



Streets and Walkways Sub (Planning and Transportation) Committee

Date: TUESDAY, 26 FEBRUARY 2019
Time: 1.45 pm
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 non-public summary of the meeting held on 22 January 2019.

For Decision
(Pages 1 - 10)
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk.

For Information
(Pages 11 - 16)
5. **BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**
Report of the Director of the Built Environment

For Decision
(Pages 17 - 26)
6. **CROSSRAIL REINSTATEMENT PROJECTS - UPDATE REPORT**
Report of the Director of the Built Environment

For Decision
(Pages 27 - 50)
7. **SPECIAL EVENTS ON THE HIGHWAY**
Report of the Director of the Built Environment

For Decision
(Pages 51 - 70)
8. **CULTURE MILE LOOK AND FEEL EXPERIMENTS**
Report of the Director of the Built Environment

For Decision
(Pages 71 - 90)
9. **BERNARD MORGAN HOUSE PUBLIC REALM**
Report of the Director of the Built Environment

For Decision
(Pages 91 - 102)

10. **LORD MAYOR'S SHOW 2019**

Joint report of the Town Clerk and the Director of the Built Environment

For Information
(Pages 103 - 114)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

13. **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

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

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

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

Tuesday, 22 January 2019

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)
Randall Anderson
Deputy Keith Bottomley
Deputy Jamie Ingham Clark

Marianne Fredericks
Alderman Alison Gowman (Ex-Officio Member)
Paul Martinelli (Ex-Officio Member)
Graham Packham

Officers:

Joseph Anstee	- Town Clerk's Department
Zahur Khan	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Alan Rickwood	- City of London Police
Clarisse Tavin	- Department of the Built Environment
Ruth Calderwood	- Department of Markets and Consumer Protection
Simon Glynn	- Department of the Built Environment
Sam Lee	- Built Environment
Mark Lowman	- City Surveyor's Department
Simon Owen	- Chamberlain's Department
Na'amah Hagiladi	- Department of the Built Environment
Karen McHugh	- Comptroller & City Solicitor's Department

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Kevin Everett, Deputy Alistair Moss and Oliver Sells (Deputy Chairman).

The Chairman advised the Sub-Committee that Christopher Hill had offered to take over from Deputy Kevin Everett as the appointed representative of the Port Health & Environmental Services Committee on the Sub-Committee. Both Members were happy with this change which was likely to be actioned at the next meeting of Port Health & Environmental Services Committee.

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

There were no declarations.

3. **MINUTES**

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

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a list of outstanding actions.

Swan Pier

The City Surveyor advised the Sub-Committee that the contractor had been appointed and had started to set up the site and finalise licenses. The project was on programme with no current issues. The contractors were taking the old pier out so that works to the flood defence wall could be carried out, and would leave it so that the pier could be re-established following the work.

22 Bishopsgate

The Director of the Built Environment advised the Sub-Committee that 95% of the details of the legal agreement had been agreed. A proposal had been drafted to break the impasse on the remaining negotiations which had been circulated to the Chairman and Deputy Chairman for information. The Chairman advised that he was satisfied with the proposals and advised officers to proceed.

Dockless Cycles

The Director of the Built Environment advised that discussions with the cycle hire operators were continuing. There had been additional approaches from operators about electric cycle schemes, but officers had asked them not to move to set up any such scheme until the Transport Strategy had been adopted.

A Member advised that they had had seen an electric cycle scheme operator presentation and had been impressed. The scheme had better technology than some of the existing schemes and could be a promising route forward. The Chairman added that he would be meeting with an operator next week.

Beech Street

The Chairman advised the Sub-Committee that he was continuing to meet with his counterpart from the London Borough of Islington and had discussed a possible two-way closure. A report on that would be brought back to Committee.

The Director of the Built Environment added that officers were also meeting with Islington to discuss possible closure plans and the ramifications for the wider network. Islington were also looking at their own project to promote walking and cycling, and the authorities had agreed to promote and support each other's aspirations. High-level discussions with TfL were also underway.

Modelling for a one-way closure in either direction had been approved but approval was still sought for two-way closure. The road had been closed for a period last year in order for Thames Water to undertake work and this was an opportunity to look at two-way closure as an additional option. Members were pleased to hear about the co-operative approach of Islington and TfL.

Blackfriars Bridge Underpass

The Director of the Built Environment advised the Sub-Committee that repairs to the lighting and a deep clean had been done by TfL, and a meeting had been arranged for next week to any remaining minor issues.

A Member reported that the underpass looked better but there was some minor work outstanding such as repairs to the tiling and treads. The Chairman asked that the item be kept on the outstanding references list until further feedback had been received.

5. BANK JUNCTION IMPROVEMENTS

The Sub-Committee considered a report of the Director of the Built Environment seeking approval to restart the All Change at Bank project, align it with the changes in the corporate project management processes and governance, incorporate the corporate plan outcomes, and seeking Members guidance on the trajectory of change desired at Bank to focus the design efforts and minimise the length of the programme. The Chairman reminded Members that the All Change at Bank project had been put on hold whilst the Bank on Safety scheme had been completed, and now officers sought authority to restart the project, and instruction from Members on how to develop the scheme.

The strategic options presented for consideration all had the possibility of allowing some traffic through the junction. The Chairman added that whilst he did not want to debate the point, the Sub-Committee should note that there was still support amongst some Members for permitting taxis to use the junction, and reported comments he had received from Members detailing the reasons for their support.

The Director of the Built Environment introduced the report and gave a short presentation setting out the project timeline to date, project objectives, each strategic option for consideration and indicative timescales for the project. The recommendation was to proceed with option 2, working towards semi-pedestrian priority with areas for place activity. This provided balance which most closely reflected the responses to consultations and previous Members debate. Guidance on how the options worked against the project objectives was set out as an appendix to the report.

Members then discussed the strategic options. Some Members felt that option 1 should be the Corporation's ultimate aspiration for the junction, but that this may be a longer-term vision. If another option was taken, the scheme should be implemented in a way which kept option 1 open as a future possibility. A Member stressed that any scheme should retain the ability to direct traffic back

through the junction in an emergency. Furthermore, any scheme needed to be aligned with the Transport Strategy as this would form the basis of evidence supporting the scheme.

In response to a query from a Member, the Director of the Built Environment advised that TfL had not yet been consulted for their views on the three strategic options, but they were happy with the Bank on Safety scheme with regards to bus journey times. However, TfL were aware of the temporary nature of the Bank on Safety scheme and had already begun reducing bus traffic through the junction accordingly. The Director of the Built Environment felt that option 1 could be negotiated in the longer term, but that this was not confirmed.

A Member suggested moving towards option 1 but in two phases if necessary. It was important that TfL's position be clarified, so that no option would be ruled out unnecessarily. The Chairman asked whether Members were in favour of deferring the decision in order to get definitive TfL comments on the strategic options, particularly option 1. The Director of the Built Environment responded that the project currently had momentum and that officers were conscious of the target end date of 2022. Delaying the decision may delay the project by up to one quarter.

A Member suggested that the Sub-Committee support option 2 with the ultimate aspiration of implementing option 1 in the future. TfL may not be able to answer questions quickly and may need to undertake their own analysis beforehand. A Member added that moving with pace on the project was important. Pedestrian footfall had increased significantly in recent years and would continue to do so with the upcoming capacity upgrades to Bank station, and therefore it would be important to have something in place in time. As there were only two routes north from London Bridge, Bishopsgate and Bank junction, TfL were unlikely to agree to reroute the buses that used Bank junction and would not be able to do so in the current timescales.

A Member argued that they supported option 3, as the key measures of success set out in the report had been achieved through the Bank on Safety scheme. As part of the Department of the Built Environment review of project prioritisation, a number of plans had been deprioritised due to cost, and on this basis, Members should take account of the significant difference in cost between options 2 and 3. Delivery was also key and option 3 would be delivered faster than the other 2 options.

A Member stressed that it was important to continue to be bold, and to have a clear vision. The work done so far on the Bank project had been bold and had influenced work elsewhere. The ideal vision was for maximum place activity but without losing resilience for the junction, and approving option 2 with the aspiration of eventually implementing option 1 was supported. However, more details on cost and cost differences between the options would be required.

A Member said that on the basis of having option 1 as the ultimate aspiration for the junction, they could support taking option 2 as the next step. However, early conversations with TfL were imperative and Members would need an up-

to-date steer when the project was next reported to Committee. A Member added that they would like to see the timescales on option 2 tightened if this was the preferred option.

The Chairman emphasised the importance of political will and courage, and reminded Members that at one time, the majority of the Court of Common Council had been against the Bank on Safety scheme. The Chairman asked officers if option 2 could be implemented in time for the capacity upgrades to Bank station. The Director of the Built Environment responded that there were indications that it could be done, but it could not be promised. There was some dependence on other networks to implement the scheme. A report would be brought back to the April meeting of the Sub-Committee for further decision.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Approve for the Bank Junction Improvements Project (All Change at Bank) to be formally restarted;
- b) Approve the Project Objectives in paragraph 13 continue to be relevant to align with the wording of the Corporate plan;
- c) Note change to governance arrangements of the existing Project Board into a stakeholder working group, and the creation of a new internal Project Board;
- d) Proceed with feasibility design of Strategic Option 2 (semi pedestrian priority with some vehicle movement) to a Gateway 4 report, on the basis that the proposed timescales for the project be tightened, and that Strategic Option 1 be retained as the Corporation's longer-term aspiration for the junction. The next phase of work will investigate different options for highways alignment, design of public realm and vehicle mix to inform the Gateway 4 report;
- e) Note the options for procurement routes to include the option of any applicable framework contract (paragraph 44 and Appendix 6); and
- f) Note that Streets and Walkways will remain the nominated client Committee for future reports on this project, with escalation to Planning and Transportation Committee as required.

6. **GREENING CHEAPSIDE S106**

The Sub-Committee considered a report of the Director of the Built Environment presenting detailed design information and costs for Phase 1 of the Greening Cheapside project. The Director of the Built Environment introduced the report and gave a short presentation setting out the two phases of the project and key observations. The recommendation was to approve the proposed design and details set out in the report relating to the budget.

A Member suggested that the plans might benefit from more bins, as the area tended to attract litter and particularly cigarette butts. The area should also be designed to be unattractive to skateboarders.

A Member queried whether there were plans to redesign the exit to the tube station, as the current area was a cluttered design with a busy coffee bar, a map that was often vandalised and a number of street obstructions. The area could be significantly improved if the station building was improved. A Member added that no solution to the existing issues with wayfinding were proposed, although it might not be within the Corporation's power to change the station building. Members asked that the Phase 2 report be submitted to Streets & Walkways Sub-Committee as well as the Open Spaces & City Gardens Committee.

A Member said that many people may still try to sit on the wall of the plant bed, and suggested making the wall deeper so that the plants were not disturbed. The Member added that he recalled the Corporation had tried to do something about the exit to the station in the past and had decided against it due to cost or another issue. A Member suggested requesting a message giving directions over the PA system within the station.

A Member asked what the anticipated budget for Phase 1B was, and how it was decided to allocate £20,000 to Phase 1B for the architectural design competition.

A Member queried whether people would sit on the stone column seating, whether signage and more cycle parking had been considered. The planter in front of One New Change should also be upgraded.

The Director of the Built Environment responded to the points raised by Members. The budget for the project had been capped and the project rescope following the prioritisation review. The project would focus on the existing planters. The funding for Phase 1B involved external sponsors with whom discussions were ongoing, and it was hoped this would be agreed by March. The £20,000 allocated would be to support the design competition in conjunction with the City Centre, similar to a number of competitions that had been run recently.

Officers understood Members' concerns about wayfinding and the station exit, but wholesale changes to the station exit were not possible for structural reasons. TfL were looking at upgrading the station building but the upgrades would be cosmetic.

New signage would be provided for the area as part of the Legible London scheme, and officers would explore options for better visibility. The design of planters to the north and west would be similar to the others in material and seating design. Armrests were also under consideration to increase accessibility. Measures against skateboarding would also be included. The stone columns were included as historic recall in character with the area, and it would be ensured that they were not intrusive. Due to the amount of existing

instructions, it was not recommended to add more cycle stands. Whilst the phase of the project relating to the churchyard would be led by the Open Spaces & City Gardens Committee, the report would also be submitted to Streets & Walkways Sub-Committee.

A Member suggested that the map could also be replaced as part of the Legible London scheme.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Approve the proposed design and the total budget of Phase 1 and total city funding contribution to Phase 1B at an estimated cost of £380,154 funded from the sources described in Appendix 7, table 3 (including any related interest or indexation);
- b) Note that the £20,000 allocated to Phase 1B will only be utilised subject to the external funding for the implementation of Phase 1B of the project being secured; and
- c) Authorise delegation of budget adjustments between staff costs, works and fees, and between Phase 1 and Phase 1B to the Chief Officer in consultation with the Chamberlain Department.

7. MOOR LANE ULEV SCHEME

The Sub-Committee considered a report of the Director of Markets and Consumer Protection concerning the proposed pilot scheme to introduce an ultra-low emission vehicle (ULEV) access only restriction at the southern section of Moor Lane in April 2019.

The Director of Markets and Consumer Protection introduced the report. It was proposed to postpone the pilot scheme for up to 6 months to avoid confusion with the Mayor of London's Ultra-Low Emission Zone. The pilot scheme had been out to consultation with responses received.

A Member said that they were troubled by some of the responses to the consultation, and queried whether the questions posed by Noble & Associates, set out on page 81 of the agenda, could be answered, and whether the scheme represented value for money.

A Member added that the responses to the consultation had been interesting. The proposed postponement was understandable but possible confusion would need to be dealt with eventually regardless, particularly with regards to signage and definitions of ULEV. The Member was not opposed to the pilot scheme but felt there were questions to answer. As the scheme was being postponed anyway, it was suggested that more thought should be put into the scheme and a report brought back to Committee with clearer proposals.

A Member said that the pilot schemes originated through funding from the Mayor of London and one of the key purposes was to remove traffic from

Beech Street. If this could not be delivered, then the funding should be returned or rerouted to the Beech Street project.

A Member drew the Sub-Committee's attention to the response from the LTDA, who raised a valid point about rapid charging points. Not enough of them had been delivered and the Corporation could not insist on electric taxis without sufficient provision. A Member suggested that if the pilot scheme could not be delivered then the funding could be used to deliver the charging points, as residents would need them as well.

A Member added that opposition to the scheme was significant and it needed to be taken further, with perhaps a further consultation if necessary. A Member suggested that another report be brought back to Committee, as better alignment would result in better engagement.

The Director of Markets and Consumer Protection responded to the points raised by Members. The issue had been brought to Committee because of the consultation responses. Officers were pleased with the level of engagement and discussion. A pilot was under consideration for thirty rapid charging points and there was other work being done around this issue. The original intention had been to trial a zero-emissions street but as this could not be delivered a ULEV scheme was considered as an alternative. The Transport Strategy worked towards zero-emission zones and this would be useful for informing that.

There were a number of things that would impact upon the scheme and discussions with taxi groups had taken place. Officers would also work closely with businesses and other local stakeholders. The focus was on promoting the idea and this was all part of the process. Responses to the questions put by Noble & Associates could be provided outside the meeting.

The Chairman then moved that Members consider the recommendations. A Member suggested that there was more work to be done and Members would not necessarily approve the pilot scheme in its current form following the postponement, and suggested the matter be brought back to Committee before making a decision. A Member added that the charging infrastructure was a critical point with wider implications, and it would be premature to make the experimental traffic order at this point. Members needed to establish if the scheme was understood as a priority, as the targets were achievable. A Member added that the next report should include detailed costs.

The Chairman said that it was clear that Members were satisfied with postponing the scheme, but wanted a further report with greater detail on the pilot scheme before agreeing to make the traffic order.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Agree that introduction of the scheme is postponed for up to 6 months to avoid confusion with the Mayor of London Ultra-Low Emission Zone and provide additional time for drivers to upgrade vehicles; and

- b) Instruct officers to bring a further report on the pilot scheme to Committee, taking account of Members' comments and responses to the consultation.

8. **ANTI-TERRORISM TRAFFIC REGULATION ORDER: 2018 REVIEW**

The Sub-Committee received a report of the Director of the Built Environment reviewing the use of the City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) which was used only once in 2018, namely for the New Year's Eve celebrations as part of the Metropolitan Police-led operation. The Director of the Built Environment introduced the report and advised the Sub-Committee that officers felt the system in place was proportionate and challenged police effectively.

RESOLVED – That the report be noted.

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

11. **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
12	3
13 – 14	-

12. **NON-PUBLIC MINUTES**

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

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

There were no questions.

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

There was no other business.

The meeting closed at 12.07 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 4 December 2018 22 January 2019	Swan Pier and Trigg Lane The Thames Wall adjacent to Swan Pier and Trigg Lane to be repaired to meet the requirements of the Environment Agency notice. Completion due Spring 2019.	City Surveyor	March 2019	<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.</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>Works started as programmed and there are currently no issues. Priest Stonework are focussing on the pedestrian side of the walkway and parapet wall works until the end of February, whilst securing all the PLA</p>

				<p>licences, then will move onto the River side next month.</p> <p>The City Surveyors will issue monthly progress reports on this going forward.</p>
<p>24 July 2017 17 October 2017 23 January 2018 27 February 2018 3 July 2018 4 September 2018 23 October 2018 4 December 2018 22 January 2019</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>March 2019</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>At the last meeting, the Sub-Committee was advised that the negotiations over public realm improvements remained positive. Officers 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>The Director of the Built Environment advised the Sub-Committee that there had been some delay as the developer had shifted their programme, slowing negotiations, but the details of the agreement were in largely in place awaiting final confirmation.</p> <p>The Director of the Built Environment advised the Sub-Committee that 95% of the details of the legal agreement had been agreed. Officers had circulated a proposal to agree the remainder to the Chairman and Deputy Chairman for information and were given approval to proceed with the proposal.</p>

<p>23 January 2018 27 February 2018 9 April 2018 3 July 2018 4 September 2018 23 October 2018 4 December 2018 22 January 2019</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>The Director of the Built Environment advised the Sub-Committee that more general work on reviewing the Street Obstructions Policy had begun, and this would be brought back to Members in Spring 2019.</p> <p>Any relevant updates before the Transport Strategy is brought back to Committee will be reported to Members.</p>
<p>23 October 2018 4 December 2018 22 January 2019</p>	<p><u>Beech Street Transport and Public Realm Improvements</u> 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</p>	<p>Director of the Built Environment</p>	<p>February 2019</p>	<p>Regular meetings with TfL and Islington are continuing with the first joint meeting, attended by all three parties, held on 18 January 2019. The Beech Street project and Islington's Old Street/Clerkenwell Road scheme were discussed and how the two projects will interact. Minutes are currently being worked up and an update on the outcomes of this meeting will be provided at the next committee meeting.</p>

	outcomes.		February 2019	A meeting to be attended by representatives from GLA and CoL Members (Chairman of P&R and P&T) has been organised for 20 February.
			March 2019	The baseline study and data collection exercise is progressing with various surveys planned over the next 4–8 weeks, including traffic surveys, air quality monitoring, noise monitoring and lighting levels assessment.
			March 2019	The first deliverable of the modelling task has recently been completed. This relates to the interim scheme and discussions on the format of the interim scheme and a way forward are currently being discussed with TfL. The impact on buses along Beech Street are also currently being assessed in consultation with TfL and it is expected that these will be resolved in conjunction with the other traffic impacts referred to above. Overall, officers expect to be in a position to advise on the viability of the interim scheme by March 2019. Gateway 3 Issues Report on the agenda for the meeting on 26 February 2019.
4 December 2018 22 January 2019	<p><u>Blackfriars Bridge Underpass</u></p> <p>A Member expressed concern regarding the poor state of the underpass at Blackfriars Bridge and asked who was responsible for the cleaning and maintenance of it.</p> <p>Officers advised that there were overlapping responsibilities between the CoL and TfL and discussions were taking place with</p>	Director of the Built Environment	May 2019	<p>A detailed response was sent to the Member on 09/01/2018.</p> <p>The City are monitoring it, increasing inspections, scheduled and ad hoc cleaning as required is now in place.</p> <p>Put a request in with TfL with a view to arranging a site meeting to agree an allocate clear responsibilities and explore CoL taking over TfL responsibilities. Officers undertook to report back on the options available.</p>

	<p>TfL to address the problem.</p> <p>A Member questioned why Transport for London were reluctant to allow the CoL Corporation to take over responsibility for the underpass and asked if officers had engaged at a senior level.</p> <p>Members expressed concern at the state of the underpass and the fact that people were likely to try and cross the road as an alternative to using it which was extremely dangerous.</p>			<p>Members noted Officers had reached an agreement with TfL who had agreed to replace the tiles in the Blackfriars Bridge underpass and review the lighting there. Officers would undertake a deep cleanse of the underpass and invite local ward Members and the Chairman and Deputy Chairman of the Port Health and Environmental Services Committee to visit. Members could then consider whether a programme for routine deep cleansing of the underpass would be feasible going forward.</p> <p>UPDATE: Members were informed that TfL had undertaken tar repairs in the underpass and that a deep clean of the area had been undertaken by City Highways. TfL had undertaken to look at the issue of rough sleeping here alongside the City's outreach team. New LED lighting was also to be installed in the underpass.</p> <p>Following a meeting with officers from Cleansing, TfL have placed orders for new tread plates on the steps that were highlighted as needing repair. These items have a 10-12 week lead-in time. TfL also confirmed they will address the various loose tread plates at the same time.</p>
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Committees:		Dates:
Streets and Walkways Sub-Committee	For Decision	26/02/2019
Projects Sub-Committee	For Decision	22/03/2019
Port Health & Environmental Services	For Information	05/03/2019
Subject: Beech Street: Transport and Public Realm Improvements	Issue Report: Gateway 3 Complex	Public
Report of: Director of the Built Environment Report Author: Aldo Strydom		For Decision
<p><u>Dashboard</u></p> <p>Timeline: G4 Detailed Option Appraisal (Phase 1 – Interim Scheme) ~ May 2019</p> <p>Total Estimated Cost: £12M-£15M</p> <p>Approved budget: £1,745,362</p> <p>Spend to Date: £346,748</p> <p>Overall Project Risk: Medium</p> <p><u>Project Mission statement</u></p> <p>The Project will address air quality issues by reducing traffic that pass through the covered roadway. At the same time, it aims to deliver a vibrant street with a high-quality public realm at the centre of Culture Mile, which will also provide the opportunity to realise property outcomes.</p> <p><u>Recommendations</u></p> <p>It is recommended that all Committees note:</p> <ul style="list-style-type: none"> • The resolutions from the previous Committee meetings (September 2018) tasking officers with investigating the feasibility of an eastbound and westbound closure, as well as exploring the option of introducing Ultra-Low Emission Vehicle (ULEV) restrictions along Beech Street and investigating options to accelerating the project; • The progress and findings to date; • The next steps, programme, key project risks & opportunities. <p>It is recommended that Members of the Streets and Walkways and Project Sub Committees:</p> <ul style="list-style-type: none"> • Approve an increase in the scope of the project to investigate the feasibility of a two-way closure of Beech Street (both interim and long term proposals) • Approve the Project Objectives. 		

Report Summary

This report is for the Beech Street Transport and Public Realm project (the Project) which aims to deliver air quality, property and public realm improvements in Beech Street through means of reducing or removing traffic. The Project builds on the work undertaken as part of the 'Culture Mile Look and Feel Strategy' and delivers the Beech Street Vision which was approved by Policy and Resources Committee in June 2018.

In September 2018 an Issues Report was approved by Members, tasking officers to investigate the feasibility of an eastbound and/or westbound closure to vehicles, as well as explore the option of introducing Ultra-Low Emission Vehicle (ULEV) restrictions along Beech Street. Members also expressed their desire for officers to explore ways to accelerate the project where appropriate.

The purpose of this report is to:

- provide an update on the work and findings to date
- seek Member approval of the project objectives
- seek Member approval of the options and next steps
- advise on the project risks and opportunities.

Work and findings to date

Work to date

Since the September Committees in 2018, officers have been completing a study to capture the existing baseline situation, which will also be used as a basis for measuring the impacts of changes and future success of the scheme. The technical data captured in this report will include up-to-date traffic and pedestrian information, as well as air quality and noise monitoring data, outcomes from the assessment of structures and information on the public realm. Activities around the baseline report also include perception surveys and collection of servicing data through engagement with local businesses. Using iBus data provided by TfL, investigations into bus journey times for a route 153 diversion via London Wall have also been undertaken.

Officers have been meeting with Transport for London (TfL) and Islington Council on a regular basis to progress the options for Beech Street, and to coordinate the Project with Islington's Old Street/Clerkenwell Road (OSCR) scheme. Islington's proposals include point closures along Clerkenwell Road to restrict traffic to buses and taxis only.

A number of meetings, attended by senior officers and Members, with TfL, the Greater London Authority (GLA) and Islington Council have also taken place to enable the Corporation to gather political support for the project.

Updated strategic traffic modelling has been undertaken by TfL for eastbound and westbound closures of Beech Street. This has produced very similar outputs to previous strategic modelling reported to members in 2016, with the majority of traffic expected to reassign to London Wall and Old Street.

Officers have, in collaboration with TfL, been exploring opportunities to progress the project in a shorter timeframe under what has been dubbed an 'interim scheme'. An interim scheme needs to deliver some or all of the expected benefits, including:

- Air quality improvements
- Public realm space/footway gains
- Opportunities for Culture Mile artwork and activities

TfL officers have agreed in principle that a closure scenario that has a 'minimal impact' on the network may be able to progress to a Traffic Management Act Notification (TMAN) application, without the need to undergo TfL's full Model Auditing Process (MAP). The outputs from the strategic modelling done to date indicate that an eastbound closure might be considered for this purpose and officers have undertaken further analyses on this scenario, with a report submitted to TfL in order to start a discussion.

Key findings

- Due to the likely reassignment of traffic onto the Strategic Road Network (SRN), any form of closure on Beech Street will require a notification under the Traffic Management Act (i.e. TMAN application), to be approved by TfL
- Islington Council is a statutory consultee on the Beech Street proposals as some traffic is expected to reassign to Islington streets
- The TfL traffic modelling team consider full traffic modelling (MAP) may not be required for an eastbound closure, however it would most likely be required for a westbound or two-way closure due to the greater volume of traffic that this will displace onto parallel streets and the SRN. This requires further analyses, and formal agreement with TfL
- Bus route 153 travels along Beech Street and any directional lane closure(s) will require the service to be rerouted (via London Wall)
- Progressing a bus change (rerouting) takes a minimum of six months due to internal TfL processes. Agreement on a route 153 diversion, from TfL buses, is also required as part of the TMAN approval process
- Initial assessment of bus journey times indicate that these are likely to increase as a result of a diversion (via London Wall), however officers are investigating possible mitigation measures

Other considerations

The level of improvement in air quality is dependent on the ability to remove as much traffic from Beech Street as possible, and Members have previously expressed a desire for a two-way closure to be investigated as this will most likely result in greater air quality improvements. The most recent available data¹ indicates that Beech Street has significant concentrations of NO₂, of around twice the acceptable limits² as prescribed in the *National air quality objectives of the Air Quality Strategy for England, Scotland, Wales and Northern Ireland* (Department for Environment, Food & Rural Affairs, 2011).

Project objectives

Broadly, the Project seeks to:

- improve air quality to acceptable limits
- modernise the public realm by creation of a safer, cleaner, more comfortable and vibrant street that facilitates the delivery of Culture Mile
- contribute to the successful outcomes of the exhibition halls refurbishment project.

¹ Using combination of data from *London Atmospheric Emissions Inventory* and continuous monitored data from various sites.

² Currently 40 µg/m³ of NO₂ (annual average concentration)

To align with the Corporate Plan, it is proposed that the project objectives are redefined as:

Beech Street Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity
A – Improve air quality by reducing NO ₂ levels	Shape outstanding environments	11 – We have clean air, land and water and a thriving and sustainable natural environment	a. – Provide a clean environment and drive down the negative effects of our own activities
B – Improve the quality of the public realm to create streets and public spaces for people to securely admire and enjoy	Shape outstanding environments	12 – Our spaces are secure, resilient and well maintained	a. – Maintain our buildings, streets and public spaces to high standards
C – Improve pedestrian comfort levels	Shape outstanding environments	9 – We are digitally and physically well-connected and responsive	d. – Improve the experience of arriving in and moving through our spaces
D – Ensure buildings and public spaces are protected	Contribute to a flourishing society	1 – People are safe and feel safe	c. – Protect consumers and users of building, streets and public spaces

Proposed next steps

To deliver the vision for Beech Street, officers propose the following tasks:

- Finalise the baseline study so that the success of the project can be measured against the project objectives
- Continue to investigate viability of an eastbound and westbound closure and the possibility of introducing ULEV restrictions along Beech Street
- Investigate the feasibility of delivering a two-way closure (with local access only) as an interim scheme and set out the implications for this
- Investigate the feasibility of delivering a two-way closure (with local access only) as a permanent scheme and set out the implications for this
- Continue to identify ways of fast-tracking the TMAN application in order to deliver an interim scheme in the short term
- Develop public realm design options for consideration at Gateway 4

Forward programme

An indicative programme is outlined below, but this is reliant on significant third-party agreements. The key dates are as follows:

- **Feb 2019 – Mar 2019** Complete baseline report
- **Feb 2019 – Apr 2019** Interim scheme: Options development and approvals
- **Mar 2019** Submit TMAN for interim scheme (Milestone)
- **Apr 2019** Receive TMAN approval from TfL (Milestone)
- **May 2019** Interim scheme: Gateway 4 Report
- **Aug 2019 – Nov 2019** Interim scheme: Detailed design
- **Sep 2019** Interim scheme: Public Engagement
- **Dec 2019** Interim scheme: Gateway 5 Report
- **Jan 2020 – Apr 2020** Interim scheme: Implementation
- **May 2020 – Jul 2021** Interim scheme: Experimental traffic order

- **Apr 2019 – Dec 2020** Permanent scheme: Traffic modelling and approvals
- **Nov 2019 – Dec 2020** Permanent scheme: Public realm and highway outline design
- **Jan 2021** Permanent scheme: Gateway 4 Report
- **Feb 2020 – May 2021** Permanent scheme: Detailed design
- **Jul 2021** Permanent scheme: Gateway 5 Report
- **Sep 2021 – Aug 2022** Highway construction
- **Autumn 2022** Highway works complete

Project risks and opportunities

The main project risks and challenges remain much the same as previously reported. Recent investigations have highlighted a number of opportunities and these are included in an updated list attached at Appendix 2.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Project Risks and Opportunities
Appendix 3	Finance Table

Contact

Report Author	Aldo Strydom
Email Address	Aldo.Strydom@cityoflondon.gov.uk
Telephone Number	020 7332 1539

Project Coversheet

[1] Ownership

Unique Project Identifier: 10847 **Report Date:** February 2019
Core Project Name: Beech Street Transport and Public Realm Improvements
Programme Affiliation (if applicable): Beech Street Transformation
Project Manager: Aldo Strydom
Next Gateway to be passed: Gateway4

[2] Project Brief

Project Mission statement: The Project will address air quality issues by reducing traffic that pass through the covered roadway. At the same time, it aims to deliver a vibrant street with a high-quality public realm at the centre of Culture Mile, which will also provide the opportunity to realise property outcomes.

Definition of need:

- The adopted 2015 Local Plan, policy CS5 supports the further improvement of the Barbican area as a cultural quarter;
- The Barbican Area Strategy and Culture Mile Look and Feel Strategy identifies the need for infrastructure improvements in Beech Street

Key measures of success:

- 1) Reduction in through traffic along Beech Street
- 2) Air quality improvements (reduction in NO₂)
- 3) Vast improvement to quality of the public realm

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: £12M–£15M

Total potential project liability (cost) [£]:

Total anticipated on-going commitment post-delivery [£]: additional maintenance liabilities unknown until the design is complete and approved

Programme Affiliation [£]: £30M (not including podium waterproofing)

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£1,745,362	—	£1,745,362
[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)
£12M–£15M	£12M–£15M	—
[G] Spend to Date	[H] Anticipated future budget requests	
£346,748	tba	

Headline Financial changes:**Since 'Project Proposal' (G2) report:**

▲ A Gateway 3 Issues Report presented in 2016 approved a budget of £120,525 for the development of a feasibility study for Beech Street.

A Gateway 3 Issues Report approved in September 2018 requested an increase in scope to undertake modelling and a range of investigations and a budget increase to £1,745,362 was also agreed.

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

N/A

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

N/A

Project Status:

Overall RAG rating: Amber

Previous RAG rating: Amber

[4] Member Decisions and Delegated Authority

Members of Policy and Resources Committee approved the Vision for Beech Street in an update report on 7th June 2018. This report set out the principle that traffic needs to be removed or reduced in Beech Street as part of the Transformation programme.

The only matter of Delegated Authority relates to the Director for Built Environment being able to move funds between individual line items with no change to the overall budget or project scope.

Members of the Port Health and Environmental Services Committee have requested that the potential for air quality to be improved on Beech Street by investigating the feasibility of restricting traffic to Ultra Low Emission vehicles (ULEVs).

A subsequent Issue Report for the Transport and Public Realm project was presented at the Streets and Walkways Sub-Committee meeting in July 2018, recommending that the eastbound closure be further developed. Members however recommended that the report be withdrawn, and officers investigate options for further traffic modelling.

Following this, an Issue report was considered at the September committee cycle. Members from the Streets and Walkways Sub-Committee approved this report with the following resolutions of note:

5. Approve further development of the feasibility of Option 1 (Beech Street closed to eastbound traffic) and Option 2 (Beech Street closed to westbound traffic);
6. Approve an increase in the scope of the project (requested by the Port Health & Environmental Services Committee) to investigate the feasibility of introducing Ultra-Low Emission Vehicle restrictions in Beech Street;
11. Ask that officers explore ways to accelerate the project where appropriate, and that officers update Members on the project at each meeting of the Streets & Walkways Sub-Committee.

[5] Narrative and change**Date and type of last report:**

Gateway 3 Issues Report (September 2018)

Key headline updates and change since last report.

Members have previously agreed that both an eastbound and westbound traffic closure be investigated, as well as option for ULEV restrictions. Officers are requesting direction on investigations into a two-way closure on Beech Street.

Headline Scope/Design changes, reasons why, impact of change:**Since 'Project Proposal' (G2) report:**

Additional scope, including extensive traffic modelling.

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

Request to increase project scope to investigate feasibility of a two-way closure.

Endorsement of Project objectives which have been realigned to match the Corporate Plan outcomes

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

N/A

Timetable and Milestones:

Expected timeframe for the project delivery: 2020–2022

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

1) TfL approve TMAN application (interim scheme) – Apr 2019
2) Interim scheme operational – May 2020
3) TfL approve TMAN application (permanent scheme) – Dec 2020
4) Highway and Public Realm design complete – Dec 2020
5) Works complete in time for opening of Exhibition Halls – Autumn 2022

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:

<i>Risk description</i>	TfL do not approve the City's Traffic Management Act Notification (TMAN) application to remove/reduce traffic
<i>Risk description</i>	Islington Council objects to a Beech Street closure that will adversely affect their roads or compromise any planned projects
<i>Risk description</i>	Vociferous opposition from single issue transport groups

See 'risk register template' for full explanation.

Top 3 issues realised:

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Traffic modelling scope	An independent traffic modelling expert has since been procured to offer impartial professional advice on the procurement of a traffic modelling team and engagement with TfL	£40,000
Old Street Clerkenwell Road (OSCR) scheme considerations	Interaction between the Beech Street closure and Islington Council's OSCR scheme needs careful consideration, as these schemes have reciprocal impacts. City officers have been engaging with Islington officers on a regular basis, and will continue to do so, to ensure the success of both projects	£4,000

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

Yes, Culture Mile is an initiative that the City has released to the media, public and neighbouring authorities.

Appendix 2: Project Risks and Opportunities

Risks

- There is a risk that TfL, residents or businesses will object to changes to the Route 153 bus
- There is a risk that rat running would occur along Fortune Street (a residential street within Islington), as a result of an eastbound closure.
- There is a risk that Islington Council, residents or businesses will object to the interim scheme (e.g. either an eastbound or full closure)
- Experience from other recent schemes would suggest that the permanent closure of any major street in the City will create a high risk of vocal, influential and prolonged opposition from single issue transport groups
- Future projects, such as Centre for Music and Museum of London at West Smithfield, will add an extra layer of complexity to the planning, management and resilience of the street network in the next 10–15 years, with any changes to the London Wall roundabout a future consideration for Beech Street
- Changes at Beech Street will require TMAN consent from TfL who are currently undergoing a significant restructure. With new resource constraints and the loss of key staff, it remains to be seen how TfL will respond

Opportunities

- A viable route for delivering a temporary solution at an accelerated pace, may exist through means of eliminating the need to undergo TfL's full MAP
- Upcoming high-level meetings between Members and Senior Officers from the Corporation and Senior Politicians from the GLA is an opportunity to receive a high degree of Greater London Authority (GLA) support for the Project, through the Mayor's Transport Strategy Healthy Streets initiative and the City's own Transport Strategy
- Through continuing to engage with TfL and Islington, it is envisaged that support can be upheld at officer and project level
- Any form of closure delivered under an accelerated programme will have immediate positive impacts on air quality
- Any form of closure that will result in space gains will:
 - improve pedestrian levels
 - create opportunities for public realm improvements including potential for beautification, lighting improvements, provision of street furniture and art installations
 - create opportunities for events, e.g. related to initiatives such as 'Culture Mile Look and Feel Experiments'

Appendix 3: Finance Table

Expenditure to date Beech Street Transport & Public Realm Improvements 16800068			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
PreEv P&T Staff Cost	13,500	13,500	—
PreEv Fees	15,000	15,000	—
Env Servs Staff Costs	69,280	—	69,280
DBE Structures Staff	18,402	—	18,402
P&T Staff Costs	851,544	140,838	710,706
P&T Fees	777,636	177,409	600,227
TOTAL	1,745,362	346,748	1,398,614

Committees:		Dates:	
Streets and Walkways Sub-Committee Projects Sub-Committee		26/02/19 22/03/19	
Subject: Crossrail Reinstatement Projects – Update Report		Progress Report Regular	Public
Report of: Director of the Built Environment Report Author: Jon Wallace: City Transportation			For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>Dashboard</p> <ul style="list-style-type: none"> • Project Status: Green • Last Gateway: 5 • Estimated Final Cost: Farringdon East Reinstatement: £2.5m; Liverpool Street Reinstatement: £2.4m; Moorgate Reinstatement: £2.3m. All projects entirely funded by Crossrail Ltd. • Spend to date: Farringdon East: £1.7m; Liverpool Street: £0.4m; Moorgate: £0.8m. • Overall project risk: Green <p><u>Recommendations</u></p> <p>It is recommended that:</p> <ul style="list-style-type: none"> • Members note the current position with regards to the Highway reinstatement projects at each of the Crossrail Ticket Halls; and • Members authorise the inclusion of the fabrication and delivery of two pieces of public art into the existing projects at Liverpool Street and Moorgate, subject to the release of funds being approved by the Town Clerk in conjunction with the Chairman of the Policy and Resources Committee. 			

Main Report

1. Reporting period	1.1 May 2018 to January 2019 inclusive.
2. Progress to date	<p>Background</p> <p>2.1 City of London officers from the Department of the Built Environment have been working closely with Crossrail Ltd (CRL) to ensure that the reinstatement of highways surrounding the new Crossrail stations would reflect the City's design standards.</p> <p>2.2 It was recognised at an early stage in this process that the new Crossrail stations would become key gateways to the City,</p>

and that the urban realm surrounding each station was in need of significant upgrade as a result. Consequently, with our guidance, CRL developed high-quality urban realm proposals at each of the three Crossrail entrances.

2.3 In order to ensure that the quality of the build was completed to the standard that we expect, it was agreed that the City would take responsibility for the construction of each scheme. This was approved by Members in June 2017.

2.4 Whilst it is normally our preference to undertake detailed design in-house, owing to resourcing restrictions, the City was only able to undertake the detailed design for the Farringdon East scheme. It was agreed that CRL would complete the detailed design for Liverpool Street and Moorgate – with the final designs to be approved by the City. The design and construction of each scheme was due to complete in time for Elizabeth Line services commencing on 9 December 2018.

2.5 Although progress on Farringdon East proceeded in accordance with this target date, it became apparent that it would be extremely challenging to complete the other two schemes in time. This was primarily because CRL's construction programme was dropping behind schedule and they were unable to release areas of highway in order for construction to proceed. In addition, CRL were also delayed in completing their detailed designs.

2.6 In August 2018 CRL announced that they intended to delay the opening of the Elizabeth line until Autumn 2019 (exact date still to be confirmed).

Current Position

Farringdon East Reinstatement

2.7 The Farringdon East ticket hall forms part of the ground floor of the Farringdon East over site development, which is currently under construction. Whilst this building is under construction, the bulk of the footways surrounding the Station currently lie within the hoarding for the building. It will therefore not be possible to reinstate all of these footways until the over-site development has reached practical completion, which is currently estimated to be March 2020. However, certain areas of highway will be released in advance of March 2020, and we will take whatever opportunities we can to reinstate these areas (subject to us having confidence that the developer's activities are not going to damage the new footway areas). As a result, we hope to be able to reinstate the eastern footway on Lindsey Street later in 2019.

2.8 However, the initial phases of the scheme, which provide access into the station itself from Long Lane, have been completed in accordance with the original timetable (December 2018).

2.9 A construction phase diagram for Farringdon East is given in Appendix 4.

Liverpool Street Reinstatement

2.10 Like Farringdon East, the Liverpool Street reinstatement is also affected by third party construction activities. In this case, the neighbouring 100 Liverpool Street redevelopment will prevent the City from reinstating both the Eldon/Blomfield Street and the Old Broad Street sections of the scheme until at least January 2020.

2.11 The reinstatement of Old Broad Street is further complicated by two factors: i) Old Broad Street is the only entrance to Liverpool Street bus station; and ii) part of the proposed reinstatement area is on land owned by Network Rail. Initial discussions with both Transport for London and Network Rail have revealed that neither party has any in-principle objections to the reinstatement proposals, but further work needs to be undertaken to obtain formal approvals from both parties.

2.12 With regards to the central section of Liverpool Street west, CRL recently completed the detailed design to the City's satisfaction, and the City will commence reinstatement of the central section of Liverpool Street west in late February 2019. The bulk of the central section should be completed by August 2019, and so should be fully operational in time for the delayed opening of the Elizabeth line. Appendix 5 contains a construction phasing schedule for the central section of Liverpool St west.

2.13 Members should note that in advance of commencement in January 2019, the City carried out some initial enabling works on Blomfield Street. As part of these works, it has become apparent that a large number of utilities have been buried along the western footway on Blomfield Street. Utility companies have attempted to reduce the height of their services, but in many cases this has proved to be impossible. As a result, it has been necessary to slightly modify the approved scheme by extending the raised section of Eldon Street / Blomfield Street to cover the entire carriageway area at the junction of Liverpool Street and Blomfield Street. This change is expected to have a negligible impact upon the overall cost of the scheme (which, in any event, includes a contingency element to cover any such eventualities).

Moorgate Reinstatement

2.14 Moorgate differs from the other two reinstatement schemes in that it is not, at the time of writing, impacted upon by any third-party development.

2.15 The Moorgate reinstatement involves the reinstatement of Moorfields, Moor Place and Moorgate. Of these three streets, both Moorfields and Moor Place are fully designed, and construction is underway on both streets.

2.16 However, the design of Moorgate itself has proven to be more problematic, owing to the presence of statutory utility apparatus very close to the carriageway surface. The utilities in question were originally moved by CRL from Moorfields into Moorgate in order to facilitate construction of the Crossrail station. Consequently, responsibility for resolving this problem lies entirely with CRL.

2.17 CRL have come up with a design solution to address this issue. However, we have yet to see confirmation from the statutory utility companies that they are happy with CRL's solution. Therefore, before formally signing off on CRL's design, the City is undertaking various investigations to confirm that the design fully mitigates these impacts. These investigations are due to be completed by spring 2019. In the event that our investigations reveal that the CRL design does not fully mitigate these impacts, the City will require CRL to pay any additional costs required to mitigate these impacts.

2.18 The reinstatement of Moorfields and Moor Place commenced in January 2019 and should complete in November 2019 (although some further reinstatement works will be necessary after this date). Again, this will ensure that the central section of the scheme will be complete in time for commencement of services on the Elizabeth line. Appendix 6 provides a construction phasing schedule for Moorfields and Moor Place.

Public Art Projects

2.19 The Crossrail Art Foundation is a charity set up by CRL and CoL. Its role is to bring internationally acclaimed artwork to the millions who will use the new Elizabeth Line. It is proposed that public artworks will be installed in the new public realm areas being created through the Liverpool Street and Moorgate Reinstatement projects.

2.20 The Artworks have been developed and selected through the Crossrail Art Programme, which is overseen by a Board of Trustees with City of London Corporation Membership. The City's Trustees are Sir Mark Boleat, Sir Michael Snyder and Jeremy Mayhew.

2.21 In November 2017, the Policy and Resources Committee agreed, in principle, to the City taking ownership and responsibility for maintenance of the artworks in the public realm at these stations. For practical reasons, including the demobilisation of Crossrail and anticipated closure of the Charity ahead of artwork delivery, it was agreed that the City should take on fabrication and delivery of these sculptures.

2.22 It is therefore proposed that Members authorise the inclusion of the fabrication and delivery of the artworks into the respective existing projects at Liverpool Street and Moorgate. This will enable the installation of the artworks to be fully programmed

within the overall public realm works, thereby minimising disruption and reducing costs. Whilst the project management duties will be fully incorporated, it is proposed that the budgets for delivering the artworks should remain distinct from the main project budgets given the different funding mechanisms.

Liverpool Street

2.23 The Liverpool Street artwork is illustrated in Appendix 7. The concept design for the artwork was approved by Culture, Heritage & Libraries Committee in May 2017. The budget for this artwork is currently being finalised and has yet to be approved by the Crossrail Art Programme Trustees Board.

2.24 As the fabrication process for the Liverpool Street artwork is complex, it is anticipated that it will not be possible to install the artwork until May 2020. However, it is currently proposed that the foundations for the sculptures should be installed as part of the reinstatement of Liverpool Street.

2.25 A total of eight foundations are required. Four of these foundations will be located on private land that forms part of the 100 Liverpool Street redevelopment site. The authority to install the foundations on private land is to be secured through a legal agreement between the City, British Land and Crossrail / Transport for London.

2.26 The funding for the Liverpool Street artwork – including fabrication and installation – will be fully provided by the Crossrail Art Foundation.

Moorgate

2.27 The Moorgate artwork is illustrated in Appendix 8. The concept design for the artwork was approved by Culture, Heritage & Libraries Committee in May 2018. The budget for this artwork was approved by the Crossrail Art Programme Trustees Board in October 2018.

2.28 The artwork consists of a single column structure, requiring a single foundation to be constructed on public highway. Discussions are already on-going to ensure that the foundation can be constructed in conjunction with the reinstatement works.

2.29 This artwork is also fully funded by the Crossrail Art Foundation; it is currently anticipated that the artwork will be installed in early 2020.

Finance – Reinstatement Projects

Farringdon East Reinstatement

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	154,000	51,608	102,392
P&T Staff Costs	94,300	34,491	59,809
P&T Fees	42,000	39,878	2,122
Highway Construction	1,099,381	647,913	451,468
Security Bollards	310,000	304,448	5,553
Utilities	679,853	592,043	87,810
Works Contingency	128,132	-	128,132
TOTAL	2,507,666	1,670,380	837,286

2.30 In terms of expenditure, the Farringdon East project is on target, given that roughly one third of the project has been completed.

2.31 It should be noted that the entire security bollard line has been procured and installed, so very little additional expenditure is expected on this element of the project. It should also be noted that we have procured utilities diversion works for the entire project and not just the section that has been completed, so it is not anticipated that we will incur further cost on this element of the project. Finally, the Highway Construction expenditure figure includes some amount of advance purchasing for later phases of the project and so is in-line with what we would expect at this stage of the project.

Liverpool Street Reinstatement

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	166,660	42,102	124,558
P&T Staff Costs	143,128	58,105	85,023
P&T Fees	52,000	2,581	49,419
Highway Construction	1,176,705	299,790	876,915
Utilities	720,000	34,895	685,105
Works Contingency	176,505	-	176,505
TOTAL	2,434,998	437,473	1,997,525

2.32 As is to be expected, comparatively little of the construction stage budget has been committed so far, given that only enabling works have been completed at this stage. However, given the impending start of the works programme, a number of orders have been placed to enable works to commence at the end of February.

2.33 It should be noted that the staff budgets included in this table are, higher than might be expected as they include time spent over the last several months advising CRL's design team on

detailed design issues (costs incurred by the City through scheme design were fully re-charged to CRL).

Moorgate Reinstatement

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	203,500	72,581	130,919
P&T Staff Costs	186,160	57,351	128,809
P&T Fees	138,317	55,912	82,405
Highway Construction	1,134,793	527,227	607,566
Utilities	455,000	118,493	336,507
Works Contingency	152,007	-	152,007
TOTAL	2,269,777	831,564	1,438,213

2.34 As with Liverpool Street, the bulk of the construction budget remains uncommitted, as the construction phase has only recently commenced.

2.35 Also as with Liverpool Street, the staff budgets include staff time spent over the months last providing design advice to CRL (costs which were re-charged to CRL).

Finance – Artwork Projects

2.36 The Crossrail Arts Foundation (CAF) was jointly set-up by CRL and the City. 50% of funding for all artworks has been funded by a £3.5m commitment from the City. The release of CAF funds for the artworks at Broadgate and Moorgate, is predicated on the completion of legal agreements and a commuted sum for the artworks maintenance. These will be subject to approval of the Town Clerk in consultation with the Chairman and Deputy Chairman of Policy and Resources.

2.37 On receipt of this approval, the art works fabrication and delivery will be progressed as part of the wider Crossrail reinstatement gateway approvals, although the costs will be kept distinct due to the separate funding stream. A commuted sum will be set aside for future maintenance.

2.38 It should be noted that the Crossrail projects will only be responsible for the Fabrication and Delivery phases of the artwork projects.

Liverpool Street Artwork

2.39 Officers are working closely with CRL and Victoria Miro Gallery to agree a final scope and cost for the artwork at Liverpool Street. As such, it is not possible to provide a full costing for the Fabrication and Installation costs at the moment. Officers will submit an update report setting out the final costings when these have been agreed.

Moorgate Artwork

2.40 The design of the Conrad Shawcross artwork at Moorgate is well advanced, and the planning application for this artwork has recently been approved. It is anticipated that approval by the Town Clerk in conjunction with the Chairman and Deputy Chairman of Policy and Resources to release the funds for the fabrication and installation stages is imminent. On release of funds, it is proposed that the budget should be set up accordingly:

Description	Balance
Works (Artist)	£356,246
Works (Riney)	£12,577
Staff	£30,000
Contingency	£29,357
TOTAL	£428,180

Communications

2.41 The Crossrail reinstatement projects are unusual in that they are taking place in areas that have already been construction sites for many years. Indeed, much of our work will take place in areas that have been hoarded off for many years.

2.42 As a consequence, our communications activity is primarily focussed upon areas of work which are outside the Crossrail hoarding. Construction in these areas tends to have very local impacts, felt over a relatively short time period. In these instances, our preferred means of communication is to undertake localised letter-drops, followed up by personal visits by the project manager if any specific concerns are raised.

Risks and Issues

1. Fixed budget

2.43 The budgets on each of the schemes are fixed. CRL has paid to the City a lump sum to cover the costs of each project. Clearly some degree of risk arises from this approach, as we are unable to seek additional funding from Crossrail in the event of budget overrun. However, this risk has been partly mitigated by including agreed contingency elements in all the project budgets. In the event that an overrun looks imminent, the City has also some freedom to change the scope of the project to reduce costs.

2. Delays to Elizabeth Line opening

2.44 As outlined above, the risk associated with working on a fixed budget had been assessed, and various mitigating actions identified. However, what had not been anticipated was the delayed opening of the Elizabeth Line.

2.45 This delay brings potential risks to the City. The principal concern is that CRL's delays could delay the City's reinstatement programme, which could result in additional staff and materials costs – although it should be noted that the contingency elements

	<p>discussed above already include an allowance to cover increases in materials costs.</p> <p>2.46 Officers are mitigating this delay by pushing ahead with the reinstatement programmes with a view to delivering as much as possible in the first half of 2019. Staff engaged on the projects will then be scaled back to a minimum whilst the remaining reinstatement areas are delivered, alongside the public art projects.</p> <p>3. Third Party Developments</p> <p>2.47 It is possible that third party developments may prevent certain elements of the Liverpool Street and Moorgate projects from being delivered for a very long period. Both sites are surrounded by a number of developments that are either already in construction or are anticipated to commence construction over the next year.</p> <p>2.48 The City will seek to complete as much of the reinstatement schemes as we physically can, working around the various constraints imposed upon us. To that end, we are currently working with various developers to coordinate works programmes as much as possible.</p> <p>Finsbury Circus</p> <p>2.49 The Finsbury Circus reinstatement is being managed by the Open Spaces department, and reports to the Open Spaces and City Gardens Committee.</p> <p>2.50 The latest indicative date for surrendering Finsbury Circus Garden is no earlier than July 2019, but a firm date is still awaited. In addition to the obvious knock-on impact this has to the start of reinstatement works, site surveys need to be undertaken to assess the precise location of the Metropolitan Line tunnel and old Post Office tunnels to see how these might impact on the replacement building design and location.</p> <p>2.51 Other assessments, such as ground contamination checks, also need to take place. Crossrail's occupation precludes these being undertaken as the site is currently banded in concrete, meaning that any further detailed design work would be at risk.</p> <p>2.52 Whilst there have been no public complaints about the lack of access to the garden during Crossrail's occupation, this is likely to change when it is clear that Crossrail has left the site. At that time messaging around the project timeline will be key in order to help manage stakeholder expectations.</p> <p>2.53 Members should note that following a recent resolution from the Open Spaces and City Gardens Committee, a report will be submitted to the Streets and Walkways Sub-Committee in Spring 2019 reviewing the potential permanent closure to motorised traffic of the western arm of Finsbury Circus.</p>
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3. Next steps	3.1 A further update report will follow in six months' time.
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Appendices

Appendix 1	Cover Sheet - Crossrail Farringdon East Urban Integration
Appendix 2	Cover Sheet - Crossrail Liverpool Street Urban Integration
Appendix 3	Cover Sheet - Crossrail Moorgate Urban Integration
Appendix 4	Construction Phasing Plan – Farringdon East
Appendix 5	Construction Phasing Plan – Liverpool Street
Appendix 6	Construction Phasing Plan – Moorgate
Appendix 7	Liverpool Street Artwork
Appendix 8	Moorgate Artwork

Contact

Report Author	Jon Wallace
Email Address	Jon.wallace@cityoflondon.gov.uk
Telephone Number	0207 332 1589

Project Coversheet

[1] Ownership

Unique Project Identifier: 10993 **Report Date:** 26/02/19 & 18/03/19
Core Project Name: Crossrail Farringdon East Urban Integration
Programme Affiliation (if applicable): Crossrail Urban Integration Projects
Project Manager: Jon Wallace
Next Gateway to be passed: G7

[2] Project Brief

Project Mission statement: To reinstate and enhance the highway areas surrounding the new Crossrail Ticket Hall at Farringdon East.

Definition of need: The new Crossrail stations will create important new gateways to the City. Crossrail Ltd have provided funding for the City to reinstate and enhance the highway areas surrounding the new stations.

Key measures of success:

- | |
|---------------------------------------------------------------------------------|
| 1) Key highway improvements completed in time for opening of the Elizabeth Line |
| 2) Improved pedestrian experience in the vicinity of the stations |
| 3) Improved pedestrian comfort levels |
| 4) Improved pedestrian safety |

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: 2.5 million

Total anticipated on-going commitment post-delivery [£]: None, other than routine highway maintenance.

Programme Affiliation [£]: 7.2 million (when combined with the other Crossrail Reinstatement projects)

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£2.5m	N/A	£2.5m
[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)
£2.5m	£2.5m	£0
[G] Spend to Date	[H] Anticipated future budget requests	
£1.7m	None	

Headline Financial changes:

Since 'Project Proposal' (G2) report:



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

▶		
▶	Since 'Authority to start Work' (G5) report:	
Project Status: Overall RAG rating: Green Previous RAG rating: Green		
[4] Member Decisions and Delegated Authority		
None		
[5] Narrative and change		
Date and type of last report: Gateway 5 (Delegated) April 2018 Key headline updates and change since last report. <i>Construction underway</i>		
Headline Scope/Design changes, reasons why, impact of change:		
Since 'Project Proposal' (G2) report: No change		
Since 'Options Appraisal and Design' (G3-4 report): No change		
Since 'Authority to Start Work' (G5) report: N/A		
Timetable and Milestones:		
Expected timeframe for the project delivery: Completion June 2020		
Milestones: These need to be re-set depending upon the outcome of the current report. (Milestones taken from the gateway 3 report in December 2015)		
1) Gateway 5 – April 2018		
2) Construction start – July 2018		
3) Construction completion June 2020		
Are we on track for this stage of the project against the plan/major milestones? Yes		
Are we on track for completing the project against the expected timeframe for project delivery? Yes		
Risks and Issues		
Top 3 risks:		
<i>Risk description</i>	<i>Fixed budget project</i>	
<i>Risk description</i>	<i>Project unexpectedly delayed by third party developer activity (i.e. delays other than those already programmed)</i>	
<i>Risk description</i>	<i>N/A</i>	
Top 3 issues realised		
<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Delays to Elizabeth Line opening	The delayed opening of the Elizabeth line was unexpected. However, the City is completing the projects to our originally proposed programme, so do not expect to incur additional costs.	

<p>Has this project generated public or media impact and response which the City of London has needed to manage or is managing?</p> <p>Whilst the Crossrail project has generated considerable media interest, the highway reinstatement projects have not. This is largely because the City's works are being done in areas still hoarded off with Crossrail hoarding; hence the public are largely unaware of our involvement.</p>		

Project Coversheet

[1] Ownership

Unique Project Identifier: 11375 **Report Date:** 26/02/19 & 18/03/19
Core Project Name: Crossrail Liverpool Street Urban Integration
Programme Affiliation (if applicable): Crossrail Urban Integration Projects
Project Manager: Jon Wallace
Next Gateway to be passed: G7

[2] Project Brief

Project Mission statement: To reinstate and enhance the highway areas surrounding the new Crossrail Ticket Hall at Liverpool Street.

Definition of need: The new Crossrail stations will create important new gateways to the City. Crossrail Ltd have provided funding for the City to reinstate and enhance the highway areas surrounding the new stations.

Key measures of success:

- | |
|---------------------------------------------------------------------------------|
| 1) Key highway improvements completed in time for opening of the Elizabeth Line |
| 2) Improved pedestrian experience in the vicinity of the station |
| 3) Improved pedestrian comfort levels |
| 4) Improved pedestrian safety |

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: 2.4 million

Total anticipated on-going commitment post-delivery [£]: None, other than routine highway maintenance. Any exceptional items, such as security measures and artwork, will be maintained via commuted sums paid by Crossrail Ltd.

Programme Affiliation [£]: 7.2 million (when combined with the other Crossrail Reinstatement projects)

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£2.4m	N/A	£2.4m
[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)
£2.4m	£2.4m	£0
[G] Spend to Date	[H] Anticipated future budget requests	
£0.4m	Budget increase will be required when new artwork cost has been agreed.	

Headline Financial changes:

Since 'Project Proposal' (G2) report:



<p>Since 'Options Appraisal and Design' (G3-4) report:</p> <p>►</p>																		
<p>Since 'Authority to start Work' (G5) report:</p> <p>►</p>																		
<p>Project Status:</p> <p>Overall RAG rating: Green</p> <p>Previous RAG rating: Green</p>																		
<p>[4] Member Decisions and Delegated Authority</p>																		
<p>None</p>																		
<p>[5] Narrative and change</p>																		
<p>Date and type of last report: Gateway 5 (Delegated) June 2018</p> <p>Key headline updates and change since last report. <i>Construction about to commence</i></p> <p>Headline Scope/Design changes, reasons why, impact of change:</p> <table border="1"> <tr> <td> <p>Since 'Project Proposal' (G2) report:</p> <p>No change</p> </td> </tr> <tr> <td> <p>Since 'Options Appraisal and Design' (G3-4 report):</p> <p>No change</p> </td> </tr> <tr> <td> <p>Since 'Authority to Start Work' (G5) report:</p> <p>Scope increase to incorporate fabrication and delivery of artwork</p> </td> </tr> </table> <p>Timetable and Milestones:</p> <p>Expected timeframe for the project delivery: The central section of the project will be completed by Autumn 2019. Delivery of the rest of the project will be dependent upon local developer activity.</p> <p>Milestones: These need to be re-set depending upon the outcome of the current report. (Milestones taken from the gateway 3 report in December 2015)</p> <table border="1"> <tr> <td>1) Gateway 5 – June 2018</td> </tr> <tr> <td>2) Construction start – late February 2019</td> </tr> <tr> <td>3) Construction completion – Autumn 2019 for central sections.</td> </tr> </table> <p>Are we on track for this stage of the project against the plan/major milestones? Yes</p> <p>Are we on track for completing the project against the expected timeframe for project delivery? Yes</p> <p>Risks and Issues</p> <p>Top 3 risks:</p> <table border="1"> <tr> <td>Risk description</td> <td>Fixed budget project</td> </tr> <tr> <td>Risk description</td> <td>Project unexpectedly delayed by third party developer activity (i.e. delays other than those already programmed)</td> </tr> <tr> <td>Risk description</td> <td>N/A</td> </tr> </table> <p>Top 3 issues realised</p> <table border="1"> <tr> <th>Issue Description</th> <th>Impact and action taken</th> <th>Realised Cost</th> </tr> <tr> <td>Delays to Elizabeth Line opening</td> <td>The delayed opening of the Elizabeth line was unexpected. However, the City is completing the projects to our</td> <td></td> </tr> </table>	<p>Since 'Project Proposal' (G2) report:</p> <p>No change</p>	<p>Since 'Options Appraisal and Design' (G3-4 report):</p> <p>No change</p>	<p>Since 'Authority to Start Work' (G5) report:</p> <p>Scope increase to incorporate fabrication and delivery of artwork</p>	1) Gateway 5 – June 2018	2) Construction start – late February 2019	3) Construction completion – Autumn 2019 for central sections.	Risk description	Fixed budget project	Risk description	Project unexpectedly delayed by third party developer activity (i.e. delays other than those already programmed)	Risk description	N/A	Issue Description	Impact and action taken	Realised Cost	Delays to Elizabeth Line opening	The delayed opening of the Elizabeth line was unexpected. However, the City is completing the projects to our	
<p>Since 'Project Proposal' (G2) report:</p> <p>No change</p>																		
<p>Since 'Options Appraisal and Design' (G3-4 report):</p> <p>No change</p>																		
<p>Since 'Authority to Start Work' (G5) report:</p> <p>Scope increase to incorporate fabrication and delivery of artwork</p>																		
1) Gateway 5 – June 2018																		
2) Construction start – late February 2019																		
3) Construction completion – Autumn 2019 for central sections.																		
Risk description	Fixed budget project																	
Risk description	Project unexpectedly delayed by third party developer activity (i.e. delays other than those already programmed)																	
Risk description	N/A																	
Issue Description	Impact and action taken	Realised Cost																
Delays to Elizabeth Line opening	The delayed opening of the Elizabeth line was unexpected. However, the City is completing the projects to our																	

	originally proposed programme, so do not expect to incur additional costs.	

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

Whilst the Crossrail project has generated considerable media interest, the highway reinstatement projects have not. This is largely because the City's works are being done in areas still hoarded off with Crossrail hoarding; hence the public are largely unaware of our involvement.

Project Coversheet

[1] Ownership

Unique Project Identifier: 113781 **Report Date:** 26/02/19 & 18/03/19
Core Project Name: Crossrail Moorgate Urban Integration
Programme Affiliation (if applicable): Crossrail Urban Integration Projects
Project Manager: Jon Wallace
Next Gateway to be passed: G7

[2] Project Brief

Project Mission statement: To reinstate and enhance the highway areas surrounding the new Crossrail Ticket Hall at Moorgate / Moorfields.

Definition of need: The new Crossrail stations will create important new gateways to the City. Crossrail Ltd have provided funding for the City to reinstate and enhance the highway areas surrounding the new stations.

Key measures of success:

- | |
|---------------------------------------------------------------------------------|
| 1) Key highway improvements completed in time for opening of the Elizabeth Line |
| 2) Improved pedestrian experience in the vicinity of the station |
| 3) Improved pedestrian comfort levels |
| 4) Improved pedestrian safety |

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: 2.4 million

Total anticipated on-going commitment post-delivery [£]: None, other than routine highway maintenance. Any exceptional items, such as security measures and artwork, will be maintained via commuted sums paid by Crossrail Ltd.

Programme Affiliation [£]: 7.2 million (when combined with the other Crossrail Reinstatement projects)

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£2.3m	N/A	£2.3m
[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)
£2.3m	£2.7m	£428,180
[G] Spend to Date	[H] Anticipated future budget requests	
£0.8m		

Headline Financial changes:

Since 'Project Proposal' (G2) report:



<p>Since 'Options Appraisal and Design' (G3-4) report:</p> <p>►</p>		
<p>Since 'Authority to start Work' (G5) report:</p> <p>£428,180 increase to cover cost of artwork.</p>		
<p>Project Status:</p> <p>Overall RAG rating: Green</p> <p>Previous RAG rating: Green</p>		
<p>[4] Member Decisions and Delegated Authority</p>		
<p>None</p>		
<p>[5] Narrative and change</p>		
<p>Date and type of last report:</p> <p>Gateway 5 (Delegated) July 2018</p> <p>Key headline updates and change since last report.</p> <p>Construction underway.</p>		
<p>Headline Scope/Design changes, reasons why, impact of change:</p>		
<p>Since 'Project Proposal' (G2) report:</p> <p>No change</p>		
<p>Since 'Options Appraisal and Design' (G3-4 report):</p> <p>No change</p>		
<p>Since 'Authority to Start Work' (G5) report:</p> <p>Project scope to be extended to incorporate fabrication and deliver of artwork.</p>		
<p>Timetable and Milestones:</p> <p>Expected timeframe for the project delivery: The central section of the project will be completed by Autumn 2019. Delivery of the rest of the project will be dependent upon local developer activity.</p> <p>Milestones: These need to be re-set depending upon the outcome of the current report. (Milestones taken from the gateway 3 report in December 2015)</p>		
<p>1) Gateway 5 – July 2018</p>		
<p>2) Construction start – early February 2019</p>		
<p>3) Construction completion – Autumn 2019 for central sections.</p>		
<p>Are we on track for this stage of the project against the plan/major milestones? Yes</p>		
<p>Are we on track for completing the project against the expected timeframe for project delivery? Yes</p>		
<p>Risks and Issues</p>		
<p>Top 3 risks:</p>		
<i>Risk description</i>	<i>Fixed budget project</i>	
<i>Risk description</i>	<i>Project unexpectedly delayed by third party developer activity (i.e. delays other than those already programmed)</i>	
<i>Risk description</i>	<i>N/A</i>	
<p>Top 3 issues realised</p>		
<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Delays to Elizabeth Line opening	The delayed opening of the Elizabeth line was unexpected. However, the City is completing the projects to our	

	originally proposed programme, so do not expect to incur additional costs.	

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

Whilst the Crossrail project has generated considerable media interest, the highway reinstatement projects have not. This is largely because the City's works are being done in areas still hoarded off with Crossrail hoarding; hence the public are largely unaware of our involvement.



Key

- Phase area boundary
- New york stone paving
- New three colour granite setts
- New yorkstone blister tactile paving
- New security C3 bollard
- New Legible London monolith wayfinder with security bollard core
- New balisha beacon post with security mounting
- New standard balisha beacon post
- New granite kerb
- Ramp in carriageway

Note -

This phasing plan assumes funding is transferred by the end of March to allow for orders to be raised and procurement to take place to allow these dates to be achieved


Rev No.	Date	Description	By
D	07/11/18	Phase E dates updated	BB
C	30/05/18	Phase D amended following meetings with utility companies	BB
B	09/03/18	Dates revised based on funding being agreed and transferred for end of March 18	BB
A	05/12/17	Dates revised following CRL request	BB

PROJECT:	CROSSRAIL FARRINGTON EAST
----------	--------------------------------------

TITLE:	CONSTRUCTION PHASING MINIMUM WORKS AREA
--------	----------------------------------------------------

CLIENT:

**HIGHWAY DESIGN
AND CONSTRUCTION**

**CITY OF LONDON**

DEPARTMENT OF THE CITY ENGINEER
ROOM 270
GUILDHALL
LONDON
EC2P 2EJ
TEL: 020 7606 3030

Sheet:	SHEET 1 of 1	THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2016. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2016.	
Date:	NOV 17		
Designed by:	BB		
Checked by:	BM		
Scale & Drawing Size:	1:250@A1		
Revision:	D	Drawing No:	100/CFE/CP

- Notes**
- All work to be in accordance with City of London Highway Construction Specification.
 - All dimensions to be checked by setting out measurement prior to the commencement of works or ordering of materials.
 - Contractor to verify station co-ordinates before setting out commences on Site. Any discrepancies to be reported to the Engineer.
 - Do not scale from this drawing.
 - This drawing to be read in conjunction with other drawings from the same construction pack
 - Details of the drainage layout may change upon excavation depending on density of services in the carriageway.
 - All signs & road markings to be in accordance with The Traffic Signs Regulations and General Directions 2016
 - Access to businesses to be maintained at all times
 - The contractor will be held responsible for any damage to private assets.
 - Underground services and structures are present - No mechanical plant to be used until radar information and CAT scans have been consulted and underground services marked on the site surface
 - All traffic management to be undertaken in accordance with the traffic signs manual chapter 8

Start date controlled by OSD release of areas. Estimated Start date August/September 2019. Estimated Duration 6 to 8 months

Phase A
01/06/18 - 30/06/18

Phase B
01/07/18 - 17/08/18

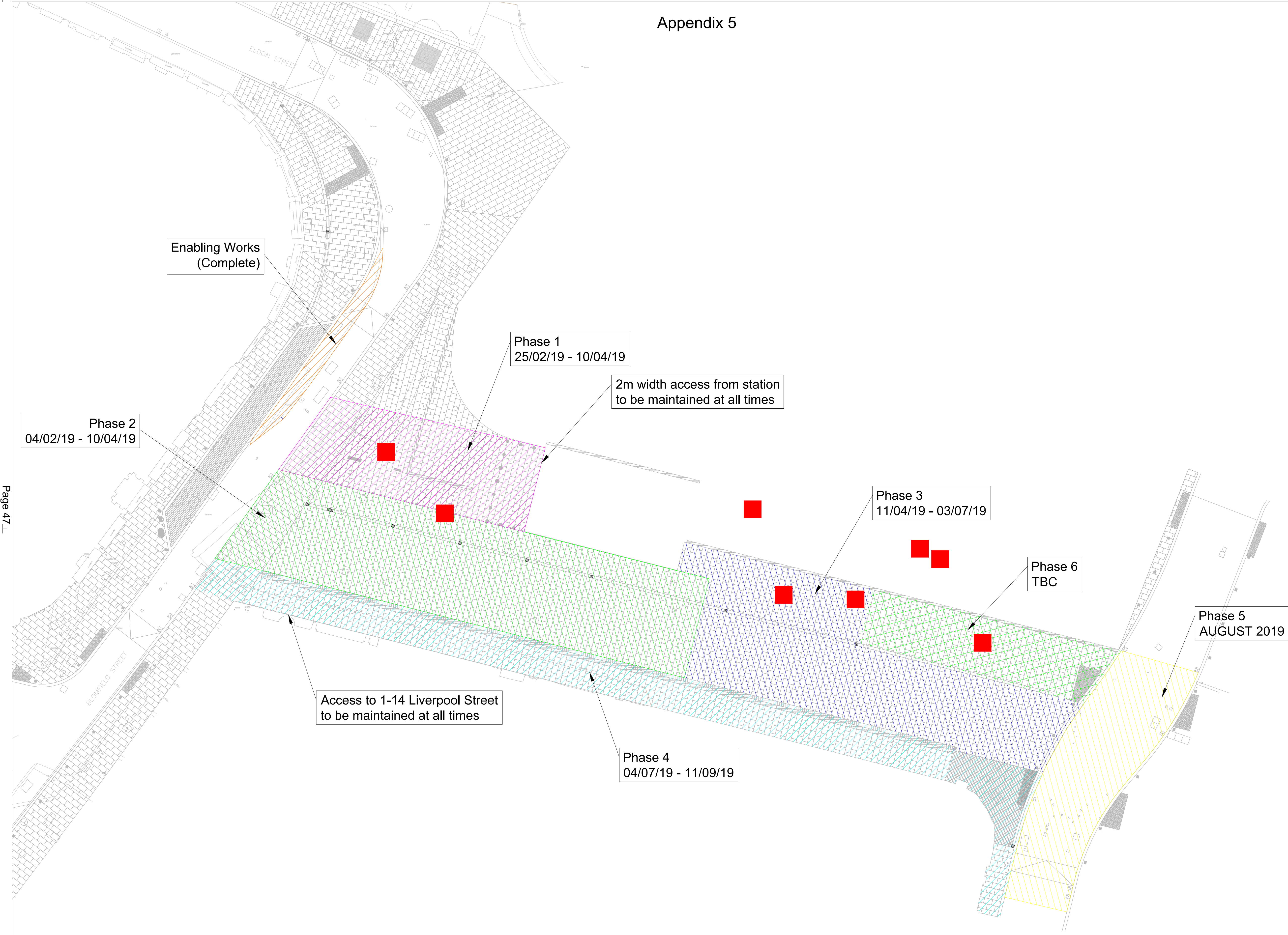
Phase C
20/08/18 - 05/10/18

Phase D
Works undertaken over weekends during phases B and C

Phase E
Weekends only 23/11/18 - 10/12/18

Phase A
01/06/18 - 30/06/18

Appendix 5



- NOTES**
1. No information to be scaled from this drawing.
 2. YORKSTONE PAVING TO BE LAID PERPENDICULAR TO ADJACENT KERB.
 3. WORKS SHALL COMPLY WITH THE CURRENT CITY OF LONDON SPECIFICATION FOR HIGHWAY WORKS.
 4. ALL HARD MATERIAL BROKEN OUT UNDER THE CONTRACT IS TO BE DISPOSED OF TO CONTRACTOR'S TIP.
 5. RE-USE OF ANY EXISTING ROAD SIGNS AND OTHER STREET FURNITURE IS AT THE CITY OF LONDON DISCRETION.
 6. ACCESS TO BUSINESS TO BE MAINTAINED AT ALL TIMES.
 7. THE CONTRACTOR WILL BE HELD RESPONSIBLE FOR ANY DAMAGE CAUSED TO PRIVATE HIGHWAYS AND PRIVATELY OWNED STREET FURNITURE.
 8. THIS DRAWING SUPERCEDES PREVIOUS CONSTRUCTION PHASING PLAN: XRAIL/LPS/CPO.

DRAFT

A	07/02/19	Programme updated	RR
Rev No.	Date	Description	By
Revision			

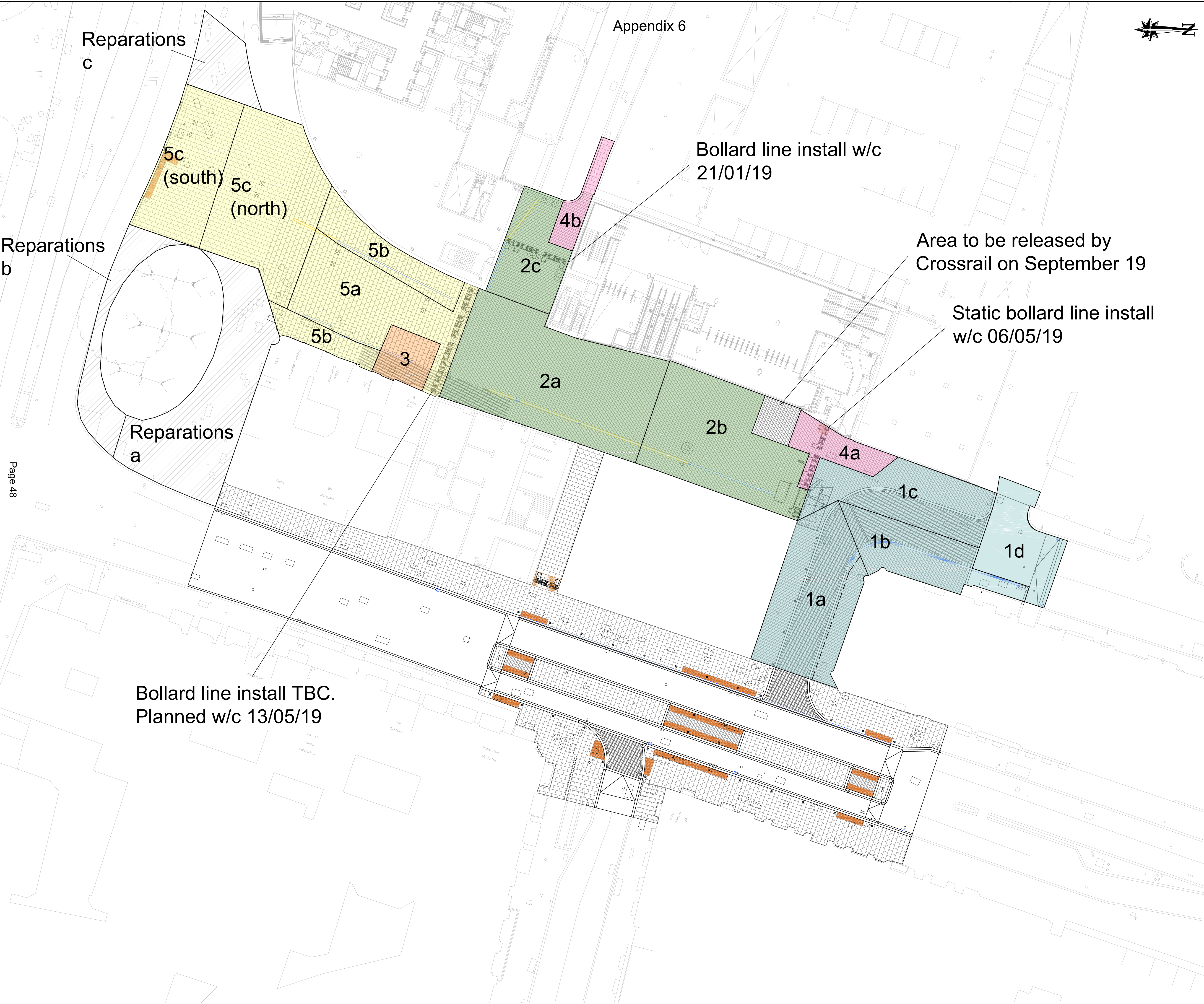
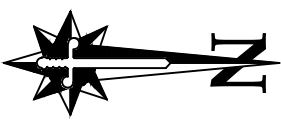
PROJECT:
**CROSSRAIL
LIVERPOOL STREET**

TITLE:
CONSTRUCTION PHASING

CLIENT:
**HIGHWAY DESIGN
AND CONSTRUCTION**
DEPARTMENT OF THE BUILT ENVIRONMENT
PO BOX 270
GUILDHALL
LONDON
EC2P 2EJ
TEL: 020 7606 3030

**CITY
OF
LONDON**

Sheet: SHEET 1 of 1	THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2019. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2019.		
Date: 07/02/2019			
Designed by: RR			
Checked by: JF			
Scale & Drawing Size: 1:200@A1	Revision: A	Drawing No: 100/16100283/CPO/01	



Current Phase Dates (as of 07/11/18)

Phase	Current Dates
2c	07/01/19-22/02/19
2a	07/01/19-15/02/19
1a	01/02/19-04/04/19
2b	25/02/19-19/04/19
1b	05/04/19-30/05/19
4a	22/04/19-11/05/19
4b	22/04/19-03/05/19
1c	31/05/19-15/07/19
5a	31/05/19-11/07/19
5b (wkds only)	12/07/19-22/08/19
5b (wkds only)	12/07/19-22/08/19
3	12/07/19-22/08/19
1d	16/07/19-09/08/19
5c (n)	23/08/19-26/09/19
5c (s)	27/09/19-31/10/19
Reparations a	01/11/19-28/11/19
Reparations b	29/11/19-19/12/19
Reparations c	20/12/19-20/01/20

Phases ordered by start date

G	08/02/19	Impact of late start in Phase 1 carried through	BB
F	11/01/19	Phase 2 order restored to original	BB
E	02/01/19	Phase 2 order changed in line with revised site access and phase 1 boundaries amended	BB
D	05/12/18	Bollard line install dates and associated phase boundaries updated	BB
C	16/11/18	Area to be handed over by Crossrail in September added to plan	BB
B	07/11/18	Phase dates added based on current Riney programme	BB
A	04/10/18	Phases split following programming meeting	BB
Rev No.	Date	Description	By

Revision

PROJECT:

CROSSRAIL MOORGATE

TITLE:

INITIAL PHASING AND DURATIONS

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIRONMENT
PO Box 270
GUILDHALL
LONDON
EC2P 2EJ

TEL: 020 7606 3030



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OF
LONDON

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Committee(s)	Dated:
Policy & Resources Committee Streets & Walkways Sub Committee Culture, Heritage & Libraries Committee	21 February 2019 26 February 2019 25 March 2019
Subject: Special Events on the Highway	Public
Report of: Director of the Built Environment	For Decision
Report Author: Ian Hughes, Assistant Director (Highways)	

Summary

This report outlines the major special events planned for 2019 and provides Members with an opportunity to consider & comment on the appropriateness of those events, taking into account their nature, scale, impact and benefits.

In summary, there continues to be a relative stable core of 14 regular sporting, ceremonial or celebratory events likely to take place on the City's streets in 2019, with the likely exception of the cycling Nocturne, which is currently doubtful for this year. These core events are typically highly professional and extremely well-run, generating a range of charitable, reputational and promotional benefits to the City, and delivered with the minimum of fuss or complaint.

Around that core programme is an increasing variety of one-off events that aim to support the City's Cultural and Visitor agendas, its Transport Strategy and / or the aims & objectives of key City partner organisations and community groups.

For 2019, the likely programme of additional events includes:

- a series of events to promote the City's cultural activities, including various trails, processions & art installations, follow-ups to last year's Smithfield 150 anniversary celebration and activities in Aldgate Square;
- events delivered in conjunction with external cultural partners such as the London Festival of Architecture, Historic England and the Illuminated River Foundation;
- a Lunchtime Street event to help promote Road Danger Reduction as part of the City's evolving Transport Strategy.

The report also notes a number of events still in development which will be subject to further consideration and review, with Members updated accordingly in due course.

In parallel, this report also notes the increase in authorised filming activity taking place on City streets, with the Square Mile's iconic backdrop attracting a series of major production companies using new powers to request road closures. However,

care must be taken to ensure this welcome promotional tool does not cause disproportionate disruption to local stakeholders and transport users.

Finally, this report also notes for Streets & Walkways Sub Committee the event-related 'benefits in kind' granted to charitable & other organisations in 2018.

Recommendation(s)

Members are recommended to:

- Agree to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1.
- Agree to support the additional Cultural, Visitor & Transport Strategy events outlined in paragraphs 18-36, subject to the appropriate degree of due diligence regarding safety, licencing approval, traffic orders (where required) and impact on local stakeholders.

Members of Streets & Walkways Sub Committee are recommended to:

- Note the Benefits in Kind listed in Appendix 4.

Main Report

Background

1. This report provides an update to Members on the programme of on-street special events currently planned to take place in 2019. Although some events are more commercial than others, most are organised with the intention of raising money for charitable causes or promoting specific City strategies and Mayoral initiatives. Each event aims to deliver some form of social, financial or community benefit, but the City's long-term approach has been to ensure that the impact on residents, businesses and traffic must not be disproportionate.
2. Planning for each major event takes place well in advance in order to minimise their impact on others and to co-ordinate them into the wider programme of works taking place on the City's streets. Officers from the Department of the Built Environment lead this process with the assistance of a variety of departments, including Town Clerks, Markets & Consumer Protection, Remembrancers and the City Police.
3. The Director of the Built Environment has delegated authority to write traffic orders for roads to be closed for special events, so Member approval for each major event is not required. However, there are established guidelines for officers to follow in determining the suitability of events (including the process for appropriate political oversight), enabling the provision of advice for organisers and setting out the procedure for consents & approvals.
4. Key to the process for supporting large scale events remains the Safety Advisory Group (SAG), which examines event proposals from the organiser to seek assurance that the event will be safely managed. The City's SAG is chaired by the City's Strategic Security Director, and comprises various City divisions

including Highways, Environmental Health and Contingency Planning, as well as the emergency services, Transport for London and other interested parties.

Events Calendar 2019

5. The City's on-street event programme has developed a consistent rhythm, with a core programme of 14 substantial, well-run and popular events becoming established over time. Full details behind each of these events can be found in Appendix 1, but they can be separated into three distinct categories:

Sporting

- Winter Run – Sunday 3 February 2019
- London Landmarks Half Marathon (Tommy's) – Sunday 24 March 2019
- Adidas City Run – Sunday 7 April 2019
- London Marathon – Sunday 28 April 2019
- Vitality 10k Race – Bank Holiday Monday 27 May 2019
- Nocturne Cycling – Saturday 8 June 2019 (TBC)
- Great City Race – Tuesday 16 July 2019
- London Triathlon – Sunday 28 July 2019
- Ride London Cycling – Sat 3 & Sun 4 August 2019
- Bloomberg Square Mile Run – Thursday 26 September 2019 (TBC)
- Royal Parks Half Marathon – Sunday 13 October 2019

Ceremonial

- Cart Marking – Wednesday 17 July 2019
- Lord Mayor's Show – Saturday 9 November 2019

Celebratory

- New Year's Eve – 31 December 2019
6. This core group of events is organised by experienced and professional event management companies with well-established routes, detailed communications plans and effective working relationships built up over time with the City of London, Transport for London and Westminster City Council (the three key highway authorities for events in Central London).
 7. This core list of events has remained relatively stable over several years, with the only recent addition being the London Landmarks Half Marathon which proved to be highly successful last year. As a group, they generally remain popular with the public & participants, they are safely managed, and they provide the City with a range of secondary benefits, including publicity & footfall, visibility on the international stage, connections to the charitable sector and (in some cases) funding for the City's own events and programmes.
 8. To be clear, event organisers are aware that they do not have a permanent agreement to hold their events on our streets, but permissions are typically

granted on three-year cycles to allow event managers to plan ahead for publicity and commercial reasons. However, as can be seen in Appendix 3 (which sets out the established events assessment matrix), these events are typically considered 'Green' in terms of delivering a positive balance between the benefits they bring against the impact they cause.

9. In terms of the core 14 events, the key points to note for 2019 are:

- the Adidas City Run event has been brought forward into April (at the organiser's request), which helps to spread the programme throughout the year rather than concentrating on the summer window (see Appendix 2);
- moving the Great City Race from a Thursday to a Tuesday evening has greatly reduced its impact, plus last year's change in route to avoid Guildhall was a major improvement, significantly reducing complaints as a result;
- the London Landmarks Half Marathon proved to be a highly successful and well-run first year event, with nearly £5m raised across more 100 charities. Having proven their concept, Tommy's have increased the entry this year from 10,000 to 13,000 runners, with 178 charity partners on board and over 250 individual activities planned.

10. The only event at risk for 2019 is the Nocturne, which despite being popular with the public, has had various funding, organisational and safety difficulties in the recent past. At present, no formal application has been made for 2019 and there is a considerable likelihood the event will not take place. In particular, it is understood there could be another change in delivery partner, and if correct there is unlikely to be sufficient time to complete the necessary checks to ensure the event can be safely & successfully delivered.

11. Before moving onto cultural, community and other events, it should be noted that two specific items related to the above list will be addressed by separate Committee reports, namely the 2019 Lord Mayor's Show and the use of the City's Anti-Terrorism Traffic Regulation Order (ATTRO). However, in terms of the ATTRO, it can be noted here that only one event required its use in 2018, namely New Year's Eve as part of the wider policing operation led by the Metropolitan Police.

One-Off Events in 2019

12. Away from the core event programme outlined above, there has been a considerable degree of year-on-year fluctuation in terms of the number and extent of major one-off special events. Despite the benefits they bring, these events typically require a disproportionate resource commitment, bringing with them the potential to cause significant disruption to the lives of residents and 'business as usual' activity in the City without the benefit of previous experience or a well-structured learning curve.

13. In previous years, these sorts of events have included:

- the Tour de France (2014)
 - the Royal Marines Regimental parade (2014)
 - the Afghanistan Commemoration at St Paul's Cathedral (2015)
 - the Great Fire of London events (2016)
 - the International Association of Athletics Federations marathon (2017)
14. Members will recall that last year saw the Culture Mile light & sound installation at Beech St, the Smithfield 150 celebrations, road closures to support the Commonwealth Heads of Government visit and the Royal Fusiliers regimental parade to Guildhall.
15. Each event was successful in its own right, but only as a result of significant input and co-ordination from officers, understanding the concept, influencing the event plans and taking action to minimise disruption to other stakeholders before granting the necessary consents. (Members may recall last year's efforts to reduce the timeframe for road closures before & after the Beech St art installation because of the anticipated impact on the road network during the week.)
16. As the City increasingly aspires to draw its cultural offer out onto its streets, activating the public realm in the process, this co-ordination and balance between benefit and impact will become more challenging, whether anchored in the new Culture Mile quarter, around our established iconic streets & spaces, or taking advantage of new public realm opportunities such as Aldgate Square.
17. To illustrate this trend, 2019 is likely to see the largest number of on-street cultural & other assorted events being proposed since the Olympics. At the time of writing, these events include:

Cultural

Culture Mile: Smithfield Area (Weekends of 18/19 May & 24/25 August)

18. Two events are likely to take place in the Smithfield area this year as part of the continuing evolution of the Culture Mile's on-street entertainment offer. Detailed discussions involving timing, footprint and impact are now underway, but briefly they are likely to involve:
- A two-day weekend classical music festival attracting an audience of around 8,000 (18 & 19 May);
 - A one-day Sunday street festival similar to last year's Smithfield 150 (but likely smaller in scale) on Sunday 25 August, with road closures likely on both Saturday & Sunday for the event's construction and de-rig.

London Festival of Architecture (Various locations from June onwards)

19. A series of small-scale artistic & cultural installations are planned as part of the London Festival of Architecture, including:
- The temporary conversion of a small number of parking bays or kerbside areas to create three bespoke public 'parklets', transforming these small

spaces into a place to rest, relax and admire the City. These 'parklets' will be selected as part of a competitive design process to help showcase the potential for kerbside space to offer places for people to gather, to improve health & wellbeing and to introduce greenery.

- A second competition to create a temporary River View installation will run alongside the City's 2019 cultural programme entitled 'Fantastic Feats: The Building of London'. The aim will be to identify & select an innovative and creative proposal for a temporary structure on the City's Riverside Walkway that will enhance the look & feel of the location and transform the way in which people view, enjoy and interact with the River Thames.
- A repeat of last year's public benches and art installation project (the latter outside St Paul's Underground station) in conjunction with the Cheapside Business Alliance.

Bodies in Urban Spaces: Dance performance and procession by artist Willi Dorner
(13 & 14 June: Moorgate and Barbican area)

20. Willi Dorner's 'Bodies in Urban Spaces' asks audiences to reflect on their urban surroundings and their own movement behaviour and habits. Best described as a moving trail which sees choreographed dancers lead spectators through public and semi-public spaces, this work lasts one hour and is repeated twice a day (at lunchtime and after work).

Volo: Dreams of Light by Brendan Walker
(18-22 June: Various locations inc St Paul's and 30 St Mary Axe (The Gherkin))

21. 'Volo: Dreams of Light' is a public, site-specific, virtual reality playground swing installation that responds to the architecture and history of several iconic London landmarks. It will be designed to make riders 'scream' with a mixture of fear and delight, with classic chain swings expected to appear in four public spaces around the Square Mile for five days during June. Passers-by can either watch or take part.

Performance & procession by artist Générrik Vapeur
(7 Sept: Cheapside area)

22. This Saturday event is proposed to be a moving processional piece which the audience will follow for 90 mins. A major City sponsor has been secured for this event, which will involve moments of static performance where the procession will stop in an area to perform a scene and then move on, potentially closing some streets in the process.

'What Remains' trail & projections by Historic England
(25 – 27 Oct: St Paul's Cathedral & surrounding area)

23. Historic England are commission a literary organisation and digital media company to create an evening of projects around St Paul's Cathedral. It will tell a new short

story inspired by the heroism of the people who protected St Paul's in times of conflict, as well as the destruction of the area and post war rebuilding. Visitors will first be led down the streets and alleys surrounding St Paul's as snippets of the story and archive images are projected onto buildings and walls, then taken towards the Cathedral and into the grounds, where the final piece of the story will be told with images and words projected onto the building.

Illuminated River Foundation
(Date TBC: Thames Riverside;)

24. Members may recall that with the support of the City Bridge Trust, the charitable Illuminated River Foundation intend to complete the night-time transformation of Millennium, Southwark, London and Cannon rail bridges later this year. Discussions on how to celebrate the launch of this significant lighting artwork are in their early stages with exact dates dependent on the installation programme, but the 'switch on' is expected to happen one evening during the course of the summer.

Community

Aldgate Square

25. Aldgate Square has proven to be a highly attractive addition to the City's public realm and has the potential to host a year-round inclusive and vibrant community events programme. For this year, the Cultural and Visitor Development Team (CVDT) will take on the curation and management of events in the Square as a pilot operation, supported by funding from The Aldgate Partnership.
26. This will include curating a programme of both City Corporation and third-party events via a coordinated Aldgate Square diary, providing event management advice, guidance and support for community groups wanting to use the space, and liaising directly with the Highways Team to ensure all the relevant permissions and procedures are undertaken appropriately.
27. A full programme of events is still being developed, but discussions currently include:
- A two-week exhibition by the Guildhall Library (June)
 - A two-week exhibition by the London Metropolitan Archive (July)
 - The return of the Aldgate Square Festival produced by Aldgate Community Events (July)
 - A family circus day produced by the CVDT (August)
 - The return of the Aldgate Square Lantern Parade and Christmas Fete produced by Aldgate Community Events (December)
28. Over the course of the year, the CVDT will monitor and evaluate the success of the events programme, gathering data on the number & type of events, their demographic, their attendance levels and audience feedback. A final report will then be produced to inform decisions about the management of the Square going forward.

Sheep Drive
(Sunday 29 Sept: London Bridge)

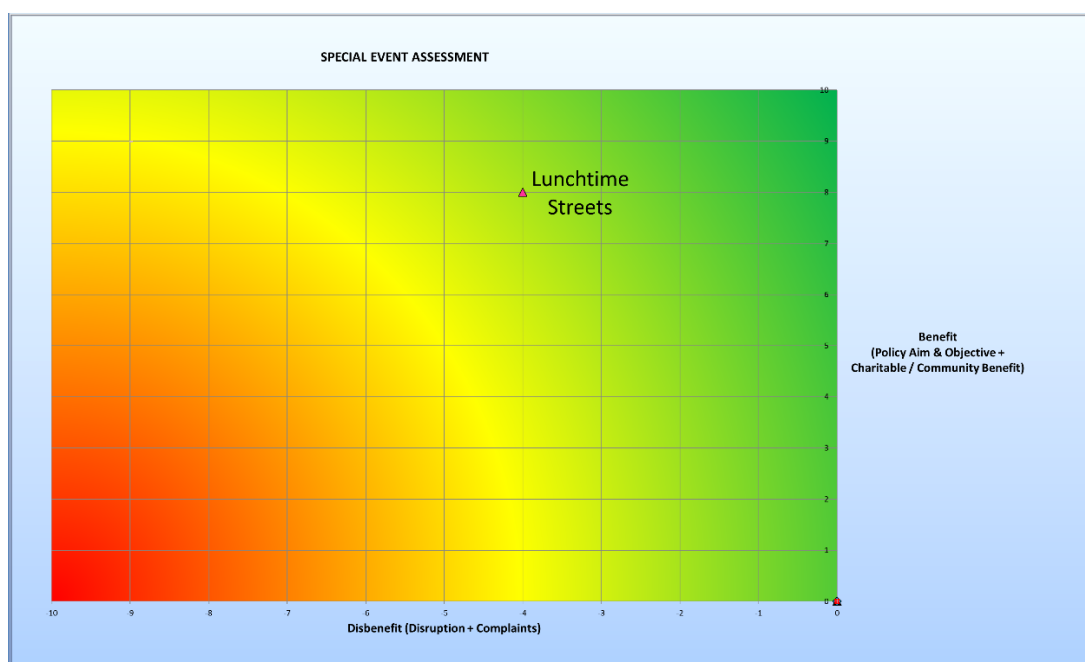
29. For several years, the Worshipful Company of Woolmen have organised a highly successful sheep drive over London Bridge, using barriers to create the necessary pens to enable the event to take place without closing the road to vehicle traffic. However, it is now understood that the Woolmen would like Transport for London (as the Highway Authority) to consider a full closure of London Bridge to enable the event to expand, with space to incorporate a trading market as part of the event on the bridge.
30. This request would considerably expand the impact of the event on the road network, requiring a more extensive traffic management & stewarding plan, as well as a much greater degree of co-ordination with other activities on the network. At the time of writing, TfL are considering the request before the matter can move forward, with the City helping to advise what might be required.

Healthy Streets & Transport Strategy

Lunchtime Streets (City of London event)
St Mary Axe (12-16 August) & Chancery Lane (TBC)

31. The events & installations listed above largely take place at weekends or in the evening, so they are not expected to significantly impact pedestrian flows or traffic. The only event where a street will be closed during the working day is likely to be the Lunchtime Streets initiative, promoting the City's wider Transport Strategy, the Active Travel Plan and road danger reduction in general. As a result, this event is covered in slightly more detail below.
32. The Transport Strategy proposes the use of timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time. As a way of promoting the benefits of such an initiative, it is proposed to launch a Lunchtime Streets programme this year, starting with a location (St Mary Axe) that exhibits high concentrations of pedestrian, cycling and delivery vehicle activity, particularly at lunchtimes.
33. Working with local businesses and Ward Members, a considerable amount of enthusiasm has been generated to support this event, with deliveries retimed to create space for cycling workshops, street art & culture, music and other activities. Due to this pre-planning engagement, the effect on traffic and local businesses is expected to be significantly reduced.
34. The event is planned to take place over one week in August between the hours of 11.30am and 2pm each day, albeit a smaller scale event during Q1 2019 may be used to raise interest for the main event later in the year. This would be implemented in conjunction with the current closure of Leadenhall St and St Mary Axe for street works.
35. Using the criteria outlined in Appendix 3, the event assessment is set out below.

<i>Lunchtime Streets</i>	Criteria	Rating	Score
Benefit	Policy Aims & Objectives	Transport Strategy proposal	5
	Charity / Community	Significant community benefit	3
Total Benefit			8
Disbenefit	Disruption & Impact	Medium impact road closures	-3
	Likely Complaints	Small number possible	-1
Total Disbenefit			-4



36. In addition to this event, the City has been approached by the Chancery Lane Association to consider a similar type of event on the boundary between the City, the London Borough of Camden and Westminster City Council later this year. No firm proposal has been made as yet, but depending on the success of the St Mary Axe event and degree of support regarding this aspect of the Transport Strategy, further requests for such events may be expected.

Car Free Day; Greater London Authority & Transport for London
(Area between London & Tower Bridges; 22 September)

37. In contrast to the City's careful long-term planning and engagement with the local community to grow support for the Lunchtime Streets event at St Mary Axe, Transport for London have just recently approached the City to support an event to promote air quality and celebrate walking & cycling in conjunction with the international Car Free Day on Sunday 22 September.

38. Building on a successful event in Greenwich Town Centre last year, the GLA & TfL's ambition is to use various road closures, including Tooley St, Tower Bridge and Eastcheap, to organise activities including health checks, sport, street art, food stalls, play areas and bike trials.
39. However, funding from the GLA for this proposal is currently unclear, and the process necessary to arrange for the necessary consents & approvals, activation and local community engagement makes this a highly ambitious and challenging proposal to safely & successfully deliver this year. In particular, major highway activities in Cannon St and London Bridge may limit the availability of these streets for this purpose, and significantly more information would be required before the City could be in position to agree such an event.

Road Closure Volumes (Filming & Events)

40. The table below notes the increasing numbers of road closure applications received from different sources over recent years. The predominance of activity to support building development and utility work in the Square Mile has been covered in the recent report to the Planning & Transportation and Streets & Walkways Committees, but there is also an obvious increase in applications noted as 'Other' in the last two years, largely consisting of filming & events.

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

41. In addition to the trend for more cultural activity on-street, legislative changes in 2016 made it possible for roads to be closed for filming, allowing some of the largest Hollywood and UK production companies to use the City's iconic sights and 'quiet' weekends as backdrops. This has generated a significant uplift in road closure applications which need to be co-ordinated with other activity on the network and managed in terms of minimising their impact on local residents and businesses.
42. It would appear that the City has not yet started to suffer from filming 'saturation' in the same way that some residents (such as those on Upper Thames St) can suffer event 'fatigue'. However, regular use of the same streets around iconic locations does have the potential to reduce the tolerance of residents, local stakeholders and key partners such as Transport for London.

43. Nevertheless, the benefits to the City's Cultural Strategy of retaining the Square Mile as a primary film location mean that well-managed, well-communicated filming can be a key promotional tool for the City Corporation for the foreseeable future, connecting the Square Mile to the very heart of this world-renown creative industry.

Benefits in Kind

44. The City Corporation gives around £55m pa to charities either directly or through its trusteeship, but in addition, the City also gives significant benefits in kind, defined (for this purpose) as:

- Abatement of a full commercial rent;
- Abatement of a fee or charge for services provided; or
- Provision of goods or materials free of charge, or at a reduced charge.

45. The Director of the Built Environment has delegated authority to waive fees and charges on a case by case basis in accordance with the Member-approved guidance that sets out the likely circumstances where this can be done. For some time, DBE has summarised this information for the Finance Grants & Oversight Committee, but to improve transparency of the decision making behind this process, that Committee now recommends that all current benefits in kind with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each benefit.

46. Therefore, for the purposes of transparency, Members of Streets & Walkways Sub Committee (as the spending Committee for special event management) are asked to note the Benefits in Kind provided under this protocol and set out in Appendix 4. Further details on any particular benefit can be provided on request.

Conclusion

47. This report summarises the major events planned for 2019, and in particular, notes the increasing trend for on-street cultural activity to supplement the core number of established major events. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

Appendices

- Appendix 1 – Core Event Programme for 2019
- Appendix 2 – Core Event Timeline for 2019
- Appendix 3 – Summary Event Assessment for 2019
- Appendix 4 – Benefits in Kind for 2018

Ian Hughes
Assistant Director (Highways)
Department of the Built Environment

T: 020 7332 1977

E: ian.hughes@cityoflondon.gov.uk

APPENDIX 1 – Core Event Programme for 2019

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
Winter Run	3 February	8 am – 2 pm	Human Race Ltd	City of London	Community event raising money for charity	16,000	5 th year	City Streets, and Westminster (WCC)
London Landmarks Half Marathon	24 March	7 am – 6 pm	Tommy's (with Human Race Ltd)	City of London & City of Westminster	Community & Charitable Event	13,000	2nd Year	Iconic sites within the City
Adidas City Run	7 April Sunday	8am-2pm	CSM Ltd	City of London	Raising money for local and national charities.	2,000	2nd year with CSM; 7 th overall	St Paul's, Cannon Street, Queen Victoria Street, Bank area, Cheapside
London Marathon	28 April Sunday	7am-7pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	40,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St

Vitality 10K Race	27 May Bank Holiday Monday	10am-12.30p m	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	15,000	12 th year	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC
Nocturne	8 June (Saturday)	Night	Nocturne Series	City of London	High participant night-time cycling race	500	13 years overall but 4 th year for the new route	Cheapside, King Street, Gresham Street and immediate environs
Standard Chartered Great City Race	16 July Tuesday evening	6.30pm - 8.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a City company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	14 th year	City Road, London Wall, Bank area & Cheapside.
Cart Marking	17 July	7 am – 2 pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	1,000	Annual event	London Wall, Gresham St, Guildhall area
London Triathlon	28 July Sunday	7 am – 5 pm	Innovision	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)

Prudential RideLondon	3/4 Aug Saturday / Sunday	7am- 6pm	TfL (with London Surrey Cycle Partnership & London Marathon Trust Ltd)	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral initiatives.	75,000	7 th year	Central CoL & Holborn, Holborn Viaduct
Bloomberg Square Mile	TBC September (evening)	5 pm – 8.30 pm	Square Mile Sport	City of London	Fun Run raising money for charity	5,000	More than 10 years	Gresham Street
Royal Parks Half Marathon	13 October Sunday	9am- midday	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	12 th year	Victoria Embankment west of Blackfriars.
Lord Mayor's Show & Fireworks	9 Nov Saturday	7am- 7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event.	City area west of Bishopsgate.
New Year's Eve Fireworks	31 December Tuesday	From b/w 2- 10pm until after midnig ht	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual Event	Blackfriars area & Westminster near London Eye

APPENDIX 2 – Core Event Timeline for 2019

2019 Timeline: Core events

Date	Event	Disruption
03/02/2019	Winter Run	-2
24/03/2019	London Landmarks Half M.	-4
07/04/2019	Adidas City Run	-2
28/04/2019	London Marathon	-3
27/05/2019	Vitality 10k Race	-3
08/06/2019	Nocturne	-3
16/07/2019	Great City Race	-5
17/07/2019	Cart Marking	-1
28/07/2019	London Triathlon	-2
3&4/8/2019	RideLondon	-3
Sept (TBC)	Bloomberg Sq Mile	-1
13/10/2019	Royal Parks Marathon	-2
09/11/2019	Lord Mayor's Show	-5
31/12/2019	New Years Eve	-4

	Embankment / Thames St only (w/e)
	City (Weekend / Bank Holiday)
	City (Mon-Fri, evening)
	City (Mon-Fri, daytime)

Month	Week	Cumulative Disruption									
		1	2	3	4	5	6	7	8	9	10
Jan	1										
	2										
	3										
	4										
Feb	5	Winter Run									
	6										
	7										
	8										
Mar	9										
	10										
	11										
	12	London Landmarks Half Marathon									
Apr	13										
	14	Adidas City Run									
	15										
	16										
May	17	London Marathon									
	18										
	19										
	20										
June	21	Vitality 10k									
	22										
	23	Nocturne									
	24										
July	25										
	26										
	27										
	28	Cart Gt City Race									
Aug	29										
	30	Triathlon									
	31	RideLondon									
	32										
Aug / Sept	33										
	34										
	35										
	36										
Sept	37	Sq Mile									
	38										
	39										
	40										
Oct	41	Royal Parks									
	42										
	43										
	44										
Nov	45	Lord Mayor's Show									
	46										
	47										
	48										
Nov / Dec	49										
	50										
	51										
	52	New Year's Eve									

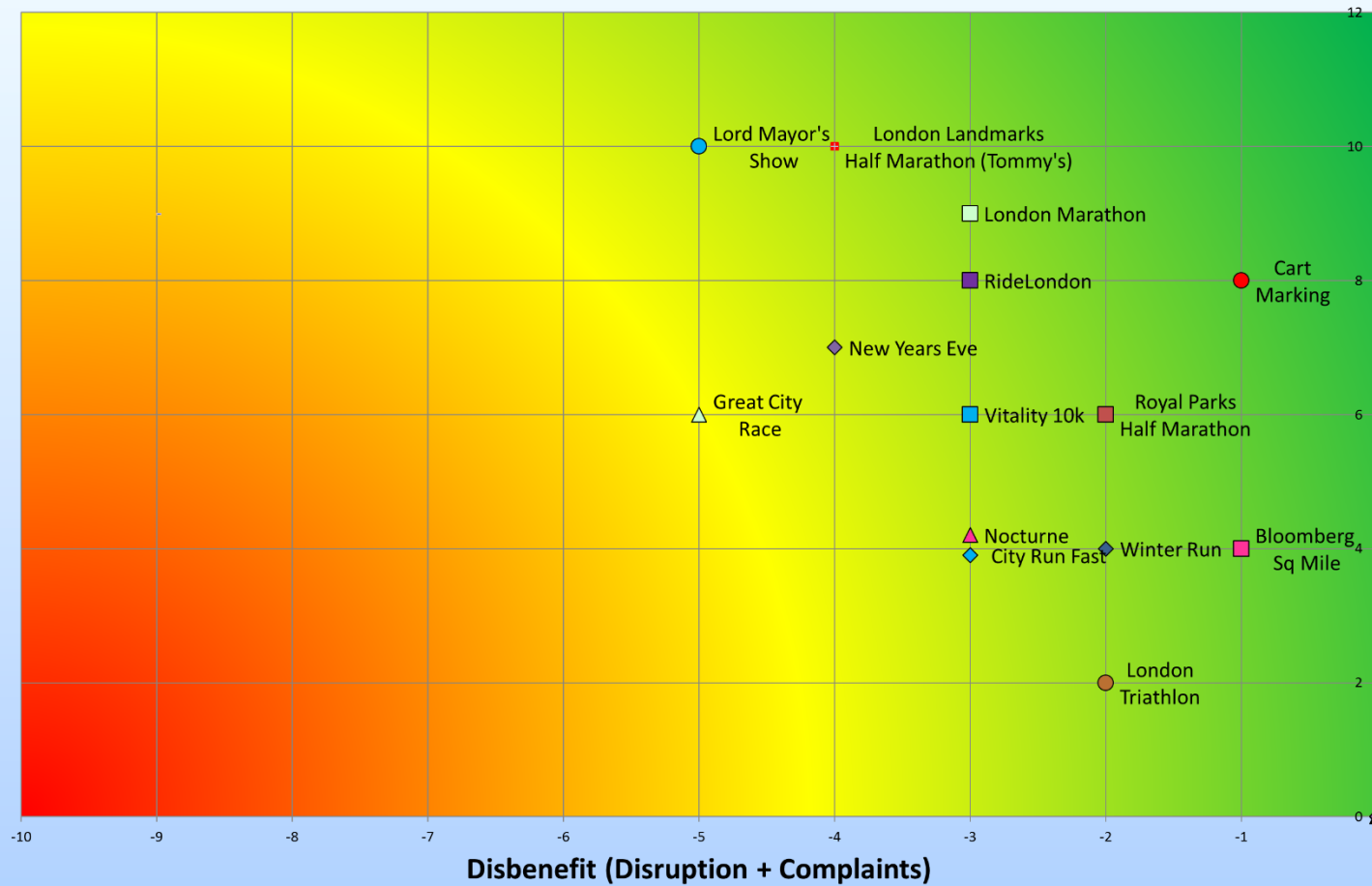
APPENDIX 3 – Summary Event Assessment for 2019

An Event Assessment Matrix is applied to each event to determine its benefits and dis-benefits, and it remains a highly useful tool to determine the merits (or otherwise) of any proposed event. Members approved the framework for the assessment matrix, which is summarised below:

Disbenefit		Benefit	
Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit' / Large charitable contribution / Overwhelming stakeholder support (5)
Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)

Using these criteria, the relative assessment for the planned known events in 2019 is represented on are currently as follows:

CORE EVENT ASSESSMENT (2019)



Benefit
(Policy Aim & Objective +
Charitable / Community
Benefit)

APPENDIX 4 – Benefits in Kind (2019)

Date	Event Name	Application	Traffic Order	Hoarding Licence	Parking Suspension	Parking Permit	Total
07.02.2018	Founders Day	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
01-11,03.2018	Marie Curie Light House	£65.00	£0.00	£25.00			£90.00
30.03.2018	Way of the Cross	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
07-08.04.2018	Romanian Easter	£300.00	£600.00				£900.00
14.04.2018	Games Character Festival	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
06.05.2018	Brass on the Bus	£65.00	£0.00	£0.00	£0.00	£32.00	£97.00
10.05.2018	Get Safe Online	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
14.06.2018	Bike to the Future	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
18.06.2018	Beating the Bounds Ceremony	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
18-22.06.2018	Sounds Like London	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
21.06.2018	Make Music Day - London Bridge	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
21.06.2018	Make Music Day - Paternoster Sq	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
22.06.2018	Kindertransport Charity Ride Finish	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
23.06.2018	ABS Chicken Run	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
23.06.2018	St John Ambulance	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
24.06.2018	Guy's Cancer Survivors Walk	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
25-29.06.2018	Sounds Like London	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
28.06.2018	Ceremonial Event	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
28.06.2018	Jazz in the Lanes	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
30.06.2018	City Sculpture Fest	£65.00	£0.00	£2,500.00	£0.00	£0.00	£2,565.00
05.07.2018	City Beerfest	£65.00	£0.00	£0.00	£0.00	£768.00	£833.00
18.07.2018	Cart Marking	£300.00	£600.00	£0.00	£2,115.00	£1,600.00	£4,615.00
21.07.2018	Gigs 2018	£65.00	£0.00	£25.00	£0.00	£1,600.00	£1,690.00
23.7-13.8.2018	Lost City	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
24-27.07.2018	Gigs 2018	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
01-03.8.2018	Gigs 2018	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
25-27.08.2018	Smithfield 150 (30000 px)	£300.00	£600.00	£0.00	£5,000.00	£0.00	£5,900.00
28.08.2018	COL Road Safety Campaign (100 px)	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
05.09.2018	Ceremonial Event	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00

09.09.2018	Firefighters Memorial Parade (1500 px)	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
09.09.2018	Merchant Navy Day (500 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
16.09.2018	London Pearly Kings & Queens Harvest Festival Parade (500 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
21.09.2018	St Matthews Day Parade (400px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
21-23.09.2018	City of Women Procession (2000 px)	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
25.09.2018	Victorian Parade	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
25.09.2018	The Long Long Lunch (150 px)	£65.00	£0.00	£25.00	£0.00	£0.00	£90.00
30.09.2018	Sheep Drive (650 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
13.10.2018	LFB Procession (300 px)	£300.00	£0.00	£0.00	£0.00	£0.00	£300.00
19-20.10.2018	Processions in the City (1000 px)	£75.00	£0.00	£30.00	£0.00	£0.00	£105.00
21.10.2018	COL & COLP Exercise	£65.00	£0.00	£25.00	£0.00	£0.00	£300.00
04.11.2018	Submariners Remembrance (150 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
11.11.2018	Remembrance Sunday (250 px)	£300.00	£600.00	£0.00	£0.00	£0.00	£900.00
07.12.2018	Aldgate Lantern Parade and Winter Fete - (500 px)	£65.00	£0.00	£0.00	£0.00	£0.00	£65.00
		£6,030.00	£7,800.00	£2,880.00	£7,115.00	£4,000.00	£28,035.00

Committees: Streets and Walkways Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i> Open Spaces and City Gardens <i>[for decision]</i>	Dates: 26 February 2019 Under urgency Under urgency
Subject: Culture Mile Look and Feel Experiments Unique Project Identifier: 11825	Progress Report Next gateway to be passed: Progress
Report of: Director of the Built Environment	For Decision

1. Reporting period	February 2019 to July 2019
2. Requested decisions	Requested decisions Members are requested to approve a 2019 programme of Culture Mile Look and Feel Experiments in support of Culture Mile Look and Feel implementation, and the release of funds of £409,000 to implement the programme funded from a budget previously allocated by Policy and Resources Committee.
3. Progress to date	<ol style="list-style-type: none"> 1. This report relates to the agreed Culture Mile programme of activity, which has previously been approved by Policy and Resources Committee. In April 2018 a proposed budget for the public realm artistic installations in Culture Mile was agreed. At that time the programme was referred to variously as ‘artistic installations’ or the ‘Culture Mile Pop Ups’. The programme has since been retitled ‘Culture Mile Look and Feel Experiments’ to better reflect the fact that the activity has an explicit link to the implementation of the Culture Mile Look and Feel Strategy. This programme is funded by the £5m capital allocation for the implementation of the Look and Feel Strategy (see project Cover Sheet in Appendix 1). 2. As part of the approval of the budget, Members agreed a process whereby the release of funding for implementation of this programme would be subject to Member approval of the detailed programme. This report therefore details the 2019 programme and requests that Members approve the release of funds for that specific activity.

	<p>3. To date, a research and development process has been undertaken for the next phase of Culture Mile Look and Feel Experiments, that has involved close collaboration with the other Culture Mile workstreams. This has included shaping the programme around Culture Mile strategic priorities and content principles and working closely with the Barbican-led Culture Mile Programming team. As a result, much of the Culture Mile Look and Feel Experiments will be delivered in partnership with other Culture Mile colleagues.</p> <p>4. The overall Culture Mile summer events programme (of which Culture Mile Look and Feel Experiments are a part) includes artistic activity within the theme of 'Play the Mile', and will comprise programming from May 2019 to August 2019, starting with the 'Sound Unbound' festival led by the Barbican and incorporating the 'Smithfield Street Party' events led by the Museum. The Culture Mile Look and Feel Experiments have been designed to complement and support this activity.</p> <p>5. In addition, the planned Culture Mile Look and Feel Experiments align with the approved Look and Feel Strategy for Culture Mile. This means that the installations will have a dual purpose: firstly, that they support the aims of 'form a Culture Spine', 'take the inside out', 'discover and explore', and 'be recognisable and be different'. Secondly, that they allow implementation ideas to be tested and evaluated, and the lessons learned will form part of the process (e.g. by providing an evidence base) for more major long-term changes in the public realm.</p> <p>6. <u>Implementation</u> The elements of the programme that are due to be implemented in this next phase are as follows (see images of the locations and proposals in Appendix 2 and Financial details in Appendix 3):</p> <p>a. <u>Play the Mile Programme (led by the Barbican)</u></p> <p><u>Smithfield Rotunda Garden Summer Installation and Power Supply.</u> The Department of the Built Environment's (DBE) proposed contribution is to lead on the design and delivery of a temporary architectural installation in the Smithfield Rotunda Garden, to support and enhance the summer activities in Culture Mile. DBE, Culture Mile and Open Spaces colleagues have agreed a design proposal that supports cultural activity and public engagement in West Smithfield. It is proposed that the architectural installation is implemented for 4</p>
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months, from May until September 2019. In addition, a power source will be installed permanently at the Smithfield Rotunda Garden entrance to allow for small scale events and more regular public programming to take place in the future. The installation and power supply will test the design approach and infrastructure needs of West Smithfield as a programmable culture and heritage space.

Sound Installations. The Department of the Built Environment will contribute to the funding of a series of sound installations lead by the Barbican, which are planned for Charterhouse, West Smithfield and Salter's Garden. The installations are site specific and particularly support the 'Take the Inside Out' and 'Discover and Explore' aims of the Look and Feel Strategy. In addition, 10 new musical commissions, as part of the international 'Musicity' programme, will further support the establishment of the 'Culture Spine' through site specific responses to the built environment. The 'Musicity' musical compositions will be available digitally for people in the area to discover and enjoy Culture Mile in a new way.

b. London Festival of Architecture

City Parklets. The London Festival of Architecture (LFA), in partnership with the City of London Corporation, is supporting a series of miniature landscaped spaces or 'Parklets', to be installed in the Square Mile for the festival in June 2019. A design competition process will harness the talent of architects and designers to bring additional life and greenery to the City's streets and public spaces. Launched at the festival the 'City Parklets' will be installed between June and September 2019. The festival provides the perfect opportunity to test ideas for the Look and Feel Strategy implementation.

c. Technical Manual.

The Look and Feel Strategy identified a need to put in place robust guidelines for organising and running events and installations in Culture Mile. The Technical Manual will be commissioned to clearly set out: which spaces (public or private) may be appropriate for events, installations or artwork; what processes are needed for approval of activity in these spaces; how communications, traffic management, accessibility and health and safety matters can be addressed; and setting out the technical specifications of each site as appropriate.

d. Branding in the Public Realm.

The character of Culture Mile including its public and outdoor spaces is critical as a visual representation of Culture Mile values, making the case for inward investment and attracting uses and visitors alike. The proposed branding guidelines will build upon the existing branding work of Culture Mile, City Public Realm SPD and technical manual and City Lighting Strategy to create a palette of features including signage, street furniture, lighting and materials that will inform the design of future public realm schemes and interventions.

e. Culture Mile North-South connections.

This is a project to develop artistic installations and lighting in support of intuitive wayfinding along Culture Mile's North South connection (from the Millennium Bridge approach to St Paul's Cathedral and the Culture Mile area). The project will also test options for winter animation along other Culture Mile routes.

f. Maintenance.

The maintenance of the Culture Mile Look and Feel Experiments listed above, as well as de-installation costs for previous Culture Mile installations already implemented, are included in this report (see details in the Finance Tables in Appendix 3).

7. Research and Development

In addition, the team are working up proposals for the next stages of the programme that will be implemented in Autumn/Winter 2019/2020 and subject to later approvals as appropriate. This work will support outcomes of the Culture Mile Look and Feel Strategy and will coordinate with major projects in Culture Mile, including Beech Street, Museum of London, Centre for Music and St. Paul's Gyratory.

a. Curatorial support for winter 19/20.

It is proposed to develop a curatorial role for the next year of Culture Mile Look and Feel Experiments. It has been identified through the delivery of the first phase of public realm installations in Culture Mile that specialist curatorial support is needed in order to shape the content of this work and to act as a liaison between Culture Mile (as

client) and artists/designers. This work would ensure clarity of purpose for artistic decision making and ensure that projects are delivered in line with both the Look and Feel Strategy outcomes and the Culture Mile principles.

b. Culture Spine Meanwhile Projects.

DBE have received proposals from residents to make temporary improvements to areas of the public realm in the short term. There is a clear appetite for areas to be improved for both visitors and locals. The 'Culture Spine Meanwhile Projects' would launch a community-led project, creating an opportunity for DBE, Open Spaces and Culture Mile to work with the local community to improve the design and experience of spaces along the 'Culture Spine', and possibly in Moor Lane.

8. The implementation of the Culture Mile Look and Feel Experiments programme outlined above will require staff time from DBE, alongside work from colleagues across the Corporation as appropriate.
9. The total sum requested to be released in this report is £409,000, which comprises part of the agreed £750,000 budget for this activity, this does not include a separate £30,000 previously approved from the Culture Mile revenue budget for North-South links (see details in the Finance Tables in Appendix 3).

Item	Budget (£)
Research and Development	50,000
Implementation and Maintenance	359,000
TOTAL	409,000

10. Corporate & Strategic Implications:

The Culture Mile Look and Feel Experiments support the following City of London outcomes and objectives:

City of London Corporate Plan Outcomes:

1. People are safe and feel safe
2. People enjoy good health and wellbeing
4. Communities are cohesive and have the facilities they need
7. We are a global hub for innovation in the finance and professional services, commerce and culture

	<p>9. We are digitally and physically well-connected and responsive</p> <p>10. We inspire enterprise, excellence, creativity and collaboration</p> <p><u>City of London Cultural Strategy Objectives:</u></p> <p>1. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination</p> <p>2. Develop Culture Mile in the north west of the City which will become an exciting destination for London and act as a catalyst for change across the rest of the Square Mile</p> <p>7. Better promote our world class culture and heritage offer and use our wealth of outdoor spaces to widen its appeal to a more diverse audience, enabling communities in the City and beyond</p> <p>8. Work better with cultural organisations to build their capacity and engage with City businesses and employees, so that they can become more resilient</p> <p>9. Play our part as a catalyst and convener in supporting and connecting with the wider cultural ecology of the capital and the rest of the UK</p> <p><u>Culture Mile Look and Feel Strategy Outcomes:</u></p> <p>1.3 The area is easy to navigate</p> <p>1.4 New infrastructure is implemented along the spine</p> <p>1.5 North-south connections are formed</p> <p>2.2 Outdoor and public spaces for public art, play and programming are identified</p> <p>2.3 Spaces are programmed for artistic activity</p> <p>2.4 Vacant and underutilised spaces are transformed</p> <p>2.5 Community participation is embedded in our work</p> <p>3.1 The area's rich and varied history is celebrated</p> <p>4.2 Culture Mile's physical environment is its brand</p> <p>11. The implementation of the Culture Mile Look and Feel Experiments programme will be subject to all necessary approvals, consents and permits required to deliver the programme, including submission to the City Arts Initiative where appropriate.</p> <p>12. Recommendation:</p> <p>- <u>That Members of Street and Walkway Committee, Project Sub Committee:</u></p> <p>i. Approve the programme of installations for the next phase of Culture Mile Look and Feel Experiments in 2019, and the release of funds of £409,000 to implement the programme.</p>
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	<p>ii. Authorise delegation of budget adjustments between staff costs, works and fees, to the Chief Officer in consultation with the Chamberlain Department.</p> <p>- <i>That Members of Open Spaces Committee:</i></p> <p>iii. Approve the temporary proposal for Smithfield Rotunda to be installed in summer 2019.</p>
4. Next steps	<p>13. The next steps will be: to obtain necessary approvals, consents and permits for the installations, including City Arts Initiative approval where relevant. The installations will then be implemented in a phased programme through the summer, with the earliest installations being open to the public to coincide with 'Sound Unbound' festival in May 2019.</p>

Appendices

Appendix 1	Project cover sheet
Appendix 2	Images of the proposed locations and installations
Appendix 3	Financial tables
Appendix 4	Key Performance Indicators (KPIs)
Appendix 5	Programme of activity

Contact

Report Author	Helen Kearney and Rob Timmer
Email Address	Helen.kearney@cityoflondon.gov.uk Rob.timmer@cityoflondon.gov.uk
Telephone Number	020 7332 3526 020 7332 3343

Appendix 1: Project Cover Sheet

Project Coversheet

[1] Ownership

Unique Project Identifier: 11825 **Report Date:** 20 February 2019
Core Project Name: Culture Mile Look and Feel Experiments
Programme Affiliation (if applicable): Culture Mile
Project Manager: Rob Timmer/ Helen Kearney
Next Gateway to be passed: Progress

[2] Project Brief

Project Mission statement: To programme and deliver a series of temporary interventions in the public realm in the City's Culture Mile, in line with the approved Look and Feel Strategy.

Definition of need: The Culture Mile Look and Feel Experiments should provide us with useful information relating to the longer-term Look and Feel Strategy, e.g. how people/communities use the sites, how they respond to the work, how the pieces enhance way-finding in the area. This will inform the design of permanent changes in the area e.g. public realm around the major capital projects.

Key measures of success:

- 1) To deliver a public programme of rolling temporary installations in Culture Mile that activate and show transformations to come in the area
- 2) To test ideas and provide officers with useful information relating to the longer-term Look and Feel Strategy implementation
- 3) To be part of the wider Culture Mile programming with partners and for key events.

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: This is a rolling programme, with a budget of £750,000

Total potential project liability (cost) [£]:

Total anticipated on-going commitment post-delivery [£]: n/a

Programme Affiliation [£]: The agreed Culture Mile Look and Feel Implementation budget is £5m over 5 years.

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)	
£1,685,000	None. The report is asking to release part of the already approved budget.	£1,685,000	
[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)	
£1,685,000 up to 2019	n/a	None	
[G] Spend to Date	[H] Anticipated future budget requests		

£1,035,000	None for 2019. A report to release the next phase of the agreed budget will be submitted as appropriate.
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Headline Financial changes:

Since 'Project Proposal' (G2) report:

▲ ◀ ▶ ▼ n/a

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

▲ ◀ ▶ ▼ n/a

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

▲ ◀ ▶ ▼ The project is a rolling programme of installations that occurs each year. The project budget was agreed as £750,000. The current report is asking to release part of this already approved budget. To date the programme has delivered a series of successful artistic interventions and place making experiments, including: wayfinding pilot programme for Culture Mile through Legible London work; a summer installation by Morag Myerscough at Silk Street and West Smithfield; two artistic and architectural lighting interventions; Beech Street events and experiments with support for the Tunnel Visions event and Jason Bruges Studio art installation; two colourful crossings at Aldersgate junction; a summer events programme for visitors, families and local workers; a contribution to Smithfield 150 including a community poetry and film project; and design competitions relating to Look and Feel Strategy work.

The programme of public realm artistic installations and commissions have generated positive responses and a desire for more interventions from visitors and businesses, as well as delivering positive outcomes for artists and stakeholders involved. Following the first phase of Culture Mile artistic installation an impact assessment was carried out in October 2017. The study found that 99% of visitors surveyed would like to see more art in the City, and that 90% of local businesses supported temporary installations and felt that footfall had increased as a result. Additionally, 92% of respondents were more likely to visit the Culture Mile area again due to temporary installations, and 91% of people also reported positive feelings as a result of visiting (feeling excited, welcomed, relaxed, surprised, interested and cheerful).

Project Status:

Overall RAG rating: Amber

Previous RAG rating: Amber

[4] Member Decisions and Delegated Authority

At the last Gateway report, Members approved:

“the budget for 2018/19 for the Culture Mile Pop Ups programme of £750,000, to be funded by the £5m capital allocation for the implementation of the Look and Feel Strategy”

In addition, Members agreed that prior to the delivery of specific installations (as part of the approved budget and programme), that officers return to Members for approval.

[5] Narrative and change

Date and type of last report:

April 2018, Progress Report

Key headline updates and change since last report.

Since the last report officers have planned the next phase of the programme, to meet the wider aspirations for Culture Mile. The installations proposed are now outlined in the next Progress report.

Headline Scope/Design changes, reasons why, impact of change:**Since 'Project Proposal' (G2) report:**

n/a. the project is a rolling programme of installations that is put together each year and reported to Members as a Progress Report.

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

n/a – as above

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

n/a – as above

Timetable and Milestones:

Expected timeframe for the project delivery: each year

Milestones:

- 1) Committee report February 2019
- 2) Appointment of contractors to deliver the installations: March 2019
- 3) Installations open to the public: May 2019

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

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

Risks and Issues**Top 3 risks:**

<i>Risk description</i>	<i>Approvals. The approvals for elements of the programme may include: Road closures; planning permission; listed building consent; licences. If we do not get these permissions the installations cannot go ahead.</i>
<i>Risk description</i>	<i>External communications. Ensuring we communicate at the right level and at the right time to the many different external stakeholders e.g. residents, local businesses, potential partners, to ensure that local stakeholders are not negatively affected by the installations.</i>
<i>Risk description</i>	<i>Internal communications. The Culture Mile project is new, and a number of issues remain unsolved, including clear channels of internal communication; ownership of risk; lines of authority. This can create uncertainty about how the project should be managed and communicated, to whom, and how decisions should be made.</i>

See 'risk register template' for full explanation.

Top 3 issues realised <risks which have come to pass:>

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
<i>Timescales; reporting; flexibility</i>	<i>The installation programme has short lead-in times and elements that require some flexibility. This means that the nature of gateway</i>	

	<i>reporting does not always fit the nature of the project. Working on this timescale and in this way means that resources are stretched (especially staff time) and that the required permissions do not necessarily meet the usual lead-in time (e.g. for Committee approvals).</i>	

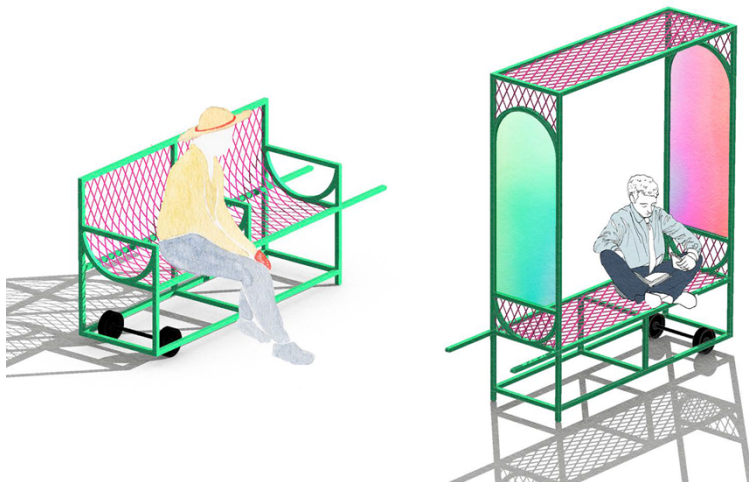
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

Yes. Culture Mile is a high-profile project that has a press and marketing team dedicated to it.

Appendix 2: Images of the proposed locations and installations

a. Play the Mile Programme (led by the Barbican)

Smithfield Rotunda Garden Summer Installation: A new architectural design commission will activate Smithfield Rotunda Garden as part of the 'Culture Spine' and 2019 Culture Mile 'Play the Mile' programme.



Sound Installations: 'Pleasure Garden' is a motion activated sound composition, which will activate Salters' Garden as part of the 2019 Culture Mile 'Play the Mile' programme.



Sound Installations: Musicity commission



b. London Festival of Architecture

City Parklets: A 'City Parklet' example: 'Fresh Air Square' replaced two car parking spaces for one year on Tooley Street.



c. Culture Mile Look and Feel Implementation

Branding in the Public Realm: Branding work will establish clear guidelines for Culture Mile brand implementation in the public realm that supports Look and Feel Strategy aims and serves the Culture Mile artistic programming.



Appendix 3: Finance tables

1. Update on budget allocated in April 2018 for Culture Mile Look and Feel Experiments

Table 1: Spend to date - Cultural Hub Project Phase 3 - 16800399			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
P&T Fees	100,000	29,359	70,641
Env Servs Staff Costs	10,000	-	10,000
Open Spaces Staff Costs	10,000	-	10,000
P&T Staff Costs	130,000	130,000	-
TOTAL	250,000	159,359	90,641

2. Budget Increase Request

Table 2: Budget Increase Request - 16800399			
Description	Approved Budget (£)	Budget Increase (£)	Revised Budget (£)
P&T Fees	100,000	80,000	180,000
Total Fees	100,000	80,000	180,000
Env Servs Staff Costs	10,000	10,000	20,000
Open Spaces Staff Costs	10,000	(5,000)	5,000
P&T Staff Costs	130,000	60,000	190,000
Total Staff Costs	150,000	65,000	215,000
Implementation (Works)	-	209,000	209,000
Total Works	-	209,000	209,000
Maintenance	-	55,000	55,000
TOTAL	250,000	409,000	659,000

3. Detailed breakdown of budget for next stage

Table 3: Detailed breakdown of budget	
Description	Cost
<u>Research and Development:</u>	
Fees	
Curatorial support for the Culture Mile Look and Feel Experiments 2019/2020 programme development	15,000
Culture Spine Meanwhile Projects: Development of community led projects along the 'Culture Spine'	20,000
Staff costs	
P&T Staff Costs to support the Culture Mile Look and Feel Experiments 2019/2020 programme development	15,000
Research and Development Total:	50,000
<u>Implementation:</u>	
Works	
'Play the Mile': Smithfield Rotunda Garden Summer Installation and Power Supply lead by DBE	115,000
'Play the Mile': DBE contribution towards sound installations lead by the Barbican for Culture Mile, including Sound Unbound Festival, Play the Mile summer programme and Musicity commissions	59,000
London Festival of Architecture: DBE contribution towards a City Parklet commission as part of Culture Mile Look and Feel Experiments programme	15,000
Culture Mile North South Connections: Artistic and Lighting tests that support intuitive wayfinding and connections to Culture Mile (this sum is in addition to a separate £30,000 previously approved and funded from the Culture Mile revenue budget)	20,000
Fees	
Technical Manual: Guidelines for the delivery of Culture Mile activities and supporting the Look and Feel strategy implementation	25,000
Branding in the Public Realm: Guidelines for the visual representation of Culture Mile in public and outdoor spaces and supporting the Look and Feel Strategy implementation	20,000
Staff Costs	
P&T Staff Costs to support the implementation of the 2019 programme of Culture Mile Look and Feel Experiments	35,000
Environmental Services Staff Costs to support the delivery of Culture Mile Highways events and activity	15,000
Implementation Total:	304,000
<u>Maintenance:</u>	
Maintenance Costs: Supporting the Look and Feel Experiments 2019 programme as well as the maintenance and de-installation needs of previous 'Pop Up' installations that have already been implemented in Culture Mile	55,000
Maintenance Costs Total:	55,000
TOTAL	409,000

Appendix 4: Culture Mile Look and Feel Experiments table and KPIs

	Key Performance Indicator	Measurement	Date
	Project Management (Internal)		
1.	Programme is delivered in a timely and cost-effective manner	Schedule variance Budget variance	Oct 2019
2.	Project prioritisation and proposals are received for the 2020 Culture Mile Look and Feel Experiments programme	2020 programme report Schedule variance Project evaluation	Nov 2019
	Project Impact (External)		
3.	Public amenity and wellbeing increases as a result of the programme	Visitor surveys (%) Social Media report Culture Mile evaluation	Oct 2019
4.	Increased awareness and visibility of Culture Mile brand in the public realm	Visitor surveys (%) Social Media report Press coverage Culture Mile evaluation	Oct 2019
5.	Wayfinding is improved for visitors to Culture Mile	Visitor surveys (%) Business surveys (%) Stakeholder surveys	Oct 2019
6.	Culture Mile is more attractive to visitors and the likelihood of return visits increases as a result	Visitor surveys (%) Business surveys (%)	Oct 2019
7.	Positive economic impact on local businesses and other local stakeholders	Business surveys (%)	Oct 2019
8.	The wider Culture Mile programme is supported and the viability of regular cultural activities being programmed in Culture Mile spaces is improved	Stakeholder surveys Project evaluation	Nov 2019

Appendix 5: Programme of activity

Project	Location	Start Date	End Date	Duration
Smithfield Rotunda Garden Summer Installation and Power Supply	West Smithfield	May 2019	Sep 2019	4 months (plus permanent event power supply)
Sound Installations	West Smithfield, Charter House, Salters' Garden and Culture Mile area	May 2019	Aug 2019	3 months (plus permanent 'Musicity' commissions available digitally)
City Parklets	St. Martin's Le Grand	Jun 2019	Sep 2019	4 months
Technical Manual	Guidance document	Jun 2019	Dec 2019	6 months (guidance document delivered at end)
Branding in the Public Realm	Guidance document	Apr 2019	Oct 2019	6 months (guidance document delivered at end)
Culture Mile North South Connections	Between Millennium Bridge/St Paul's and the Culture Mile area	Nov 2019	Apr 2020	3 - 6 months
Maintenance	Culture Mile Look and Feel Experiments locations	May 2019	Apr 2020	12 months
Research and Development work	Curatorial work and programme planning	Apr 2019	Sep 2019 / Mar 2020	6 - 12 months

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Committees: Corporate Projects Board <i>[for decision]</i> Projects Sub <i>[for decision]</i> Streets and Walkways <i>[for decision]</i>		Dates: 31 January 2019 20 February 2019 26 February 2019
Subject: Bernard Morgan House public realm Unique Project Identifier: 12056	Gateway 2: Project Proposal Regular	
Report of: Director of the Built Environment Report Author: Tom Noble		For Decision Public

Recommendations

1. Next steps and Requested decisions	Approval track: 2. Regular Next Gateway: Gateway 3/4 - Options Appraisal (Regular) Next Steps: <ul style="list-style-type: none">• Entering into a S.278 agreement with the developer.• Design development and stakeholder engagement prior to the Gateway 3/4 report Requested Decisions: <ol style="list-style-type: none">1. Authorise officers to enter into a S.278 agreement with the developer.2. Approve the release of £35,000 in order to proceed with the evaluation process with a Gateway 3/4 Options Appraisal submitted in due course, under the Regular reporting route.																							
2. Resource requirements to reach next Gateway	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source Funding</th><th>of</th><th>Cost (£)</th></tr><tr><td>Staff Costs</td><td>Project management, detailed design, stakeholder engagement</td><td>S.106 (initial pre-payment to commence S.278 works)</td><td></td><td>20,000</td></tr><tr><td>Fees</td><td>Topographical and radar surveys; site investigations, New Roads & Street works Act estimates, other surveys</td><td>S.106 (initial pre-payment to commence S.278 works)</td><td></td><td>15,000</td></tr><tr><td>Total</td><td></td><td></td><td></td><td>35,000*</td></tr></table>				Item	Reason	Funds/ Source Funding	of	Cost (£)	Staff Costs	Project management, detailed design, stakeholder engagement	S.106 (initial pre-payment to commence S.278 works)		20,000	Fees	Topographical and radar surveys; site investigations, New Roads & Street works Act estimates, other surveys	S.106 (initial pre-payment to commence S.278 works)		15,000	Total				35,000*
Item	Reason	Funds/ Source Funding	of	Cost (£)																				
Staff Costs	Project management, detailed design, stakeholder engagement	S.106 (initial pre-payment to commence S.278 works)		20,000																				
Fees	Topographical and radar surveys; site investigations, New Roads & Street works Act estimates, other surveys	S.106 (initial pre-payment to commence S.278 works)		15,000																				
Total				35,000*																				

	<p>Transport and Public Realm, and Highways staff allocation - £20,000</p> <p>Approximately 235 hours of Transport and Public Realm officer and Highways engineer 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, project management, evaluation and detail design.</p> <p><i>* Sum already received from the developer. The City will request further funds if required to progress the project to Gateway 5 as per the terms of the Section 106 agreement</i></p>
3. Governance arrangements	<ul style="list-style-type: none"> • <i>Service Committee responsible:</i> Streets & Walkways • <i>Senior Responsible Officer:</i> Simon Glynn, Assistant Director, City Public Realm • Regular updates to be provided to both, internal and external stakeholders

Project Summary

4. Context	<p>4.1 A planning permission to replace the disused building with new residential building to provide 99 dwellings, together with ancillary car park, hard and soft landscaping and associated works (16/00590/FULL), was granted in May 2017, with the construction works currently underway.</p> <p>4.2 The Section 106 Agreement dated 30 August 2017 requires the developer to enter into a S278 agreement to carry out any highway work required to make the development acceptable, including accommodating increased footfall and addressing the impact of the development.</p> <p>4.3 The proposed site lies within the City of London, between the iconic Grade II listed Golden Lane and Barbican Estates and in close proximity to the boundary of the London Borough of Islington.</p>
5. Brief description of project	<p>5.1 Deliver public realm works in the area surrounding the new residential development at Bernard Morgan House.</p> <p>5.2 The works will seek to deliver recommendations from the approved Barbican and Golden Lane Area and Culture Mile Look and Feel strategies. The full scope of works will be developed with key local stakeholders; these may include but are not limited to pavement repairs and realignment around the development, changes to traffic operation in Fann Street, provision of additional greenery and pedestrian priority connection between the Golden Lane Estate and Bernard Morgan House, and the nearby Fortune Street Park.</p>

6. Consequences if project not approved	6.1 Other mechanisms to deliver the required highway changes to accommodate the new development are currently unavailable.
7. SMART Project Objectives	<p>7.1 Improve the environment surrounding the new development to integrate it into the surrounding area, particularly with Fortune Street Park.</p> <p>7.2 Enhance pedestrian links, particularly east-west route through the Golden Lane Estate, by creating better conditions for pedestrians.</p> <p>7.3 All project stakeholders are supportive of the project.</p> <p>Attitude surveys and observations pre and post highway works will be used to measure the project objectives.</p>
8. Key Benefits	<p>8.1 The project will ensure the highway arrangements around the development accommodate needs of the additional footfall and mitigate the impact of the development.</p> <p>8.2 The highway changes will improve the pedestrian accessibility and increase the perception of safety.</p>
9. Project category	4a. Fully reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	None

Options Appraisal

12. Overview of options	<p>12.1 Officers will collaborate with the developer's team on design process and engage local stakeholders to ensure the final designs for public realm around Bernard Morgan House accommodate projected future needs of the development and the surrounding area, supporting the recommendations and objectives of the Barbican and Golden Lane Area, Culture Mile Look and Feel, and Transport strategies.</p> <p>12.2 The highway works may include but are not limited to pavement repairs and realignment around the development, potential changes to traffic operation in Fann Street, provision of additional greenery and pedestrian priority connection between the Golden Lane</p>
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	Estate and Bernard Morgan House, and the nearby Fortune Street Park.
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Project Planning

13. Delivery Period and Key dates	<p>Overall project: Completion expected in Summer 2020*</p> <p>The highways works will be co-ordinated with the building's practical completion and will be completed in phases to minimise disruption.</p> <p>Key dates:</p> <ul style="list-style-type: none"> • July 2019 – Gateway 3/4 Option Appraisal report to be submitted to committee • August 2019 – designs for improvements to the surrounding highways finalised • Late 2019 – Gateway 5 report to be finalised and submitted for delegated approval • Early 2020 - public realm construction works to start on site • Summer 2020 – completion of public realm works <p><i>*subject to developer programme</i></p>
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14. Risk implications	<p>Overall project risk: Low</p> <ul style="list-style-type: none"> • Full costs of works unknown <p><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 costs are agreeable and will deliver the required change.</p> <ul style="list-style-type: none"> • Programme delays <p><i>Risk response: reduce</i> The project is adjacent to the Barbican and Golden Lane Conservation area, which may potentially impact procurement of materials specified for use in the City's conservation areas. The type of materials and their quantity will be agreed during the design phase and their delivery leading times incorporated within the programme.</p> <p>The programme of this project will be impacted by any delays in the development's schedule.</p>
15. Stakeholders and consultees	<p>15.1 Developer of Bernard Morgan House 15.2 Local Ward Members 15.3 London Borough of Islington 15.4 Owners / occupiers of adjacent buildings, including local residents</p> <p>An equality analysis will be undertaken prior to Gateway 5. The results will be reported at the next Gateway.</p>

Resource Implications

16. Total estimated cost	<p>Likely cost range: £250,000 - £800,000</p> <p>This cost range reflects the design options available at this early stage of the project. The range will be refined at future gateways as the project scope becomes more defined.</p>	
17. Funding strategy	<p>Choose 1: All funding fully guaranteed</p>	<p>Choose 1: External - Funded wholly by contributions from external third parties</p>

	Funds/Sources of Funding	Cost (£)
	S.278	250 – 800k
	Total	250 – 800k
	<p>The project is fully funded via S.278. The total costs depend on the final design and materials chosen. The scope of the project will be tailored to ensure the costs are agreeable and will deliver the required change.</p>	
18. Investment appraisal	<p>Not applicable.</p> <p>The project team is looking to introduce robust materials to reduce the revenue impact. The highway maintenance costs will be confirmed at Gateway 5 when the detailed design will be finalised.</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 and utility providers and/or specialist contractor where necessary. This will be confirmed at Gateway 5.</p> <p>19.2 The design work is proposed to be carried out inhouse 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 The Section 106 agreement requires the developer to enter into a Section 278 agreement with the City, prior to implementation. The S278 agreement will be finalised before the Gateway 5 report is submitted for approval.</p>	
21. Corporate property implications	<p>None</p>	

22. Traffic implications	<p>22.1 Temporary road closures may be required during the construction period.</p> <p>22.2 It is anticipated that the completion of the proposed works to the highways around Bernard Morgan House will have a neutral impact on vehicular traffic and will ensure improved pedestrian flows can be accommodated.</p> <p>22.3 The designs will be developed with Transportation and Highways teams and updated on at the next gateway.</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	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing
Appendix 2	Site location plan

Contact

Report Author	Tom Noble
Email Address	tom.noble@cityoflondon.gov.uk
Telephone Number	0207 332 1057

Appendix 1

Project Briefing

Project identifier			
[1a] Unique Project Identifier	12056	[1b] Departmental Reference Number	TBC
[2] Core Project Name	Bernard Morgan House public realm		
[3] Programme Affiliation (if applicable)	Barbican and Golden Lane Area Strategy Culture Mile Look and Feel Strategy City of London Transport Strategy (draft)		

Ownership	
[4] Chief Officer has signed off on this document	Yes (Carolyn Dwyer)
[5] Senior Responsible Officer	Simon Glynn
[6] Project Manager	Tom Noble

Description and purpose
[7] Project Mission statement / Elevator pitch
<p>Deliver public realm works to the area surrounding the new residential development at Bernard Morgan House. The works may include but are not limited to pavement repairs and realignment around the development, changes to traffic operation in Fann Street, provision of additional greenery, and pedestrian priority connection between the Golden Lane Estate and Bernard Morgan House, and the nearby Fortune Street Park.</p> <p>The proposals will seek to incorporate / implement recommendations from the Barbican and Golden Lane Area and Culture Mile Look and Feel strategies and support a number of objectives within the draft City of London Transport Strategy.</p> <p>The project provides opportunities for community led initiatives, such as community gardens, creating places for community or cultural events.</p>
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
<p>A planning permission to replace the disused building with new high-quality homes, together with ancillary car park, hard and soft landscaping and associated works (16/00590/FULL), was granted in May 2017, with the construction works currently underway.</p> <p>The Section 106 Agreement dated 30 August 2017 requires the developer to enter into a S278 agreement to carry out work on the adjacent highway to help ensure a well-functioning street environment that improves pedestrian permeability, accommodates increased footfall and provides opportunities for biodiversity enhancements.</p> <p>The proposed site lies within the City of London, between the Grade II listed Golden Lane and Barbican Estates, and in close proximity to the boundary of the London Borough of Islington.</p>

[9] What is the link to the City of London Corporate plan outcomes?					
<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</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	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	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) Improve the environment surrounding the new development to integrate it into the surrounding environment, particularly with Fortune Street Park.
2) Enhance pedestrian links, particularly east-west route through the Golden Lane Estate, by creating better conditions for pedestrians.
3) All project stakeholders are supportive of the project.
[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)[£]?
<p>Lower Range estimate: £250,000</p> <p>Upper Range estimate: £800,000</p> <p>This cost range reflects the design options available at this early stage of the project. The range will be refined at future gateways as the project scope becomes more defined.</p>
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
To be confirmed at the next Gateway.

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

The project will be fully funded by a S278 agreement entered into with the developer of the Bernard Morgan House. Fees of £35,000 to progress the highway designs have now been received from the developer under the terms of the S106 agreement.

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

It is envisaged that the final designs will be agreed before August 2019 and the highway works will be completed in stages / phases to accommodate the developer's construction programme and minimise the impact of the work on residents, businesses and visitors to the City in summer 2020.

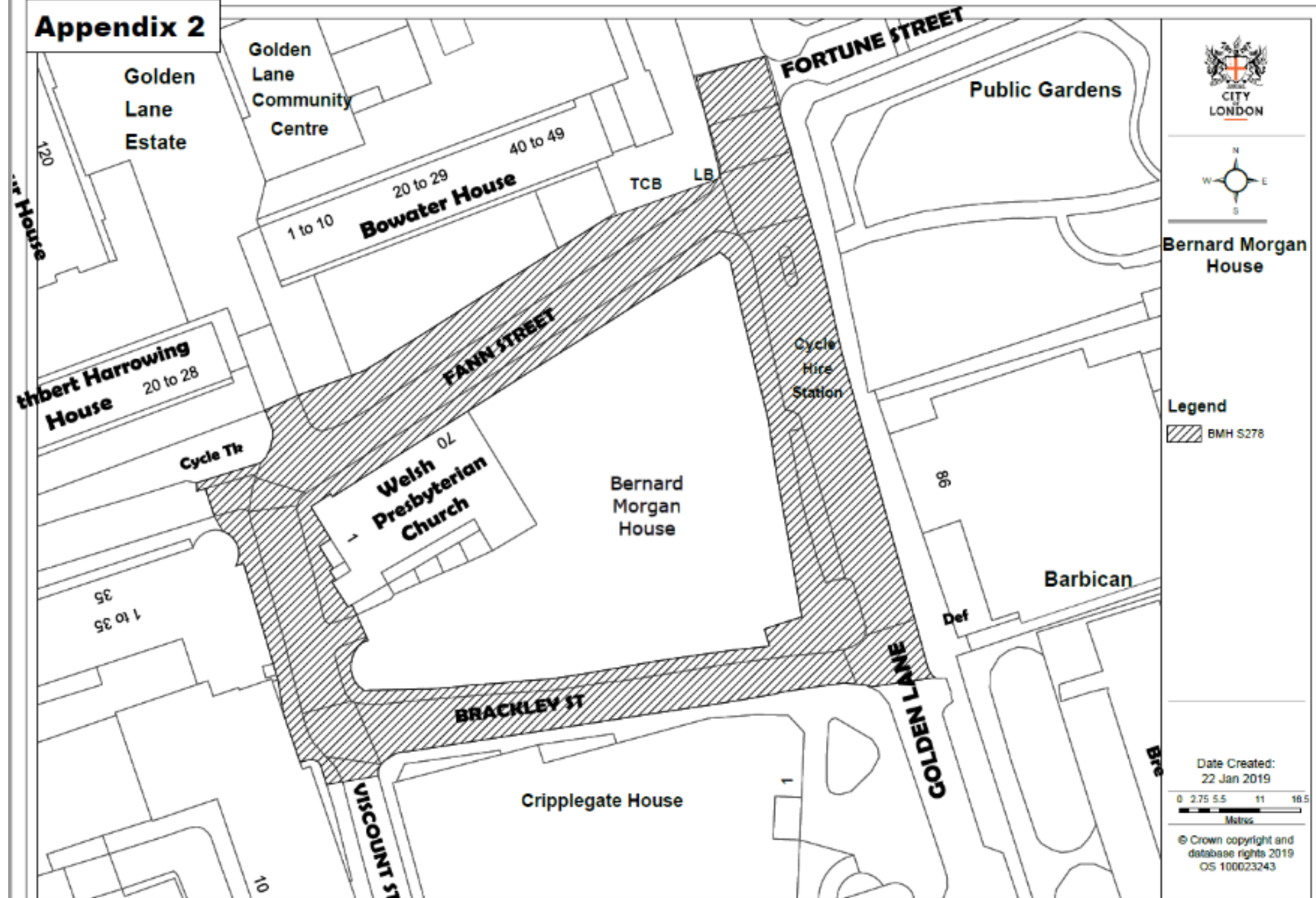
Project Impact:**[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?**

It is unlikely the project will create widespread public / media interest, however, due to opposition the development received at the planning stage, the project team will engage local stakeholders throughout the project development.

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

Chamberlains: Finance	Officer Name: Julie Smith
Chamberlains: Procurement	Officer Name: Mona Lewis
IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	Taylor Wimpey, Central London (Developer), McAleer & Rushe (Developer PM)

Appendix 2



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Committee(s)	Dated:
Streets & Walkways Sub Committee – For Information Police Committee – For Information Public Relations & Economic Development Sub Committee – For Information Policy & Resources Committee – For Decision	26 February 2019 28 February 2019 5 March 2019 14 March 2019
Subject: Lord Mayor's Show 2019	Public
Report of: Town Clerk & the Director of the Built Environment	For Information / For Decision
Report author: Ian Hughes, Assistant Director (Highways)	

Summary

In 2016, the Policy & Resources Committee agreed to support a public fireworks display following the Lord Mayor's Show for three years at an annual budget of £125k.

However, as reported to Members in July 2018, the 2017 event faced a number of new and considerably challenging interdependent issues that almost led to its last-minute cancellation. These included escalating security requirements, significant crowd safety concerns and the objections of Transport for London and Westminster City Council to the much longer road closure window the event now required.

These challenges were expected to remain for the foreseeable future, and given the difficulty in identifying safe ways to mitigate these risks to the satisfaction of the City Corporation and its key partners, the display was cancelled for 2018. However, officers were asked to revisit whether the fireworks could be safely reinstated in subsequent years, or to seek alternatives.

Having re-examined the event plan in considerable detail, the key issue remains the interdependency between:

- the need to protect the event in terms of counter terrorism mitigation;
- the requirements for crowd safety, and;
- the importance of minimising the road closures so that Central London is not disproportionately affected.

In summary, the only effective way to address these concerns would be to introduce ticketing (similar to New Year's Eve) with a corresponding escalation in security protection given the need to create sterile areas for queue management and wider crowd control. However, the cost of such measures, including an event promoter to manage the ticketing arrangements, would require a further increase in costs to around £250k.

In addition, introducing ticketing would likely reduce the attractiveness of the event for those drawn to the Show as an otherwise free-to-view event, and place the fireworks in direct competition with the much larger and internationally recognised New Year's Eve event held not long afterwards.

Options to relocate the event to a different part of the river have also been reviewed, but here the overlap with the Show's closures is considerably greater, the security concerns remain and the available viewing capacity on the riverside is much less, making this even more challenging than the current location.

Finally, it is understood that Lord Mayor's Show Ltd support the concept of moving away from an after-Show fireworks event and would prefer to move forward with a safer, sustainable and more proportionate event, subject to identifying a suitable location and funding. They would also prefer to build on the 'engagement zones' established last year to broaden the appeal of the Show itself.

As such, although an after-Show fireworks display is still feasible, continuing to develop a safe and effective delivery plan is not recommended given the anticipated increase in costs beyond current budgets, the additional logistical difficulties to deliver a safe event, and the fact that consent from TfL and Westminster cannot be guaranteed.

As an alternative, it is proposed to focus on other opportunities, such as the Illuminated River Project which could provide a bespoke Lord Mayor's Show lighting installation covering the four bridges due to be transformed by the Project during the course of this year.

Whereas the fireworks provide a very short focused public spectacle, a lighting display on the bridges could cycle during the course of the evening for people to enjoy at their own time & pace, reducing traffic, overcrowding and security concerns. This installation could also be used to help promote and raise awareness of the Show in the evenings leading up to the event.

It is expected that such an installation could be provided within existing budgets, with the remainder reallocated to meet additional costs to the Show from Westminster City Council and Transport for London, as well as support an expanded Lord Mayor's Show Ltd 'engagement zone' programme and an evening celebratory event at Tower Bridge.

Those budgets are also expected to be sufficient to cover the cost of employing an event support company to deliver traffic & stewarding control for the Show rather than the City Police. This would align arrangements for the Show with other major events, releasing the police to focus on their core duties of crime, disorder & counter terrorism.

Recommendation(s)

Members are recommended to support the key proposals contained in this report, namely:

- To work with the Illuminated River Foundation to deliver a bespoke lighting installation associated with the Lord Mayor's Show;
- To work within existing budgets to deliver this installation, as well as fund other increasing costs to the Lord Mayor's Show, including additional recharges from other authorities;
- To use existing budgets to fund the appointment of an event support company to take responsibility from the City Police for traffic & stewarding for the Lord Mayor's Show, as well as other potential on-street events, functions and parades;
- To work with Lord Mayor's Show Ltd to deliver any additional after-Show events they wish to consider (subject to funding).

Main Report

Background

1. The Lord Mayor's Show remains fundamental to the City's ceremonial year and retains a London and UK-wide profile given its unique combination of heritage, charitable and military elements, supported by significant press and BBC TV coverage.
2. The arrangement, delivery and primary funding for the Lord Mayor's Show is the responsibility of Lord Mayor's Show Ltd with the assistance of the Pageantmaster. That includes all aspects of the parade itself, including the floats, military presence and main grandstands.
3. In the context of this report, the City Corporation supports Lord Mayor's Show Ltd in all ceremonial aspects of the Show, as well as logistical support including road closures, parked vehicle removals, street cleansing, pedestrian barrier supply and street furniture removal. In doing so it is supported by Transport for London and Westminster City Council, who have traditionally provided their services free of charge.
4. In addition, City Police officers manage the various road closure points & vehicle access arrangements and provide general spectator 'stewarding' over and above their traditional crime & disorder responsibilities.
5. To help attract spectators to the Show and retain footfall in the vicinity of the Square Mile, a free 10-minute after-Show fireworks display has taken place for several years, starting around 5.15pm. The display is fired from a barge stationed between Blackfriars and Waterloo Bridges, with spectators congregating on Victoria Embankment, Blackfriars Bridge, the South Bank and Waterloo Bridge.
6. In contrast to the Show itself, the City Corporation (rather than Lord Mayor's Show Ltd) has traditionally been responsible for this event, with the Town Clerk's Department acting as Client and the Department of the Built Environment tendering for an event management company to deliver it. City Cash funding has been provided with the agreement of the Policy & Resources Committee, the last time on the basis of a three-year approval to 2018.

Current Position

Lord Mayor's Show – Strategic Review

7. As the above paragraphs make clear, the Lord Mayor's Show and fireworks are delivered through a highly complex set of activities, involving multiple agencies working together to deliver a safe and secure event of proportionate impact to the rest of Central London.
8. However, as previously reported to Members, the heightened security situation in relation to protecting the crowded riverside space for the fireworks led to its near cancellation in 2017. In addition, the disproportionate impact of that year's event on traffic in Central London, combined with significant outstanding issues involving security and crowd safety, led to its cancellation last year.
9. With the expiry of its three-year fireworks commitment, DBE's event delivery partner is now 'out of contract', so any form of after-show event involving the City Corporation now needs to be tendered. In addition, TfL and Westminster have strongly indicated their desire to start recharging their Show costs, and the continuing security situation requires funding to be allocated to deliver proportionate protection measures around the Show's overall footprint on an on-going basis.
10. Given these issues, a strategic review of the Show and the after-Show fireworks has taken place involving key departments, partner agencies and neighbouring traffic authorities. This report covers four priority findings of that review addressing:
 - the nature of the after-show event going forward;
 - police roles & responsibilities;
 - the need for a flexible framework contract to manage on-street events;
 - a sustainable funding strategy.

After-Show Event

11. The key findings of the strategic review in relation to the after-Show event were:
 - High profile, mass spectator events designed to draw large scale, predictable crowds at defined times to London's Thames bridges require a significant degree of protection to mitigate the risk of terrorist attack.
 - The deployment of physical protection measures essential to protecting such events require significant and lengthy road closures for the bridges and the surrounding area, overlapping in this instance with closures for the Lord Mayor's Show and affecting much of Central London for a prolonged period.
 - Westminster City Council and Transport for London continue to reiterate that such disproportionate impacts are not acceptable for an event that does not have the international profile and public awareness of New

Year's Eve or the London Marathon (see the Event Assessment Matrix in **Appendix 1**).

- Keeping Waterloo Bridge open to traffic during the event and / or preventing its use by spectators is unsafe and unworkable.
- Other locations along the river have the same or greater road network, crowd safety and security issues, and have smaller viewing capacities for spectators.
- Costs for both the Show and the fireworks are increasing, exceeding agreed budgets in 2017, and would have done so again had the fireworks taken place in 2018.
- Crowd control through advance ticketing is possible, but will increase costs still further, reduce the attractiveness of the event for those who are otherwise drawn to the Show as a free-to-view event, and place it in direct competition with the much larger and internationally recognised New Year's Eve fireworks.
- Although the fireworks are thought to attract spectators to the Show, numbers for last year's Show appeared to be higher without the fireworks, probably due to good weather during the day. It is also questionable how well attended the fireworks would have been given the torrential rain that fell from 4pm onwards which may even have prompted a cancellation.
- It is understood that Lord Mayor's Show Ltd would support an alternative to the fireworks, preferring to retain a riverside element and ideally seeking a more appropriate, sustainable and prolonged event throughout the evening.

12. As a result, the ability to deliver a safe & secure fireworks display that does not have a disproportionate effect on traffic in Central London is highly questionable, but having some form of event of direct relevance to the Lord Mayor and the City Corporation remains highly desirable.

Future Options

13. Officers can continue to press TfL and Westminster to approve a fireworks event, but a significant increase in budget would be required with no guarantee that such permission would be forthcoming. In addition, there would be insufficient time to consider alternatives to a fireworks display should that permission be refused.
14. Instead, taking into account the preference of Lord Mayor's Show Ltd for a safe, sustainable and proportionate event within the current funding constraints, a series of alternative proposals have been formulated:

Illuminated River & other lighting opportunities

15. One attractive opportunity is to work with the Illuminated River Foundation to deliver a bespoke lighting event for the Lord Mayor's Show. Members may recall that the Illuminated River charitable foundation intend to have Millennium, Southwark, London and Cannon rail bridges transformed by Summer 2019, with Blackfriars Road and Waterloo Bridges added by 2020, and Tower Bridge by 2022 (making 15 bridges in total).
16. This project has been developed with the support and agreement of the Bridge House Estate and the City Corporation, including a contribution of £500k to support the relighting of London Bridge. Bringing the Lord Mayor's Show and the Illuminated River together has the potential to create a legacy installation, not just in the Square Mile but potentially across the 15 bridges within the project. It could take the Lord Mayor's Show & Bridge House Estates to an even wider community, and establish the Show as the sustainable, safe and vibrant celebration of the City, the Thames and London.
17. With a central control system in place to manage the lighting, the possibility exists to deliver a bespoke lighting installation not just on the evening of the Show, but also in the evenings leading up to the Show to help promote and raise awareness of the event in advance. Given the significant interest in public realm and building lighting in general, it also has the potential to anchor what could become a broad lighting initiative involving a number of stakeholders in the City's core area and riverside.
18. Instead of a very short one-off display, the concept of a cyclical lighting installation between 4pm-7pm from Millennium to London Bridge also has the benefit of spreading spectators along the riverside and throughout the evening, reducing the crowd management and security issues to manageable levels.

Support to Lord Mayor's Show Ltd

19. Should Lord Mayor's Show Ltd itself consider alternative after-Show events in parallel to the Illuminated River proposal or as a consequence of other aspects of the Lord Mayor's programme, the City Corporation and the relevant departments would look to support and facilitate those events. In that context, enquiries have been made regarding the availability of the walkways above Tower Bridge for the City Corporation to host an event on behalf of Lord Mayor's Show Ltd that would provide an opportunity to view the Illuminated River installation and celebrate the day.
20. In addition, it is understood that Lord Mayor's Show Ltd are seeking to retain and develop last year's innovative 'engagement zones' that took place adjacent to the Show route and in parallel to the parade. Additional funding would be required as the cost of these installations was met from reserves in 2018, but well-conceived, creative and professionally delivered engagement zones would provide a platform for broadening the Show's existing appeal.

Traffic Control & Stewarding Requirements

21. The City Police have traditionally taken a significant role in supporting the Lord Mayor's Show because of their historic connection to the City of London Corporation. In addition to their normal duties around crime, disorder and counter terrorism, considerable resources are typically deployed in managing road closures, vehicle access and 'stewarding' spectators, with significant numbers of officers on duty for the day.
22. That highly visible policing presence has been considered part of the Show's traditional 'look & feel', showcasing the connection between the City Police and the Lord Mayor. However, this scale of resource typically requires support to be drawn from the Metropolitan Police, creating a knock-on effect on 'business as usual' policing activity across Central London. It also involves police officers becoming involved in matters typically outside their official remit, undertaking duties that could be delivered by a 'civilian' resource.
23. Guidelines from the National Police Chiefs' Council now make it clear that such responsibilities should fall on the event organiser, not the police, which is now the case with events like New Year's Eve and the London Marathon. However, given the City Police's historic relationship with the City Corporation, the Lord Mayor's Show is perhaps unique in having the police still undertake these duties.
24. Members may be aware that the Commissioner of the City Police has recently authorised the Community Safety Accreditation Scheme (CSAS), which allows (with appropriate controls & safeguards) certain lower level police duties to be adopted by an accredited person, which in this context includes the authority to direct traffic.
25. CSAS has been successfully used for many years by the Metropolitan Police to accredit traffic management and stewarding companies for events, and this year several events are expected to make use of this authority in the Square Mile.
26. Elsewhere, this approach appears to have delivered a more effective and appropriate division of duties, and would enable the City Police to focus on their core duties of crime, disorder and counter terrorism rather than traffic control and stewarding spectators. Therefore, it is now felt appropriate to facilitate this shift in roles & responsibilities from the City Police to the City Corporation, aligning the Show with other major events in London and the UK.
27. However, given the wider need for these functions to be undertaken at other events (eg last year's Commonwealth Heads of Government visit), it would be preferable for the City Corporation to tender a wider framework contract for on-street event support services rather than just a stand-alone contract for the Show. This could then be used by organisers of ceremonial events, livery functions and military parades to call off on a recharge basis, as well as for other on-street City Corporation events.

Funding

28. The budget approved by the Policy & Resources Committee for the fireworks is currently £125k pa, but to meet the additional security requirements and / or the cost of ticketing the event, this would need to be increased to around £250k should the fireworks continue.
29. In addition, as noted above, logistical costs from Westminster City Council and Transport for London now need to be accommodated in the City Corporation's budget on an on-going basis, and in the long-term, a regular budget for security measures to protect the Lord Mayor's Show is likely to be needed, rather than being found from City's Cash contingencies as was the case last year.
30. Alternatively, the same £125k budget is currently thought sufficient to deliver the Illuminated River lighting installation and other event alternatives, the transfer of responsibilities from the City Police to an event support and stewarding company, and meet the additional Lord Mayor's Show costs from Westminster and TfL.
31. In summary, against a current budget of £125k, the cost of continuing with a Lord Mayor's Show fireworks display is likely to require an increase in budget to around £250k. Alternatively, the various options outlined in this report are currently thought to be deliverable within the existing budget:
- Bespoke Lord Mayor's Show Illuminated River installation - £40k
 - Additional TfL and Westminster costs - £20k
 - Tower Bridge event - £20k
 - Stewarding costs in lieu of City Police resources - £20k
 - Support to Lord Mayor's Show engagement zones - £25k
32. Further work will be required to confirm these budget estimates, including the degree to which security protection measures also need to be accounted for in future years. However, this affordability would appear to support the concept of moving towards a series of broader and more sustainable arrangements to support the Lord Mayor's Show. If agreed by Members, such a combination of events would set a new direction for the Show's wider appeal, and if deemed successful, would form the basis of a longer-term funding commitment from 2020 onwards.

Proposals

33. In summary, the following four proposals are recommended:
- To work with the Illuminated River Foundation to deliver a bespoke lighting installation associated with the Lord Mayor's Show;
 - To work within existing budgets to deliver this installation, as well as fund other increasing costs to the Lord Mayor's Show, including additional recharges from other authorities;
 - To use existing budgets to fund the appointment of an event support company to take responsibility from the City Police for traffic & stewarding the Lord Mayor's Show, as well as other potential on-street events, functions and parades;

- To work with Lord Mayor's Show Ltd to deliver any additional after-Show events they wish to consider (subject to funding).

34. If agreed, these proposals will be progressed at pace. In particular, a framework contract for traffic & spectator stewarding will require a tender, with the successful contractor mobilised in time to be involved in the planning, consent and approval process for this year's Show.

Implications

35. Despite the popular appeal of the fireworks in previous years, the safety and security of the public remains the City Corporation's primary concern, plus the City Corporation has a statutory duty to minimise congestion on its road network and the networks of other authorities.

36. In terms of the Corporate Plan:

- the Lord Mayor's Show involves the curation and promotion of a world-class cultural experience and event;
- it brings together individuals & communities to share experiences and promote wellbeing, mutual respect and tolerance;
- it's seen to promote the City as the world-leading global centre for financial & professional services;
- it helps promote London for its creative energy;
- there is a clear requirement to protect users of our streets and public spaces in its delivery.

Conclusion

37. An 'end of day' event to conclude the Lord Mayor's Show remains a popular concept, but the challenges of delivering a safe, secure and proportionate fireworks event remain considerable.

38. However, by working with the Illuminated River Foundation to use the City's bridges to deliver a bespoke lighting installation on the Thames, the City Corporation can build on existing partnerships to retain a safe, sustainable and affordable event, releasing resources to fund additional costs for activities essential to delivering the Lord Mayor's Show itself.

Appendices

Appendix 1 – Event Assessment Matrix

Ian Hughes

Assistant Director (Highways), Dept of the Built Environment

T: 020 7332 1977

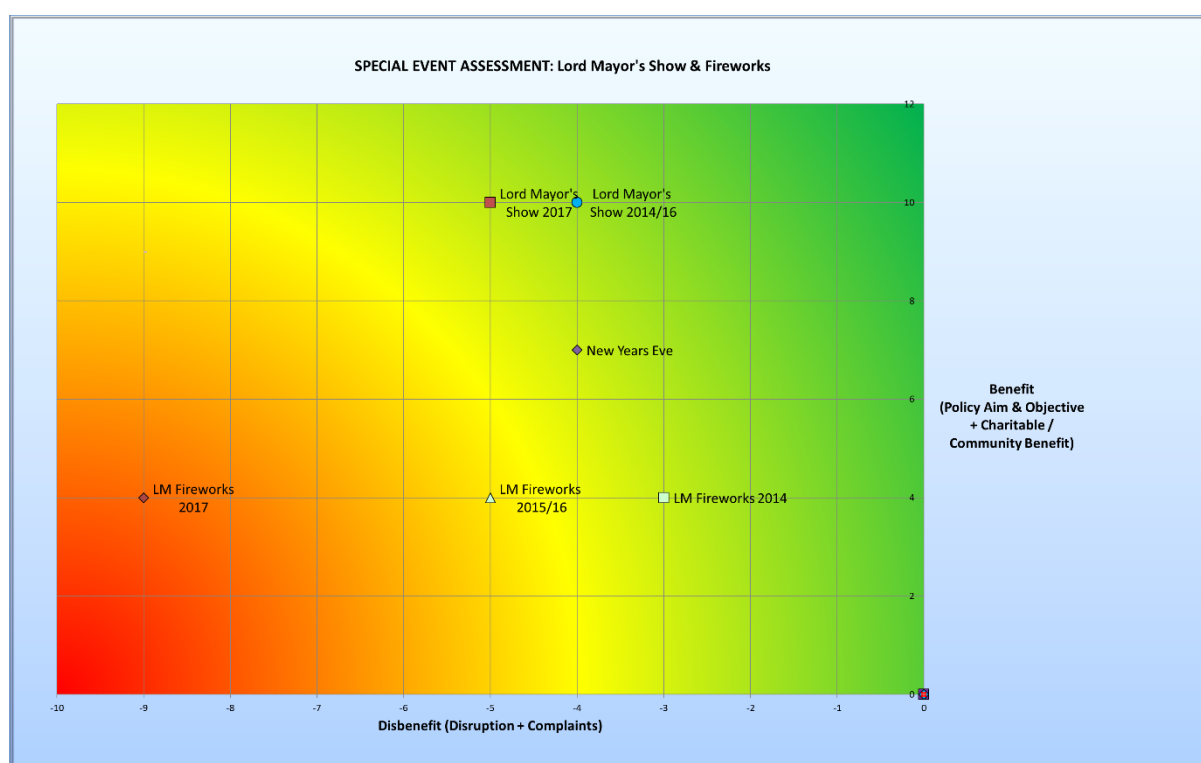
E: ian.hughes@cityoflondon.gov.uk

Appendix 1 – Event Assessment Matrix

The event assessment matrix applies a standard approach to illustrating the benefits and impacts of different on-street events, and uses the following criteria:

Scoring Criteria	Disbenefit		Benefit	
	Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
	Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit' / Large charitable contribution / Overwhelming stakeholder support (5)
	Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
	Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
	Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
	Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
	No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)

The table below applies this methodology to illustrate the increasing impact of the fireworks in recent years, using the Lord Mayor's Show and New Year's Eve as benchmarks.



Up until 2014, the fireworks event was managed largely on traffic holds, until the crowd numbers reached a point where the risks due to conflict between vehicles and pedestrians made this approach unsafe.

Since then, the assessment illustrates how the impact of the fireworks has significantly worsened, firstly due to the need to close Waterloo Bridge in 2015/16 for crowd safety reasons, and then because of the requirement for a more prolonged and widespread security closure around Waterloo Bridge (from Trafalgar Square to Holborn) in 2017.

As the fireworks take place on an otherwise normal working Saturday and overlap with closures still in place for the Lord Mayor's Show, their relative impact in terms of traffic disruption and complaint is now significantly worse than either the Show itself or New Year's Eve.

The above assessment also illustrates the smaller corporate benefit of the fireworks compared to the Show itself, based on its lower community and charitable benefit. In addition, the fireworks do not form part of the Show's statutory function, spectator numbers are always weather dependent, and it is fully understood that they can be subject to cancellation due to bad weather at short notice.

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