found that views on the effectiveness of lane rental were polarised between the desire to use a range of tools to better manage the network and the impact of having different approaches creating confusion & limiting the effectiveness of the concept.

6. On balance, the DfT decided to allow TfL and Kent to continue their schemes beyond 2019 and to allow other authorities to apply for & set up Lane Rental schemes subject to Secretary of State approval. The maximum daily charge of £2500 would be retained, ideally with discounts offered for joint working, Lane Rental could only apply to the most congested roads (and be no more than 5% of the total road network), and new schemes must be trialled first and reviewed annually.
7. In terms of how Lane Rental could apply in the City, the following paragraphs set out some of the advantages and disadvantages the scheme might have.

Advantages

8. Lane Rental is intuitively attractive because it implicitly recognises that traffic congestion has a cost, and by making those responsible for occupying the road (and thereby creating congestion) pay a fee, it seeks to at least partly offset that cost to society.
9. Both the TfL and Kent schemes have also found that the financial impact to the works promoter can have an effect, and that it does (in certain circumstances) create incentives to examine ways to speed up works or avoid working during traffic sensitive times. This is particularly beneficial where the potential network capacity benefits are significant (such as on TfL's roads), where even marginal gains can have considerable economic benefit.
10. Lane Rental also generates an income stream to the highway authority, albeit this is strictly ring fenced for measures intended to reduce traffic disruption. When spent, Lane Rental income must also be vendor neutral so that it does not distort the marketplace for utility networks by creating a competitive advantage for one supplier over another.

Disadvantages

11. In return, there remain a number of significant disadvantages to Lane Rental, some of which are more keenly felt by a local highway authority (compared to a large strategic authority such as TfL) because they typically impact the needs & priorities of local stakeholders, plus they can be more difficult to absorb by a smaller authority:
 - Lane Rental incentivises works out of hours, and the current TfL scheme has frequently caused tension with local residents in the City who have suffered more noise nuisance as a result (41% of planned works on TfL's Lane Rental streets now take place overnight compared to 11% in 2011);
 - Lane Rental also incentivises 'quick fixes' in terms of reinstatement that might be acceptable on TfL's roads but not on City streets, particularly where specialist materials like granite setts require adequate curing time to embed themselves;
 - Lane Rental imposes a cost on everyone, even for legitimate work with no opportunity for avoiding the charge and for works that might not cause congestion;
 - It undersells current Best Practice like the Considerate Contractor Streetworks Scheme because it assumes that all works promoters

(including the City and our contractors) are currently inefficient in managing their activities;

- Utilities can effectively pass on these costs to their customers, somewhat limiting the incentive;
- Equally, where industry regulators limit that cost transfer, Lane Rental fees can add cost to the business case to invest in major infrastructure upgrades, delaying or preventing investment in the replacement of failing utility plant & pipelines;
- Lane Rental fees must apply equally to local authority works, which would typically increase the costs of public realm enhancement projects (which might affect their affordability), and increase the cost of reinstating the public realm for developers around their buildings;
- If Lane Rental does create positive incentives, it cannot apply to works done by building sites (ie scaffolds, hoardings & loading bays), nor can it apply to non-utilities connecting to utility networks as these are deemed private excavations;
- Lane Rental works best on corridors where the scheme is applied consistently by one authority (such as the TfL Road Network), as opposed to local routes that lie across different local authorities with potentially different schemes or no scheme at all;
- The DfT have limited the extent of the road network covered by Lane Rental to 5% (except for TfL), but by creating a two-tier network it incentivises works promoters to focus their resources on these streets whilst works on other streets are left to drift;
- The disproportionate administrative costs of running a small local scheme have the potential to significantly absorb the income such a scheme would generate;
- The threshold to establish a sufficient business case for the Secretary of State to consider is considerable, with the DfT estimating it would take an authority around 12 months to develop, consult and implement such a scheme.

Options

12. Given the issues set out above, officer-level discussions at the London Joint Authorities Group (representing London's highway authorities) would suggest a limited appetite so far from other authorities in London to adopt Lane Rental. However, the next steps for the City Corporation could be:

- Option 1: Do Nothing
- Option 2: Investigate the benefits & challenges of Lane Rental on the basis of the City acting alone
- Option 3: Work with other highway authorities to establish whether a 'critical mass' of Lane Rental streets in Central London could be established

13. Building the business case sufficient for public consultation, supported by Members and approved by the Secretary of State is likely to take considerable time and funding. It would require an assessment of the costs of switching to off-peak working, establishing the administrative costs of operating the scheme, and modelling the benefits of Lane Rental, including establishing in monetary terms the impact on journey times, fuel carbon emissions & accident reduction.
14. Such assessments in turn have to be based on assumptions on behaviour change and average roadwork costs which require specialist consultancy support to set out. In the past, such complex business cases (such as the one supporting the London Permits Scheme) have been built on a cross-borough basis, where authorities can share resource & expertise in building the business case, as well as deliver better outcomes by achieving a consistency of approach.
15. Barring exceptional circumstances, the Secretary of State's limitation to just 5% of the road network being covered by Lane Rental would mean that just 3km of the City's 63km of road could be considered. As a result, any such scheme would also have to be highly targeted on locations where the benefits would be demonstrable.

Proposals

16. Currently the proposals as set out by the Secretary of State have sufficient disadvantages at the local level that the case does not appear decisive enough to move immediately towards adopting Lane Rental, particularly with the City acting alone. However, with the City's Transport Strategy currently in public consultation, this may change depending on the Strategy's final direction on network management.
17. Therefore, the challenges of running a single localised Lane Rental scheme compared to the benefits from working with other Central London authorities would appear to favour Option 3. Working with colleagues to establish whether a 'critical mass' of authorities is prepared to support such a scheme in future would appear to be the most suitable action for now.
18. In the meantime, however, the pressure on the City's network for roadspace to undertake statutory utility, highway authority and building development activity remains high, so that officers must continue to identify & promote safe and effective ways of working that help reduce the duration of works on City streets.

Corporate & Strategic Implications

19. The City's statutory Network Management Duty creates a responsibility to minimise disruption on its road network, requiring officers to work closely with major project sponsors, utility companies, developers, our own contractors and key Members to co-ordinate activities and minimise the impact of works on our streets.
20. In the context of the draft Transport Strategy, the City is also committed to apply best practice to the management of street works and other highway activities, which would include a review of the net benefits available from introducing Lane Rental. However, given the broad focus of the Strategy towards reducing overall

vehicle demand and rebalancing the City's priorities towards pedestrians, other more sophisticated methods of reducing congestion are likely to arise that will have greater net benefit than can be achieved by simply applying a tax on roadworks.

Conclusion

21. The case for operating a Lane Rental scheme has been sufficiently proven to the Secretary of State by TfL and Kent County Council that they have been permitted to continue operating their trial schemes. However, the limitations of using Lane Rental as a blunt tool to incentivise faster (or night-time) roadworks has considerable limitations at a local level, particularly in terms of its consequences for local stakeholders, encouraging short-termism and by devaluing current best practice.
22. With the aims & objectives of the City's Transport Strategy still evolving, it is proposed to continue working with other highway authorities in Central London and the utility sector to consider these challenges together, so that if in future Lane Rental is thought to be an appropriate next step, such a scheme can be implemented to deliver the right incentive without causing significant adverse consequences on local stakeholders and road investment.

Appendices - None

Ian Hughes

Assistant Director (Highways), Dept of the Built Environment

T: 020 7332 1977

E: ian.hughes@cityoflondon.gov.uk

Committee(s)	Dated:
Streets and Walkways Committee for information Project Sub Committee for decision Planning and Transportation Committee for decision	04/12/2018 12/12/2018 18/12/2018
Subject: Review of projects within the Built Environment Directorate	Public
Report of: Carolyn Dwyer, Director of the Built Environment	For Information
Report author: Simon Glynn, Assistant Director City Public Realm	

Summary


This report proposes a review and prioritisation of transportation and public realm projects within the Department of the Built Environment (DBE) in order to best utilise available funds to deliver corporate priorities and enable continued development to support economic growth. The report also proposes a spending plan for S106 funds that complies with the terms of the agreements which generated the funds and mitigates the impacts of the related developments.

Background

The Director of Built Environment presented a projection of projects and capital expenditure for the next ten years at Resource Allocation Sub committee away-day in July 2018. This showed that there would be insufficient capital to fund all potential projects identified in the *Project Vision* system, in addition to emerging proposals (including those contained in the draft Transport Strategy and Eastern City Cluster Strategy), which will require further capital to deliver. The Chamberlain has also begun to model the cost of the City's major capital projects over the next ten years.

Currently, the majority of funding for DBE's transportation and public realm projects is provided via the Community Infrastructure Levy (CIL), Section 106, On-Street Parking Reserve (OSPR) and Section 278 contributions.

The Community Infrastructure Levy (CIL) has largely replaced S106 as a source of funding for DBE projects. Unlike S106 funding, CIL funding is not restricted geographically nor by purpose, provided it is used for delivering or improving infrastructure and addressing the demands that development places on an area. This flexibility means that CIL funding can be more easily pooled to deliver infrastructure changes City-wide. As this allows more choice on how the funding can be utilised, it is essential to establish a consistent and transparent process to guide CIL funding allocation decisions. It is proposed that this is linked to the Local Plan, Corporate Plan and other relevant policies. There is an opportunity to review the Transportation and Public Realm Division's projects to ensure that they are aligned with the Local Plan and the adopted Corporate Plan's aims and outcomes.

It is acknowledged that the City has ambitions to deliver major transformational projects over the next 10 years. It is therefore timely to conduct a review of the Division's project portfolio (including Highways Structures) to ensure sufficient funding and resources are in place to effectively support these corporate ambitions and enable continued development to support economic growth. 

Over the past 10 years, the type of projects that the City has been delivering has evolved to include larger, more complex projects. This trend is likely to continue in support of the aspirations of the 'key areas of change' set out in the draft Local Plan and draft Transport Strategy. This approach is also consistent with the desire for Projects Sub Committee to move to a programme approach.

Proposed Review and Scope

In the context of this changing funding and corporate policy environment, officers propose to review current Transportation and Public Realm projects (including Highways Structures) and the anticipated future projects (including those contained within the draft Transport Strategy and draft Eastern City Cluster Strategy), to prioritise them, making best use of available CIL, OSPR and remaining S106 funds for Members to approve.

In preparing for this review, officers have considered all 146 Transportation and Public Realm (including Highways Structures) projects listed on the *Project Vision* system. A small number of projects led by the Highway Structures team are managed on behalf of other Departments. These projects are not addressed in this report.

Officers recommend that the following project categories should fall outside the scope of the proposed review:

- Projects fully funded by S278 agreement monies (17 projects)
- Projects previously approved at Gateway 5 and fully funded (31 projects)
- Highways Structures fully funded by the Bridge House Estate (4 projects)

In addition, there is approximately £10.9M unallocated S106 funding spread across 64 agreements, where the expenditure to mitigate the impacts of the developments which have generated the funds has not yet occurred. This could be for a variety of reasons, including the need to programme works with other developments in the vicinity. This unallocated funding is defined as monies not formally allocated by Members to a specific project. There are 11 projects that can be fully funded using £3.6M from this unallocated funding, the use of which is specific in geography and purpose. The expenditure on these projects complies with the terms of the agreements which generated the funds and mitigates the impacts of the related developments. It is proposed to also remove these 11 projects from the review. This leaves approximately £7.3M unallocated S106 funding. This must still be used to mitigate the impacts of the developments that generated the funds. However, in respect of this funding, either the S106 Agreements allow for flexibility as to the

specific works which will deliver the mitigation, or, with the developer's agreement, it may be possible to secure such flexibility regarding expenditure.

Recommendations on the use of this remaining £7.3M S106 funding will be made as part of this review for Members to approve.

Finally, officers have identified 43 pre-project proposals (at Gateway 0) listed on the *Project Vision* system that have not yet been initiated and no spend has been incurred. Whilst these proposals were never initiated as projects and therefore do not require project closure, it is nonetheless proposed to archive these in the *Project Vision* system.

This would leave 40 projects to review together with the anticipated future projects (including those contained within the draft Transport Strategy and draft Eastern City Cluster Strategy), to prioritise them, making best use of available CIL, OSPR and remaining S106 funds for Members to approve.

Proposed Approach and Methodology for the Review

Subject to Members agreeing the approach in this report, the following steps are proposed to aid the next stage of review and to prioritise the 40 projects. These steps are to:

- Review the current projects against the Local Plan, Corporate Plan, relevant policies and against corporate ambitions to deliver major capital projects over the next ten years.
- Review emerging projects (such as those contained in the draft Eastern City Cluster Strategy and draft Transport Strategy) against the Local Plan, Corporate Plan, relevant policies and against corporate ambitions to deliver major capital projects over the next ten years.
- Identify those current projects (out of the 40) that are proposed to continue to completion (together with a complete funding strategy) and those which are proposed to be stopped (together with proposals for the reallocation of any unspent funds).
- Prepare a draft ten year plan of future Transportation and Public Realm Division projects (including Highways Structures), which will include those current projects which are proposed to continue. The proposed allocation of CIL, OSPR and remaining S106 funding will be identified against each project to produce a complete funding strategy for each project. This plan will be reviewed annually to ensure that it keeps pace with changing priorities.

Recommendation(s)

Members are now asked to:

1. Agree the project prioritisation approach outlined in this report (paragraphs 15-18)

2. Agree that those projects which are fully funded by S278 monies (Table A), have Gateway 5 approval (Table B), are fully funded by Bridge House Estate (Table C) or are fully funded by S106 monies (Table E), fall outside the scope of this review.
3. Agree the allocation of S106 monies as set out in Table E (Appendix 3) and allocate any additional funding associated with the specified S106 agreements as a result of interest or indexation in accordance with Table E.
4. Note that the funding allocation set out in Table E (Appendix 3) is committed to the projects identified and will be transferred to project budgets upon Member approval of individual project reports via the Gateway approval process.
5. Agree to the archiving of 43 pre-project proposals (at Gateway 0) from the *Project Vision* system as set out in Table D.
6. Note that a forthcoming report will be brought to Committees in Quarter 1, 2019 which will outline a list of current projects to be continued, reduced in scope or stopped, for Members' approval
7. Note that a ten-year plan of future prioritised projects, to be reviewed annually, will be appended to the forthcoming report (described in recommendation 6).

Main Report

Background

Funding Environment

1. The Transportation and Public Realm Division has a project portfolio consisting of 146 projects (including 43 pre-project proposals). Over the past 10 years the scale of projects that has been delivered has increased in size and complexity to address the needs of a vibrant and thriving City. The Planning Act 2008 introduced the Community Infrastructure Levy (CIL) and the City Corporation adopted its CIL in July 2014. A consequence of this new levy is that it largely replaces the obligations that were on developers to make S106 payments where it was considered that a new development had an impact on the wider local environment.
2. This has brought about an important change in how funding may be used by the local authority. Whereas S106 funding is usually limited to a particular use or a geographic area in close proximity to the development under a legal agreement signed between the developer and the City Corporation, CIL funding may be used at the local authority's discretion across its district, or wider. It may also be used for a wider range of project types provided they are delivering improved local infrastructure and supporting development. However, pursuant to the provisions of the City's current Regulation 123 List, enabling infrastructure improvements, or site-specific mitigation measures, required to make developments acceptable in

planning terms will still need to be funded through s106 or s278 agreements.

3. Local authorities are required to set out the types of infrastructure, or specific projects, that will be funded through CIL in a Regulation 123 List which must be published. Public consultation is required for any amendments to this List, once adopted. In accordance with the report to Policy and Resources Committee in November 2013, 40% of City CIL receipts are allocated to the Planning and Transportation Committee to determine the use of this funding across a variety of public realm and local transport improvements (as set out in the City's Regulation 123 List).
4. This changing funding environment creates an opportunity to review the projects to be funded from these sources of income.

Policy Context

5. The Corporate Plan has recently been adopted and sets out three aims and 12 outcomes for the City with a greater focus on the outcomes and benefits that the Corporation's activities accrue. The main outcomes that the Transportation and Public Realm Division's portfolio must deliver against are:
 - People are Safe and Feel Safe
 - We are digitally and physically well connected and responsive
 - We inspire enterprise, excellence, creativity and collaborative
 - We have clean air, land and water and a thriving and sustainable natural environment
 - Our spaces are secure, resilient and well-maintained.
6. The Local Plan was adopted in 2015 and is being revised to provide a framework for development up to 2036. The emerging Local Plan includes policy to guide 'key areas of change' and it is anticipated that these areas will both attract and require significant levels of change in development terms and in terms of local transportation and public realm. Consultation on the draft Local Plan is taking place between November 2018 and February 2019. Consultation is also underway on the City's a draft Transport Strategy during this same period.
7. This changing policy environment presents an opportunity to review Transportation and Public Realm projects to ensure they are better aligned with these plans' aims and outcomes.
8. It is acknowledged that the City has ambitions to deliver major transformational projects over the next 10 years. It is therefore timely to review the Division's project portfolio to ensure sufficient funding and resources are in place to support the Corporation's ambitions. Over the past 10 years, the type of projects that the City has been delivering has evolved to include larger, more complex projects. This trend is likely to continue in support of the aspirations of the 'key areas of change' set out in the draft

Local Plan and draft Transport Strategy. This approach is also consistent with the desire for Projects Sub Committee to move to a programme approach.

Proposal

Proposed Review and Scope

9. In the context of this changing funding and corporate policy environment, officers propose to review current Transportation and Public Realm projects (including Highways Structures) and the anticipated future projects (including those contained within the draft Transport Strategy and draft Eastern City Cluster Strategy), to prioritise them, making best use of available CIL, OSPR and flexible S106 funds for Members to approve.
10. In preparing for this review, officers have considered all 146 Transportation and Public Realm (including Highways Structures) projects listed on the *Project Vision* system. A small number of projects led by the Highway Structures team are managed on behalf of other Departments. These projects are not addressed in this report.
11. Officers recommend that the following project categories should fall outside the scope of the proposed review:
 - Projects fully funded by S278 agreement monies (17 projects)
 - Projects previously approved at Gateway 5 and fully funded (31 projects)
 - Highways Structures fully funded by the Bridge House Estate (4 projects)
12. In addition, there is approximately £10.9M unallocated S106 funding spread across 64 agreements, where the expenditure to mitigate the impacts of the developments which have generated the funds has not yet occurred. This could be for a variety of reasons, including the need to programme works with other developments in the vicinity. This unallocated funding is defined as monies not formally allocated by Members to a specific project. There are 11 projects that can be fully funded using £3.6M from this unallocated funding, the use of which is specific in geography and purpose. The expenditure on these projects complies with the terms of the agreements which generated the funds and mitigates the impacts of the related developments. It is proposed to also remove these 11 projects from the review. This leaves approximately £7.3M unallocated S106 funding. This must still be used to mitigate the impacts of the developments that generated the funds. However, in respect of this funding, either the S106 Agreements allow for flexibility as to the specific works which will deliver the mitigation, or, with the developer's agreement, it may be possible to secure such flexibility regarding expenditure. Recommendations on the use of this remaining £7.3M S106 funding will be made as part of this review for Members to approve.

13. Finally, officers have identified 43 pre-project proposals listed on the *Project Vision* system that have not yet been initiated and no spend has been incurred. Whilst these proposals were never initiated as projects and therefore do not require project closure, it is nonetheless proposed to archive these in the *Project Vision* system.

14. This would leave 40 projects to review together with the anticipated future projects (including those contained within the draft Transport Strategy and draft Eastern City Cluster Strategy), to prioritise them, making best use of available CIL, OSPR and remaining S106 funds for Members to approve.

Proposed Approach and Methodology for the Review

15. Subject to Members agreeing the approach in this report, the following steps are proposed to aid the next stage of review and to prioritise the 40 projects. These steps are to:

- Review the current projects against the Local Plan, Corporate Plan, relevant policies and against corporate ambitions to deliver major capital projects over the next ten years.
- Review emerging projects (such as those contained in the draft Eastern City Cluster Strategy and draft Transport Strategy) against the Local Plan, Corporate Plan, relevant policies and against corporate ambitions to deliver major capital projects over the next ten years.
- Identify those current projects (out of the 40) that are proposed to continue to completion (together with a complete funding strategy) and those which are proposed to be stopped (together with proposals for the reallocation of any unspent funds).
- Prepare a draft ten year plan of future Transportation and Public Realm Division projects (including Highways Structures), which will include those current projects which are proposed to continue. The proposed allocation of CIL, OSPR and flexible S106 funding will be identified against each project to produce a complete funding strategy for each project. This plan will be reviewed annually to ensure that it keeps pace with changing priorities.

16. Officers are proposing to work with the Corporate Strategy team and the Development Plans team on mapping projects against the outcomes of the Corporate Plan, the Local Plan and the other key strategies. Officers will review current and future projects against the following criteria:

- Corporate Plan: determining to what extent projects deliver against aims and outcomes of this Plan, the draft Transport Strategy and the DBE Business plan (currently being revised):
- City of London Local Plan 2015 and Draft Local Plan - key areas of change. 'Keys areas of change' focus on those parts of the City where significant

change is expected over the next 20 years and where Transportation and Public Realm changes are likely to be necessary.

17. The level at which the project will deliver against each of the outcomes will be defined thereby producing a ranking of all of the projects in the project portfolio. Officers will then undertake a scope and funding review and produce a 10 year plan. This will include factors such as the ability to reduce the scope of projects whilst still achieving key outcomes.
18. Prior to the results of the review being reported to Committees, a Member briefing will be provided.

Future Projects

19. Following the completion of the prioritisation exercise, officers are proposing to develop a 'ten-year plan' of future Transportation and Public Realm Division programmes and projects. This will include funding strategies for each project and estimates of future income from available sources (using information from the Planning Division, in consultation with the Chamberlains Department) against estimates of spend during the same period. Officers propose to present a draft ten year plan of projects for Members' approval together with the results of this review. Officers also propose that this ten year plan be reviewed annually to ensure that it keeps pace with changing priorities. This approach would also meet draft Government proposals to require local authorities to prepare annual *Infrastructure Funding Statements*, identifying how CIL will be used to support development in their areas.

Corporate & Strategic Implications

20. Regard has been given to the Corporate Plan and the Service Business Plan in developing the proposed approach. The main outcomes in the Corporate Plan that the Transportation and Public Realm Division's portfolio will deliver against are:
 - Outcome 1 - People are Safe and Feel Safe
 - Outcome 9 - We are digitally and physically well connected and responsive
 - Outcome 10 - We inspire enterprise, excellence, creativity and collaborative
 - Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment
 - Outcome 12 - Our spaces are secure, resilient and well-maintained.
21. The proposed approach takes account of the policies of the current Local Plan 2015, the draft Local Plan 2036 and outcomes in the draft Transport Strategy.

22. One project, Puddle Dock, in Table F is identified as 'red' in the current Red, Amber, Green project status report to Project Sub Committee. This is because TfL has removed the related Upper Thames Street crossing works from their current programme.

Financial Implications

23. It is acknowledged that the City has ambitions to deliver major transformational projects over the next 10 years. It is timely to review of the Division's project portfolio to ensure sufficient funding and resources are in place to support the Corporation's ambitions.

Legal Implications

24. Any S106 payments made and held for specific purposes will be spent on the purposes for which they are held or to address the impacts of specific developments, in accordance with the City's obligations under the relevant S106 Agreements.
25. The methodology for prioritisation will need to respect the S106 covenants placed on the City in relation to the use of this funding. As a result of the proposed review, any changes regarding how such funds are to be expended must still ensure the funding is used for projects which address the impacts of the development that generated the funds unless these agreements are specifically re-negotiated with the relevant parties.

Conclusion

26. In the context of this changing funding and corporate policy environment, officers propose to review current Transportation and Public Realm projects (including Highways Structures) and the anticipated future projects (including those contained within the draft Transport Strategy and draft Eastern City Cluster Strategy), to prioritise them, making best use of available CIL, OSPR and flexible S106 funds for Members to approve.
27. Officers propose to prepare a report for Committees which will recommend which live projects continue to completion, and which are to be stopped, using criteria based on the current and emerging policy context to inform these recommendations. Members are asked to approve the proposed approach and next steps outlined in the recommendations in this report.

Simon Glynn – Assistant Director: City Public Realm

E: simon.glynn@cityoflondon.gov.uk

T: 0207 332 1095

Appendices

Appendix One: Projects already fully funded and outside the scope of the proposed review

- Table A: Projects fully funded by S278 agreement
- Table B: Projects given authority to commence works at Gateway 5 and fully funded
- Table C: Highways Structures projects fully funded by the Bridge House Estate

Appendix Two: Pre-Project Proposals (at Gateway 0) to be archived in the *Project Vision* system – no spending incurred

- Table D: Pre-project proposals to be archived in the *Project Vision* system

Appendix Three: Allocation of S106 monies (specific in geography and purpose) to fully fund projects that complies with the terms of the respective agreements and mitigates the impact of the developments.

- Table E: S106 Spend Plan to fully fund existing projects

Appendix Four: Remaining projects in scope of the proposed review

- Table F: All remaining projects in scope of the proposed review



Appendix One: Projects already fully funded and outside the scope of the proposed review

	Table A: Projects fully funded by s278 agreement		
	Project Name	Completion (FY)	Cost
1	Frederick's Place (11567)	Q2 – 2018/2019	£543K
2	New Ludgate (10716)	Q3 – 2018/2019	£800K
3	150 Bishopsgate (10717)	2021	£810K
4	60-70 St Mary Axe Enhancement (11545)	Q1 – 2018/2019	£1.15M
5	Sugar Quay (11951)	Q3- 2018/2019	£240K
6	1 Crown Place (11902)	2021	£350K
7	52-54 Lime Street (11552)	Q3- 2018/2019	£250K
8	Vine St S278 (11998)	2021	£750K
9	100 Bishopsgate (11610)	Q4 – 2018/2019	£840K
10	10 Fenchurch Avenue (11553)	Q4 – 2018/2019	£545K
11	30-32 Lombard St (11981)	Q4 – 2018/2019	£225K
12	60 London Wall	2021	£250K
13	Alderman's House (11496)	Completed to be closed	£275k
14	London Wall Place (11376)	Q3 – 2019/2020	£3.1M
15	55 Moorgate (12028)	Q1- 2019/2020	£150K
16	20 Farringdon St (11980)	Q4-2018/2019	£150K
17	100 Minories Phase 1 (11695)	Q2- 2018/2019	£450K
	Total Estimated cost of current S278 projects	£10,978,000	

	Table B: Projects given authority to commence works at Gateway 5 and fully funded		
	Project Name	Completion (FY)	Cost
1	St Pauls Area Enhancements (9669)	Q1 – 2018/2019	£2.05M
2	2-6 Cannon Street Offsite (11004)	Q3 – 2019/2020	£1.2M
3	Crossrail Liverpool St (Urban Integration) (11375)	Q2 – 2019/2020	£2.7M
4	Crossrail Moorgate (Urban integration) (11381)	Q3- 2019/2020	£2.8M
5	Bloomberg Development Highway Works (10744)	Q3- 2018/2019	£4.8M
6	Crossrail Farringdon East (Station Access) (10993)	2020	£2.5M
7	Leadenhall Crossing (St Mary's Axe) (11552)	Q1- 2019/2020	£460K
8	8-10 Moorgate (9726)	Q4-2018/2019	£307K
9	St Alphage Gardens (10855)	Q1 – 2019/2020	£1.2M
10	Moor Lane Env Enhancement Scheme (9441)	Q1- 2019/2020	£1.45M
11	Lime Street Enhancement (9398)	Q3 – 2018/2019	£526K
12	Angel Court Environmental Enhancement (11539)	Q4 – 2018/2019	£333K
13	City-Wide Pedestrian Modelling (11354)	Q4-2018/2019	£350K
14	Monument & Lower Thames St Junction (10987)	Q3- 2018/2019	£180K
15	22 Bishopsgate Public Realm (11808)	Q3-2018/2019	£1.6M
16	The London Development (s278 & S106) (11346)	Q3- 2019/2020	£7.6M
17	West Smithfield Improvements (11733)	Q3 - 2018/2019	£220K

18	1 New Street Square S106 & s278 (11585)	Q4 - 2018/2019	£550K
19	Aldgate - Highway Changes and Public Square (9423)	Q3 - 2019/2020	£23.2M
20	Middlesex Street Area (Artizan St) (10718)	Q4 - 2018/2019	£993K
21	Bart's Close Public Realm Enhancements (s106 & S278) (10975)	2020	£4.5M
22	11-19 Monument Street Enhancements (S106 & S278) (10977)	Q1- 2018/ 2019	£1.07M
23	Milton Court (9586)	Completed – to be closed	£1.3M
24	Snowhill / Holborn Viaduct (11899)	Completed – to be closed	£70K
25	Newgate St/Warwick Lane Safety (11692)	Completed – to be closed	£180K
26	Fenchurch Place (10721)	Completed – to be closed	£436K
27	Eastern City Cluster Phase 1 (10722)	Superseded – to be closed	£365K
28	72 FORE STREET Phase 1 (10955)	Superseded - to be closed	£77K
29	Golden Lane Estate Playground (11536)	Completed – to be closed	£347K
30	St Swithin S106 (9675)	Superseded – to be closed	£23K
31	St Helens Square S106 (10720)	Completed – to be closed	£1.5M
	Total Cost of projects given authority to start works at Gateway 5	£64,887,000	

Table C: Highway Structures Projects fully funded by the Bridge House Estate							
	Project Name	Expected Completion Date	Cost		Project Name	Expected Completion Date	Cost
1.	Blackfriars Bridge Parapet Refurbishment and Bridge re-painting (11988)	2020-2021	£8.5M	3	Southwark Bridge South Viaduct Water-proofing (11987)	2019-20	£2M
2.	Park Street Bridge Waterproofing (9874)	2018-2019	£320K	4.	London Bridge Waterproofing and Bearing Replacement (12017)	2019-20	£4M
Total Estimated Cost of current Highway Structures Projects fully funded by Bridge House Estate						£ 14.82M	

Appendix Two: Pre-Project Proposals (at Gateway 0) to be archived in the Project Vision system – no spending incurred

Table D: Pre-project proposals to be archived in the Project Vision system			
1	Aldgate Bus Station Improvements	23	Bouverie Street and Whitefriars Street - raised pedestrian tables, trees and cycle racks
2	Aldgate Raised Tables	24	Bride Lane and Court - part pedestrianise Bride Lane and other enhancements for Bride Lane and Court
3	America Square	25	Bridewell Place
4	Haydon Street	26	Clifford's Inn - paving and lighting improvements
5	Jewry Street	27	Dorset Rise
6	Little Somerset Street	28	Fleet Street Access - parking (see detailed access audit)
7	Mitre Court	29	Fleet Street Access - routes, steps and ramps (see detailed access audit)
8	Portsoken Street	30	Hanging Sword Alley - improved paving, lighting, planting, water feature
9	33 King William Street	31	Hutton Street
10	Aldersgate Street / Goswell Road - tree planting, footway widening and possible pedestrian crossing	32	Lombard Lane
11	Baltic Street West - re-landscaping, tree planting and other enhancements	33	Pleydell Street - pedestrianise - paving and lighting
12	Barber Surgeon Gardens - improved access to the gardens	34	Salisbury Square and Court - pedestrianise and other enhancements
13	Fann Street - tree planting and other works	35	Temple Lane
14	Golden Lane - pedestrian table at Fortune Street Park and other enhancements	36	Blackfriars Bridges - creation of retail/commercial uses in spaces under the bridges
15	125 London Wall	37	Re-landscaping of Garden Space at St. Magnus Church Riverside - landscaping of private garden space
16	Chancery House Car Park Site - creation of new green space	38	Riverside Lighting Strategy
17	Chancery Lane Gateways	39	RWE - Re-cladding of Riverside Wall and other improvements
18	Gateways to Chancery Lane - lighting and paving	40	RWE - White Lion Hill Re-landscaping - creation of a green accessible route to the river
19	Lonsdale Chambers	41	Seal House
20	Eastern City Cluster Phase 4 – Camomile Street	42	120 Fenchurch St
21	Carter lane West Phase 3	43	Christ's Hospital Artwork
22	61-65 Holborn Viaduct		

Appendix Three: Allocation of S106 monies (specific in geography and purpose) to fully fund projects that complies with the terms of the respective agreements and mitigates the impact of the developments.

Table E: S106 Spend Plan to fully fund existing projects							
	Totals	£1,227,636	£300,000			£3,634,327	£5,161,963
	Suggested Allocation	Current Approved Budget	Transport for London LIP allocation (tbc)	Development	Balance	Total additional S106 funding	Total Corporation funding
1.	Breams Buildings (11061)	£40,000		11/00426/FULMAJ Chancery Lane 25-32	£92,042	£199,832	£239,832
				11/00426/FULMAJ Chancery Lane 25-32	£39,612		
				11/00426/FULMAJ Chancery Lane 25-32	£651		
				11/00426/FULMAJ Chancery Lane 25-32	£196		
				07/00735/FULL Chancery Lane 40-45	£10,512		
				07/00735/FULL Chancery Lane 40-45	£525		
				03-5027C New Street Square	£24,630		
				06/01060/FULL Rolls and Arnold Buildings	£31,664		
2.	Cursitor Street (11538)	£10,000		08/00778/FULMAJ New Fetter Lane 12-14 (LCE)	£196,700	£230,934	£240,934
				03-5027C New Street Square	£14,765		
				06/01060/FULL Rolls and Arnold Buildings	£19,469		
3.	Globe View Walkway (10793)	£109,500	£100,000	05/00653/FULEIA Mondial House	£52,037	£248,849	£458,349
				05/00653/FULEIA Mondial House	£1,702		
				Millennium Bridge Area (Project Underspend)	£71,210		
				Steelyard Passage (Project Underspend)	£36,045		
				Fishmonger's Wharf Access Improvements (Project Underspend)	£66,962		
				05/00105/FULL Faraday Buildings (North)	£18,172		
				05/00105/FULL Faraday Buildings (North)	£381		
				07/00292/FULEIA Riverbank House	£2,340		
4.	Greening Cheapside (10991)	£154,000		05/01076/FULL Bow Bells House	£26,774	£220,154	£374,154
				05/01076/FULL Bow Bells House	£42		
				12/00772/FULL Cheapside 100 (1)	£22,374		
				12/00772/FULL Cheapside 100 (2)	£81,703		
				02-4962Y Cheapside 150 (2)	£12,915		
				02-4962Y Cheapside 150 (2)	£5		

				05/00431/FULEIA New Change 1 (LCE)	£73,191		
				04/00489/Cheapside 120	£2,354		
				04/00489/Cheapside 120	£333		
				04/00969/FULL Cheapside 107 15/02/2006	£463		
5.	Golden Lane Lighting project – (11900)	£18,000		12/00256/FULEIA Bartholomew Close	£31,000	£121,024	£139,024
				14/00322/FULMAJ Fann Street 2	£90,024		
6.	Mansion House Station Environs project (Phase 1) (11945)	£60,000	£100,000	13/00339/FULMAJ Cannon Street 39-53, 11-14 Bow Lane And Watling Court (1)	£121,090	£258,445	£418,445
				13/00339/FULMAJ Cannon Street 39-53, 11-14 Bow Lane And Watling Court (T+H)	£36,455		
				11/00935/FULEIA Bucklersbury House	£100,900		
7.	Mark Lane (Phases 2 + 3) (9583)	£94,819		06/01144/FULL Mark Lane	£299,199	£695,030	£789,849
				06/01144/FULL Mark Lane	£123,253		
				06/01144/FULL Mark Lane (Transport and Highways)	£189,655		
				06/00214/FULL Mariner House	£82,923		
8.	Middlesex Street Phase 2 (11778)	£118,000		10/00152/FULMAJ Stone House and Staple Hall (LCE)	£8,663	£798,274	£916,274
				10/00152/FULMAJ Stone House and Staple Hall (LCE)	£298,419		
				10/00152/FULMAJ Stone House and Staple Hall (T+H)	£111,555		
				Middlesex Street Area Phase 1 (Project Underspend) 201 Bishopsgate S106	£139,472		
				201 Bishopsgate Phases 1-4 (Project Underspend)	£240,165		
9.	100 Minorities (11695)	£122,695	£100,000	12/00263/FULMAJ Minorities 100 (LEIW)	£419,619	£450,489	£673,184
				08/00738/FULMAJ Minorities 52	£30,870		
10.	St Bartholomews Hospital Repaving Works (11057)	£30,000		04/00344/FULEIA St Bartholomew's Hospital	£370,245	£370,245	£400,245
11.	St Mary at Hill (11444)	£470,622		08/01061/FULMAJ Fenchurch Street 20	£41,051	£41,051	£511,673

Appendix Four: Remaining projects in scope of the proposed review

Table F: All remaining projects in scope of the proposed review							
	Projects between Gateway 1-4 and incurring spend	Completion (FY)	Route		Projects between Gateway 1-4 and incurring spend	Completion (FY)	Route
1.	CULTURE MILE – IMPLEMENTATION PROGRAMME (11955)	2027-28	Complex	15.	BANK BY-PASS WALKING ROUTES (all phases) (10990)	2022-23	Light
2.	CULTURE MILE ‘POP UP’ PROJECTS (11825)	tbc	Light	16	ST PAUL'S CATHEDRAL EXTERNAL LIGHTING (9672)	2020-21	Complex
3	HVM SECURITY PROGRAMME (11954)	2020-21	Regular	17	CITY WAY FINDING SIGNAGE (11735)	2019-20	Regular
4.	TUDOR ST/ NEW BRIDGE ST	2019-2020	Regular	18	CROSSRAIL URBAN INTEGRATION LIVERPOOL ST (11375)	2022-23	Complex
5.	STREET LIGHTING STRATEGY + DELIVERY PLAN (9685)	2021-22	Regular	19.	CROSSRAIL URBAN INTEGRATION MOORGATE (11381)	2022-23	Regular
6.	DOMINANT HOUSE FOOTBRIDGE (11788)	2020-21	Regular	20.	ST PAUL’S GYRATORY (Museum of London Gyratory) (11377)	2027-28	Complex
7.	LONDON WALL CAR PARK – JOINTS AND WATERPROOFING (12002)	2019-20	Regular	21.	MUSEUM OF LONDON PUBLIC REALM (11956)	2024-25	Complex
8.	THAMES COURT FOOTBRIDGE (11962)	2018-19	Regular	22.	BEECH STREET (10847)	2023-24	Complex
9.	PIPE SUBWAYS – OFF HOLBORN VIADUCT / SNOWHILL (OVER THAMESLINK) (9845)	2019-20	Complex	23	EASTERN CITY CLUSTER - (Sculpture in the City) (9517)	annual	Regular
10.	BANK ON SAFETY – EXPERIMENTAL SCHEME (11599)	2018-19	Regular	24	TEMPLE AREA TRAFFIC REVIEW (11959)	2019-20	Complex
11.	BANK JUNCTION IMPROVEMENTS (TRANSFORMATION)(11401)	2022-23	Complex	25.	DRINKING FOUNTAINS (12015)	2019-20	Light
12	ST PAUL’S AREA STRATEGY (10845)	2019-20	Outside	26	PUDDLE DOCK IMPROVEMENTS (11733)	tbc	Regular
13	MOORGATE AREA STRATEGY (11697)	2019-20	Outside	27	CULTURE MILE LOOK AND FEEL STRATEGY (11780)	2018-19	Outside
14	ECC AREA STRATEGY (10594)	2018-19	Outside	28	WEST SMITHFIELD STRATEGY (10974)	2019-20	Outside
	Projects between Gateway 1-4 and on hold or superceded	Completion (FY)	Route		Projects between Gateway 1-4 and on hold or superceded	Completion (FY)	Route
29	EASTERN CITY CLUSTER PH. 2 (10719)	On hold	Regular	35.	FENCHURCH STREET (10986)	On hold	Complex
30.	ECC SECURITY (9521)	Superseded by HVM SECURITY	Complex	36.	RWE – BLACKFRIARS BRIDGE WALKWAY (11493)	Superseded by Thames Tideway	Light

		PROGRAMME (11954)				Tunnel works	
31.	51 LIME STREET (9561)	Last phase superseded by 10 Fenchurch Ave (S278)	Complex	37.	EASTCHEAP AND PHILPOT LANE (11378)	On hold	Regular
32.	6 BEVIS MARKS (10680)	Funding re- directed to Aldgate	Regular	38.	GUILDHALL AREA STRATEGY GREEN SPACES (10681)	On hold	Regular
33.	S106 BUCKLESBURY HOUSE (9466)	Superseded by Bloomberg Highway Works Project	Regular	39.	FLEET STREET AREA STRATEGY (10846)	On hold	Outside
34.	GUILDHALL POND (10681)	On hold	Regular	40.	FLEET ST CORRIDOR - MAJOR SCHEME (10671)	On hold	Regular

This page is intentionally left blank

Committee(s): Streets & Walkways Sub Committee Planning & Transportation Committee	Date(s): 4 December 2018 18 December 2018
Subject: Major Highway Activities 2018 & 2019	Public
Report of: Director of the Built Environment	For Information
Report author: Ian Hughes, Assistant Director (Highways)	

Summary

The City's statutory Network Management Duty includes a responsibility to minimise disruption to its road network, needing officers to work closely with major project sponsors, utility companies, developers, our own contractors and key Members to co-ordinate activities and minimise the impact of works on our streets.

In discharging that responsibility, the City continues to focus on:

- balancing the need to keep projects on track with the need to minimise congestion and road danger risk to traffic and pedestrians (especially vulnerable road users);
- ensuring the needs of City businesses, residents and visitors are also considered;
- maximising the opportunity to combine works together to minimise their overall impact;
- identifying & promoting safe and effective ways to reduce work durations;
- working with Transport for London and our neighbouring authorities to ensure the needs of the wider transport network are considered.

Key to that effort remains:

- the close level of contact between officers, utilities, developments and projects;
- the ability to find, influence and negotiate innovative solutions to construction problems and programmes with contractors;
- understanding, programming and managing the City's own long-term programme of projects;
- continuing the development of the City's various communication channels through which upcoming activities are publicised.

To that end, 2018 has so far seen 516 days of disruption saved through collaborative working, additional political oversight to the most significant activities, and permanent change to the underlying road network unaffected by the need to accommodate some of the highest volumes of temporary works in recent years.

Looking ahead, work volumes from developers and utilities in particular are expected to remain high, but the challenge set by the Transport Strategy (once adopted) is likely to focus on reducing the impact of construction sites & street works, particularly in terms of road danger, freight, noise, air quality and the extent to which they occupy space on the highway.

Recommendation(s)

Members are asked to receive this report.

Main Report

Background

1. The Traffic Management Act 2004 placed a Network Management Duty on the City of London Corporation to ensure the 'expeditious movement of traffic' on both its road network and the road networks of its neighbouring authorities.
2. To help deliver that statutory function, the Highways team within the Transportation and Public Realm Division of the Department of the Built Environment (DBE) permits and co-ordinates all major activities on the City's highway, including:
 - a. Road closures and diversions;
 - b. Major building site operations, including Construction Logistics Plans, vehicle loading bays and mobile crane works;
 - c. Street works by utilities;
 - d. Highway works by the City's term contractor, JB Riney, and highway structural repair works by DBE's Structures Team;
 - e. Works by major transport infrastructure providers, such as Transport for London, Crossrail and Thames Tideway;
 - f. Special events;
 - g. Parking permissions & suspensions for major deliveries, removals and filming operations.
3. Whilst enabling applicants to safely deliver works that are the lifeblood of the Square Mile, the aim is equally to minimise the individual and cumulative impact on City businesses, residents and the public at large.

Limitations to the Consent Process

4. The City exercises its authority to control activity on-street through the issue of scaffold & hoarding licences, permits to dig up the street, traffic orders to allow roads to be closed, approval of Construction Logistics Plans for developments and the granting of parking dispensations & bay suspensions for lorries to deliver.
5. However, the City has to act reasonably in exercising these powers, and its ability to control the pace and detail behind major works has a number of limitations.

That means the City must rely on its knowledge & influence to co-ordinate and manage that activity, rather than relying on its limited regulatory authority. For example:

- a. Utilities retain wide-ranging statutory powers to excavate the highway, particularly in emergencies.
- b. Developers can decide when to trigger their planning application and start work.
- c. We are obliged by the Highways Act 1980 to issue scaffold licences on request (albeit we can impose conditions), and there is no effective legislative mechanism to fine or penalise building sites that overrun.
- d. As Strategic Transport Authority, TfL have the authority to implement wider Mayoral transport policy initiatives such as Cycle Super Highway that affect our network, and their management of traffic signals across London also means they can significantly influence the ability of that network to absorb temporary traffic disruption.
- e. Crossrail, the Bank Station Capacity upgrade and Thames Tideway projects come with bespoke powers enabled by Acts of Parliament that assume primacy of their works over other projects. They have disapplied many of the City's normal controls and have deliberately limited the ability of local authorities to change, prevent or delay those works.

Political Oversight

6. Given the volume & technical complexity involved in managing these activities, Members have previously agreed a series of delegations to enable DBE to effectively deliver this function on a day-to-day basis.
7. However, in response to Member concerns regarding effective political oversight, a more structured political engagement process was implemented to ensure appropriate and proportionate oversight of DBE's delegated authority for the most significant activities.
8. The vast majority of applications continue to be managed by 'Business as Usual' protocols under DBE's existing delegations, but regular briefings now take place for the Chairman and Deputy Chairmen of the Streets & Walkways and Planning & Transportation Committees in advance of major activities being agreed.
9. This ensures a greater degree of political oversight for those activities judged to have the greatest likelihood of impacting City stakeholders, with officers held to account for ensuring that all reasonable steps have been taken to minimise the disruption, reduce the duration and publicise such works.

Current Position

10. The table below shows the breakdown of road closure applications by source over the last six years.

Road Closure Application Volumes

Type / Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Developments	107	101	155	231	175	214
Utilities	52	62	67	89	95	91
Emergencies	69	26	57	68	38	35
CoL	25	40	85	89	78	93
Other	8	3	18	17	51	88
Total	261	232	382	494	437	521

11. In recent years, the City has enjoyed its largest development boom since 2008, and although this is usually to be welcomed as a sign of a healthy City economy, the current concentration of development requires road space for scaffolds, hoardings, lorries and logistics, as well as associated utility connections.
12. Last year saw another increase in road closure applications for buildings and development activity, ensuring this sector remains the largest single reason for roads to be closed. Although most of these applications are for side streets and / or take place at weekends (for activities like crane operations), a significant number are for much longer periods to facilitate day to day construction activity.
13. In parallel, the number of road closure applications from utilities continues to be high by historic standards. These are often linked to developments who require upgraded and diverse supplies from multiple utilities. This demand is also reflected in the number of permit applications received from utilities to excavate the City's highway (see below).

Utility Street Works Permit Applications

Year	2012	2013	2014	2015	2016	2017	2018
Total Permit Applications	3331	3319	3099	3074	3448	4400	3670*

* Projection based on permit application volumes from Jan-Sept 2018.

14. Last year saw a significant increase in utility permits, partly because of a crackdown by officers on utility defects, but also because of the downstream impact of the development boom driving the need for additional power, heating, cooling and telecom requirements.
15. As in previous years, officers continue to be proactive in identifying opportunities to combine works from different contractors, thereby reducing the need for yet more closures. This resulted in 516 days of disruption saved on the network between January and October this year - an exceptionally high number for any highway authority - and reflects the level of co-operation from utilities in using round table discussions to draw out medium and long-term plans.
16. Finally, special events and filming represent many of the closures deemed 'other' in the table above. The annual Committee report on special events (due early next year) will provide more information on both aspects, but this continued

increase reflects the desire from the artistic and sporting sectors to use the City as a backdrop. It also suggests the City needs to be vigilant in considering & approving closures for these purposes in future.

Major Works & Schemes for 2019

17. This section of the report looks ahead to the major works expected to take place in the next 12 months, with an outline calendar and map of locations contained in Appendices 1 & 2. Activities are categorised under the four main sources, namely:

- a. Development activities
- b. Major infrastructure projects
- c. Utility works
- d. City of London projects

Development Activities

18. Almost 50 development sites are currently in the City's Considerate Contractor Scheme, and such high volumes have historically indicated a thriving Square Mile. However, this concentration of activity also results in an inevitable reduction in road and footway space available for the public, adding large numbers of heavy goods vehicles to our streets, and causing disruption to nearby businesses & residents for the duration of the site.

19. The impacts of such activities are typically minimised through the approval of Construction Logistics Plans conditioned from the planning stage, as well as from close day-to-day contact and cooperation with developers and their contractors. (A review of the detailed arrangements for site hoardings, scaffolds and loading bays will form part of the wider review of obstructions to our footways & streets under the Transport Strategy early next year.)

20. However, as DBE's weekly Traffic Management Bulletin notes, of the 25 streets currently closed for long terms works, more than 60% are for development activities, including public realm enhancement for developments undertaken by the City using its term highway contractor (JB Riney). The majority of these public realm works are designed to be delivered with little or no network impact, with typical examples over the next year being:

- Bartholomew Close for Helical
- The London Development (Shoe Lane)
- 22 Bishopsgate
- 100 Bishopsgate
- 2-6 Cannon St

21. Nevertheless, some elements of development-related activity do have the potential to impact the road network, and in that context, the key activities to note for 2019 are briefly as follows:

100 Liverpool St

22. This development by British Land has had an impact on pedestrian flows at Liverpool St station and has required a closure of the bus station until August 2019. To compensate, bus stands and stops have been relocated to Finsbury Circus and other nearby streets, and a moratorium on major works in the key bus corridors nearby has also been applied.

60-70 St Mary Axe

23. As part of the road resurfacing planned for this development, opportunities are being explored to lower some of the utilities in Bevis Marks that currently sit just below the surface. This investment would prolong the life of the new surface but could require major works from the respective utilities to deliver. If achievable, this would likely happen no earlier than Q4 2019.

Scalpel / Leadenhall St Pedestrian Crossing

24. With the completion of the Scalpel development in Leadenhall St, the last remaining aspect of public realm enhancement adjacent to the site will be the creation of a raised pedestrian crossing at the junction of Lime St and St Mary Axe. This will involve major works across the width of Leadenhall St and is currently programmed for Q1 2019 as part of the Thames Water works noted later in this report.

Major Infrastructure Projects

Crossrail

25. The well-publicised delay in completing Crossrail has ensured the project will remain a visible presence in the Square Mile until next Autumn. However, the nature of the project is changing, with the Farringdon East site already becoming an oversite development, the lorry holding area in London Wall being removed in December, and with the City taking possession at Moorfields and Liverpool St in January to begin the public realm works around those station entrances.
26. Members will recall the City reached agreement with Crossrail to undertake these public realm works, and core areas around each station will be completed by Riney in time for the new opening date. However, it is important to note that with oversite development activity above and around each of the stations (in particular at Lindsey St and 100 Liverpool St), completion of all the Crossrail-related public realm works will be a long-term process lasting into 2022 as construction areas gradually become available.

Thames Tideway

27. The impact of Thames Water's project to connect the outfall from the River Fleet at Blackfriars to London's 'super sewer' received considerable publicity earlier this year. This was due to the potential need in 2019 to fully close the Embankment for six months to divert two large gas mains. However, subject to final confirmation by Cadent Gas, Tideway now believe they can manage that risk to their infrastructure without a mains diversion or road closure.
28. In terms of other construction impact, the riverside walkway and down ramp from Blackfriars Bridge to the Embankment will remain closed until the completion of the

project in 2021, whilst Tideway are also now seeking consent to use White Lion Hill as a lorry holding area (albeit keeping the street open to general traffic).

Bank Station Capacity Upgrade

29. The Bank station upgrade remains highly active, with the project on course to deliver a new Northern Line tunnel and station entrance in Cannon St by 2022 that will include step free access to the Northern and DLR lines. The scheme continues to be serviced from its construction sites in Arthur St and Cannon St, but the next major milestone will be the need to connect the new tunnel to the live Northern Line running tunnels.
30. This work will require the Bank branch of the Northern Line to be closed for several weeks, and although the exact date is still to be confirmed, we understand this is now programmed for summer 2021. Officers remain in close contact with the project, with this blockade being a key point of interest given its implications for on-street pedestrian volumes, particularly near Moorgate and London Bridge.

Utility Works

31. As noted above, the need to facilitate the current boom in development activity has helped drive a high volume of general utility activity. However, as Members are only too aware, the most noticeable impact from utility works in the last year has come from just one company, namely Cadent Gas.

Cadent

32. Although Members may recall the recent investment from Cadent (formally National Grid Gas) to upgrade their medium & low pressure gas mains from Aldgate to Newgate St, the last 12 months have seen major gas leaks in Gracechurch St, Cannon St, Fenchurch St, Fore St, Tudor St, Ludgate Hill, Austin Friars, Newgate St, Beech St, Cheapside and St Martins le Grand.
33. Cadent realise that significant long-term investment is required as they come under increasing pressure to act, not just from the City and other Central London authorities (who are experiencing the same issues) but also from the industry regulator and the Health & Safety Executive. They have established an initial five-year funding window to address the most significant high-risk mains, and where possible, Cadent have proactively accelerated that funding to undertake replacement works (as opposed to just repairs) in Gracechurch St, Fore St and part of Fenchurch St.
34. As a result, we fully expect Cadent to seek the City's cooperation in completing several of these gas main replacement schemes during the course of 2019 & 2020. Although not yet confirmed & programmed, it is highly likely that such works will involve some of those streets listed above, and given their depth below the surface, they will be particularly challenging to replace.
35. Such works will have the potential to be disruptive and may appear slow to complete (despite extended working hours) as other utility chambers have to be demolished and cables diverted in order to reach them.

36. However, some locations could be quicker if the new plastic pipes can be fed inside the old ones provided the existing mains are laid in a straight line. In addition, opportunities for collaborative works by other utilities will always be explored, illustrated by the 209 days of disruption saved by co-ordinating other works into the closure of Gracechurch St / Cannon St earlier this year.
37. Discussions are continuing to establish the extent of Cadent's upcoming work programme, and details will be provided to all Members and other stakeholders as / when they become available. Planned works on the gas network cannot typically take place during the winter months, so works are likely to take place in Q2-Q3 2019, starting with the two highest risk priorities at Fenchurch St and Cannon St. In the meantime, officers will continue to provide e-mail updates to Members when emergency works are triggered given they happen at little or no notice.

Power Supplies to 1 Leadenhall & the Eastern City Cluster

38. It is understood that the 1 Leadenhall development will require a significant increase in its power supply requirements for the site, and this is likely to be over & above the capacity of UK Power Networks to meet from local supplies. As a result, this development is expected to trigger a series of major excavations as new power cables are laid from the UKPN substations at Limeburner Lane (to the west) and from Osbourne St in Tower Hamlets (to the east), both having been upgraded to deliver these extra power loads.
39. Ideally, such connections would take into account the wider capacity needs of the Eastern City Cluster because further developments that come on line are equally likely to require additional power. However, there are two major constraints to the concept of UKPN expanding their supply capacity in one go.
- a. UKPN still face rules from the industry regulator prohibiting 'investment ahead of need' as this distorts the market for power supplies;
 - b. Recent Government deregulation of the utility industry means that non-utility companies (or Independent Connection Partners - ICPs) can now install and maintain connections to the utility network, meaning that other companies can effectively bid against Thames Water, Cadent and UKPN to connect developments to the water, gas & electricity networks respectively.
40. The consequences of these two issues is that UKPN can no-longer plan on the assumption they will win the contracts to connect future Eastern City Cluster developments to their network. With the regulator preventing them from investing in spare capacity to give them a competitive advantage, there is now a real prospect that each development will require its own powers supplies to be delivered separately, with multiple excavations by different companies of the same streets.
41. Clearly such a course of events would be significantly & unnecessarily disruptive to the City's road network, and officers are negotiating at a number of levels to see whether a compromise is possible. However, in terms of 1 Leadenhall, trial

holes by Reach Active (an ICP) to establish a viable route for these additional supplies are taking place now, with the works themselves beginning in Q1 2019.

Thames Water Victorian Mains Replacements

42. Thames Water had considered their project to replace large parts of their crumbling mains network long since closed, but they now believe some works need to be revisited and potentially redone at a small number of key locations. This was partly the reason for the recent leak (and road closure) in Cheapside, and Thames Water believe similar repairs will soon be needed in Old Broad St and Leadenhall St.
43. In terms of timing, Old Broad St will be influenced by the closure of Liverpool St bus station (noted above), but at Leadenhall St the intention is to combine these Thames Water works with the Leadenhall St pedestrian crossing, the power supply investigations for 1 Leadenhall and various utility diversion & disconnection works for 6-8 Bishopsgate into a joint road closure during Q1 2019.
44. By combining these works together, this closure is already expected to save around 150 days of disruption, and a major information campaign is about to be launched to publicise the works.

City of London Projects

45. The vast majority of the City's own planned public realm, road safety and highway maintenance programme is expected to have little impact on the road network, with activities sensitively programmed to avoid clashes with other works and minimising local impacts.
46. In terms of major projects with the potential to affect traffic, the Structures team within DBE have a series of works to replace and / or repair various structures within their remit. Timing & consent for these are still subject to the Gateway approval process as well as TfL & LB Southwark approval for works on the Thames bridges, but during 2019 & 2020, the following works are likely to take place:
 - a. Replacement of the waterproofing and bearings on London Bridge
 - b. Waterproofing and structural repairs on Southwark Bridge
 - c. Repairs to the underground pipe subway at Snow Hill / Holborn Viaduct
 - d. Structural investigations under Lindsey St
 - e. Waterproofing of the car park structure beneath London Wall
47. In the context of the last item above, waterproofing and resurfacing of the London Wall / Wood St junction is needed to conclude the public realm changes for London Wall Place. It will be highly challenging to constrain what will be a major set of noisy works to weekends, so a short weekday closure of London Wall may be required at some point next year.

Corporate & Strategic Implications

48. The activity outlined above helps create a safe, effective and fit-for-purpose environment for the City community to flourish in the long term. Development activity in particular is traditionally a sign of a thriving Square Mile, but it brings with it a need for road and footway space for construction, essential utility connections and additional heavy vehicle traffic.
49. The City has a series of statutory duties to maintain safe highways for the public to enjoy, to regulate activity that takes place on its streets and to co-ordinate that activity to ensure its impact is minimised. As a result, the focus must continue to be meeting these statutory requirements and to deliver safer streets, but at the same time to ensure the City retains its competitive edge & remains an attractive place to live, work and visit.
50. These duties, objectives and outcomes will also be re-examined as part of the upcoming Transport Strategy, which will focus on the pace, safety aspect and space needed for works, as well as the wider aspects of freight management, air quality and noise impact.

Conclusion

51. The City's approach to network management continues to focus on identifying the needs of these major projects early, to combine them where possible, and to keep them apart when necessary. With the support & guidance from appropriate political oversight, this requires officers to:
- a. establish the dependency between separate projects;
 - b. understand their potential conflicts and impacts, and;
 - c. engage with project managers early and often to ensure that disruption can be minimised through a combination of regulation, negotiation and influence.
52. With the development boom continuing, significant utility works underway and projects such as Crossrail, Thames Tideway and Bank Station Capacity Upgrade well on track, co-ordinating works on the City's road network will remain a challenge into the longer term.
53. However, the City must continue to ensure the co-operation of major project sponsors, utility companies and developers in co-ordinating their works programmes and reducing their durations in order to limit both the direct and cumulative impact on the public at large.

Appendices

- Appendix 1 – Major Works Timeline
- Appendix 2 – Major Works Map

Ian Hughes

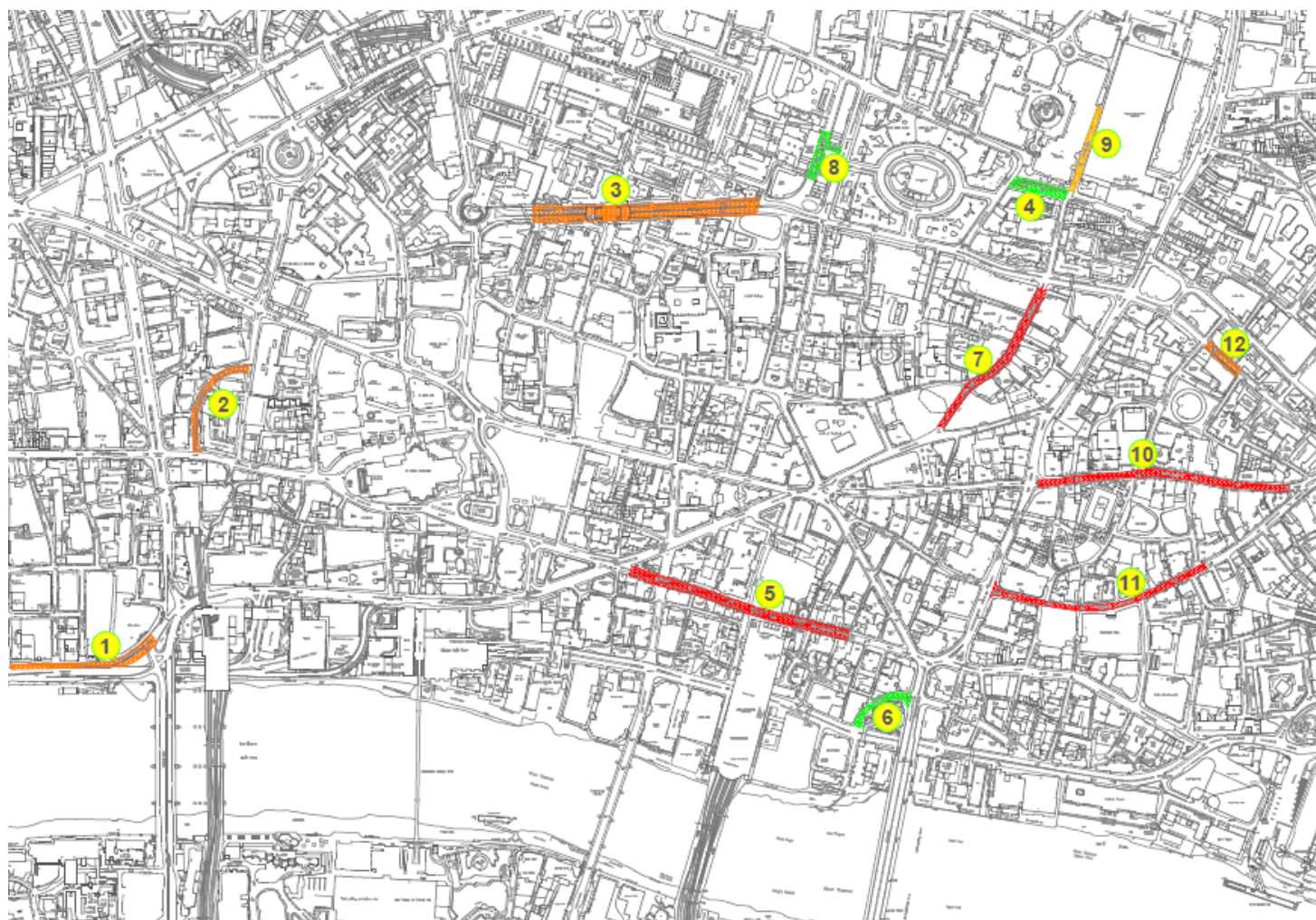
Assistant Director (Highways), Dept of the Built Environment
T: 020 7332 1977, E: ian.hughes@cityoflondon.gov.uk

Appendix 1 – Major Works Timeline 2019

(High, Medium & Low Impact schemes)

Q1 Jan-Mar	High Leadenhall St – Combined CoL / UKPN / TWU works	Medium Liverpool St Bus Station – McAlpine (100 L’pool St) London Wall / Wood St resurfacing (London Wall Place) Blackfriars slip closure (Tideway)	Low Liverpool St, Moorfields - Crossrail public realm Arthur St – Bank Station Northern Line upgrade
Q2 Apr-June	High Fenchurch St or Cannon St - Cadent	Medium Liverpool St Bus Station – McAlpine (100 L’pool St) London Wall – CoL Waterproofing 1 Leadenhall power connections Blackfriars slip closure (Tideway)	Low Liverpool St, Moorfields - Crossrail public realm Arthur St – Bank Station Northern Line upgrade
Q3 July-Sept	High Fenchurch St or Cannon St – Cadent Old Broad Street – Thames Water London Bridge – CoL Waterproofing	Medium Liverpool St Bus Station – McAlpine (100 L’pool St) London Wall – CoL Waterproofing 1 Leadenhall power connections Blackfriars slip closure (Tideway)	Low Liverpool St, Moorfields - Crossrail public realm Arthur St – Bank Station Northern Line upgrade
Q4 Oct-Dec	High London Bridge – CoL Waterproofing	Medium Bevis Marks utilities (70 St Mary Axe) 1 Leadenhall power connections Blackfriars slip closure (Tideway)	Low Arthur St – Bank Station Northern Line upgrade

Appendix 2 – Major Works Map



CITY OF LONDON Major Works Timeline 2019

- 1. BLACKFRIARS SLIP CLOSURE**
(Victoria Embankment)
Thames Tideway Tunnel Construction & Diversions
- 2. LEADENHALL POWER CONNECTIONS**
Limburner Lane
- 3. LONDON WALL/WOOD STREET**
(Resurfacing & Waterproofing)
London Wall Place
- 4. LIVERPOOL STREET (Public Realm)**
Crossrail
- 5. CANNON STREET**
Cadent Gas
- 6. ARTHUR STREET**
(Bank Station Northern Line Upgrade)
London Underground/Dracados
- 7. OLD BROAD STREET**
Thames Water
- 8. MOORFIELDS (Public Realm)**
Crossrail
- 9. LIVERPOOL STREET BUS STATION**
(100 Liverpool Street)
McAlpine
- 10. LEADENHALL STREET (Combined Works)**
City of London/UKPN/TWU Works
- 11. FENCHURCH STREET**
Cadent Gas
- 12. BEVIS MARKS (70 St. Mary Axe)**
Various Utility Works

Committee(s):	Dates(s):
Finance	13 th November 2018
Planning & Transportation	20 th November 2018
Streets and Walkways Sub	4 th December 2018
Court of Common Council	6 th December 2018
Subject: Annual On-Street Parking Accounts 2017/18 and Related Funding of Highway Improvements and Schemes	Public
Report of: Chamberlain	For Information
Report author: Simon Owen, Chamberlain's Department	

Summary

The City of London in common with other London authorities is required to report to the Mayor for London on action taken in respect of any deficit or surplus in its On-Street Parking Account for a particular financial year.

The purpose of this report is to inform Members that:

- the surplus arising from on-street parking activities in 2017/18 was £14.523m;
- a total of £4.664m, was applied in 2017/18 to fund approved projects; and
- the surplus remaining on the On-Street Parking Reserve at 31st March 2018 was £29.980m, which will be wholly allocated towards the funding of various highway improvements and other projects over the medium term.

Recommendation

Members are asked to:

- Note the contents of this report for their information before submission to the Mayor for London.

Main Report

Background

1. Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended), requires the City of London in common with other London authorities (i.e. other London Borough Councils and Transport for London), to report to the Mayor for London on action taken in respect of any deficit or surplus in their On-Street Parking Account for a particular financial year.

2. Legislation provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes:
- a) making good to the City Fund any deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
 - b) meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;
 - c) the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
 - d) if it appears to the City that the provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely:
 - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
 - the purposes of a highway or road improvement project in the City;
 - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
 - for an “environmental improvement” in the City.
 - e) meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor’s Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and
 - f) making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.
3. In the various tables of this report, figures in brackets indicate expenditure, reductions in income or increased expenditure.

2017/18 Outturn

4. The overall financial position for the On-Street Parking Reserve in 2017/18 is summarised below:

	£m
Surplus Balance brought forward at 1st April 2017	20.121
Surplus arising during 2017/18	14.523
Expenditure financed during the year	(4.664)
Funds remaining at 31st March 2018, wholly allocated towards funding future projects	29.980

5. Total expenditure of £4.664m in 2017/18 was financed from the On-Street Parking Reserve, covering the following approved projects:

Revenue/SRP Expenditure:	£000
Highway resurfacing, maintenance & enhancements	(2,241)
Concessionary fares & taxi card scheme	(493)
Bank Junction experimental safety scheme	(443)
Off-Street car parking costs funded from reserves	(225)
Special needs transport	(78)
Minories car park structural building report	(45)
HVM security team	(32)
Temple Area traffic review	(31)
Dominant House footbridge repairs	(24)
Barbican Podium waterproofing	(14)
Beech Street tunnel	(6)
Cleansing / planting maintenance / other	(2)
Total Revenue/SRP Expenditure	(3,634)
Capital Expenditure:	
Street Lighting project	(720)
Aldgate	(257)
Beech Gardens Barbican Podium waterproofing	(48)
Milton Court highway works S278	(5)
Total Capital Expenditure	(1,030)
Total Expenditure Funded in 2017/18	(4,644)

6. The surplus on the On-Street Parking Reserve brought forward from 2016/17 was £20.121m. After expenditure of £4.644m funded in 2017/18, a surplus balance of £9.859m was carried forward to future years to give a closing balance at 31st March 2018 of £29.980m.
7. Currently total expenditure of some £81.364m is planned over the medium term from 2018/19 until 2022/23 (as detailed in Table 1), by which time it is anticipated that the existing surplus plus those estimated for future years will be fully utilised.
8. The total programme covers numerous major capital schemes including funding towards the Street Lighting project; HVM security bollards; Thames Court footbridge; Barbican Podium waterproofing & Highwalk remedial works; repairs to Holborn Viaduct & Snow Hill pipe subways; Temple Area traffic review; London Wall car park waterproofing, joint replacement & concrete repairs; Dominant House footbridge repairs; and Bank Junction permanent safety scheme.
9. The programme also covers ongoing funding of future revenue projects, the main ones being highway resurfacing, enhancements & road maintenance projects; concessionary fares & taxi cards; contributions to the costs of Off-Street car parks; Bank Junction experimental safety scheme; Minories car park structural building report; and special needs transport. The progression

of each individual scheme is, of course, subject to the City's normal evaluation criteria and Standing Orders.

10. A forecast summary of income and expenditure arising on the On-Street Parking Account and the corresponding contribution from or to the On-Street Parking surplus, over the medium-term financial planning period, is shown below:

Table 1 On-Street Parking Account Reserve Projections 2017/18 to 2022/23	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Total
	Actual £m	Forecast £m	Forecast £m	Forecast £m	Forecast £m	Forecast £m	£m
Income	21.0	16.9	15.5	14.6	13.9	13.4	95.3
Expenditure (<i>Note 1</i>)	(6.5)	(4.2)	(4.6)	(4.6)	(4.7)	(4.8)	(29.4)
Net Surplus arising in year	14.5	12.7	10.9	10.0	9.2	8.6	65.9
Capital, SRP and Revenue Commitments	(4.6)	(20.6)	(26.7)	(16.0)	(9.3)	(8.8)	(86.0)
Net in year contribution (from)/ to surplus	9.9	(7.9)	(15.8)	(6.0)	(0.1)	(0.2)	(20.1)
(Deficit) / Surplus cfwd at 1 st April	20.1	30.0	22.1	6.3	0.3	0.2	
(Deficit) / Surplus cfwd at 31st March	30.0	22.1	6.3	0.3	0.2	0.0	

Note 1: On-Street operating expenditure relates to direct staffing costs, repair & maintenance of pay & display machines, Indigo contractor costs, fees & services (covering cash collection, pay by phone, postage & legal), IT software costs for enforcement systems, provision for bad debts for on-street income and central support recharges.

11. A noticeable increase in income has been generated since 2017/18 due to the Bank Junction Experimental Safety Scheme, that has since been made permanent following agreement at Court of Common Council on 13th September 2018. Depending upon future motorist's compliance, these forecast future income streams may need refining.

Conclusion

12. So that we can meet our requirements under the Road Traffic Regulation Act 1984 (as amended), we ask that the Court of Common Council notes the contents of this report, which would then be submitted to the Mayor of London.

Background Papers

13. Road Traffic Regulations Act 1984; Road Traffic Act 1991; GLA Act 1999 sect 282.
14. Final Accounts 2017/18.

Simon Owen

Chamberlain's Department

T: 020 7332 1358

E: simon.owen@cityoflondon.gov.uk

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

Document is Restricted

This page is intentionally left blank