



Streets and Walkways Sub (Planning and Transportation) Committee

Date: WEDNESDAY, 17 APRIL 2019
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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

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

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

**John Barradell
Town Clerk**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes of the meeting held on 26 February 2019.

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

For Information
(Pages 11 - 14)
5. **ALL CHANGE AT BANK - ISSUES REPORT**
Report of the Director of the Built Environment

For Decision
(Pages 15 - 40)
6. **MUSEUM OF LONDON GYRATORY PROJECT**
Report of the Director of the Built Environment

For Decision
(Pages 41 - 58)
7. **150 BISHOPSGATE**
Report of the Director of the Built Environment

For Decision
(Pages 59 - 96)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **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

11. **NON-PUBLIC REPORT OF ACTION TAKEN**
Report of the Town Clerk

For Information
(Pages 97 - 98)

12. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
13. **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, 26 February 2019

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

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

Officers:

Joseph Anstee	- Town Clerk's Department
Zahur Khan	- Department of the Built Environment
Ian Hughes	- 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
Tom Noble	- Department of the Built Environment
Jon Wallace	- Department of the Built Environment
Simon Glynn	- Department of the Built Environment
Mark Lowman	- City Surveyor's Department
Kristian Turner	- Department of the Built Environment

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Alderman Alison Gowman.

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 22 January 2019 be agreed as a correct record.

Matters Arising

The Director of the Built Environment advised the Sub-Committee that following consideration by the Police Committee and the Policy & Resources Committee, from the next municipal year, the City of London Corporation's permanent Anti-

Terrorism Traffic Regulation Order (ATTRO) would be reviewed every three years.

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a list of outstanding references.

Swan Pier and Trigg Lane

The City Surveyor advised the Sub-Committee that work on Swan Lane was progressing and on programme. The project was due for completion in May 2019.

22 Bishopsgate

The Director of the Built Environment advised the Sub-Committee that the proposal taken to the developer to agree the remainder of the Section 278 agreement had been successful, with only one aspect, concerning drainage, outstanding.

Dockless Cycles

The Sub-Committee was advised that the Chairman had made a statement on dockless cycles at the most recent meeting of the Planning & Transportation Committee, and that a report on the matter would be brought to the next meeting of the Sub-Committee.

Members felt that the cycles were still an issue, as they were still being left in obstructive positions across the City. Some Members felt that it was possible the operators were placing the cycles deliberately in some locations, which was contrary to the Memorandum of Understanding between the City Corporation and operators. Members asked what powers the City Corporation had to remove the cycles and whether the operators could be charged for this.

The Director of the Built Environment responded that this was still a developing situation. The City Corporation did have an agreement in place with operators on removing the cycles from within the City boundaries, but there were no direct powers to remove the cycles and officers were still working with other local authorities to produce a pan-London approach on dealing with the cycles and operators.

Members suggested that the City Corporation issue notice to operators of intention to remove cycles on a specified date, with warning that the operators will be charged if the cycles were not removed by that time, or looking into passing byelaws to cover Corporation highways to give the Corporation more power to take action. A Member added that it was a criminal offence to obstruct the highway, so whilst there may be resource issues, the Corporation did have some power to act against obstructions, and supported the idea of giving clear notice and advice to operators to remove obstructing cycles.

A Member added that a pilot scheme under the new Transport Strategy could provide an opportunity, as the City Corporation could choose not to allow any operator that they had enforced against to participate in the pilot.

The Director of the Built Environment advised the Sub-Committee that there was a need to review the wider Street Obstructions Policy, which was focussed on A-boards, and a report would be brought to Committee on the subject. A Member asked that the report clearly distinguished between legal and policy considerations and separated out obstructions by type, so that each could be dealt with as appropriate.

Beech Street

The Sub-Committee noted that a report on Beech Street was on the agenda.

Blackfriars Bridge Underpass

The Sub-Committee was advised that TfL had the required items to repair the steps on order and it was hoped this would be completed by May 2019.

A Member added that progress had been made and one of the steps had now been replaced. The underpass was in a significantly better state than it had been previously, and the challenge now was to maintain it and keep it clean.

Frederick's Place

The Director of the Built Environment advised the Sub-Committee that following the approval for environmental enhancements at Frederick's Place at the meeting on 4 December 2018, officers had looked into the traffic order approved and had found a way to implement it without yellow lines.

5. **BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**

The Sub-Committee considered a report of the Director of the Built Environment on Beech Street Transport and Public Realm Improvements, seeking approval to increase the scope of the project to investigate the feasibility of a two-way closure of Beech Street and to realign the project objectives. The Director of the Built Environment introduced the report and updated Members on the project. Positive meetings were continuing to take place at Member and officer level with partner stakeholders, including the GLA and TfL.

The Chairman advised Members that he and the Chair of Policy & Resources had met with the Deputy Mayor for Transport and the Walking and Cycling Commissioner at the GLA to discuss a number of issues, including Beech Street, and had gotten their full buy-in, and approval of the collaborative approach with Islington. The project was firmly on the political agenda. The Director of the Built Environment advised Members of his meeting with the Head of Surface Transport at TfL. TfL understood the City Corporation's aims and objectives around the project and the desire to trial closure. The holistic approach to the project would continue to include TfL and Islington going forward.

Members welcomed the report and were encouraged by the continuing dialogue and accelerated timetable. A Member suggested that officers consider the rate of uptake of ULEV vehicles, as this may negate the need for full closure of the street. A Member raised that the 153 bus route now had an entirely electric fleet, and therefore a buses-only exception could be

considered. A Member added that removing traffic was a positive move but access for the residents nearby would need to be considered, and it also needed to avoid diverting traffic to Golden Lane or creating a rat run.

The Director of the Built Environment responded that officers had considered ULEV and that this would be part of the options appraisal for the long-term. TfL had raised the issue of bus routes and officers would work with them to find a solution. Allowing buses had the disadvantage of the loss of public realm benefit so this would need to be taken into consideration.

In response to a query from a Member, the Director of the Built Environment responded that the Gateway 4 report to be brought to Committee in May 2019 on the first interim stage would contain more detailed and complete information on the budget and financing of the project. The £30million set out for programme affiliation related to three workstreams including waterproofing. Modelling of the wider area would also be undertaken during the next stage of the project, and any issues that arose such as rat runs would be mitigated.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Note 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;
- b) Note the progress and findings to date;
- c) Note the next steps, programme, key project risks & opportunities;
- d) 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); and
- e) Approve the Project Objectives.

6. CROSSRAIL REINSTATEMENT PROJECTS - UPDATE REPORT

The Sub-Committee considered a report of the Director of the Built Environment concerning Crossrail reinstatement projects. The Director of the Built Environment introduced the report and gave a short presentation updating Members on Crossrail and the three reinstatement projects at each of the Crossrail Ticket Halls. The report also sought approval for two pieces of public art, the foundations for which would be laid as part of the current public realm works. The Sub-Committee noted that a report would be brought to a future meeting of the Sub-Committee on the potential permanent closure to motorised traffic of the western arm of Finsbury Circus.

A Member advised officers of an issue relating to the pavement on Long Lane between Farringdon Station and Aldersgate Street and asked that this be addressed as part of the public realm works, as it was affecting accessibility. A

Member added that the delay to Crossrail itself was more significant as it could cause cost increases on other projects, and asked if officers had mitigated against this risk.

The Director of the Built Environment responded to points raised by Members. The approval of the Sub-Committee was needed for the increase in budget to cover works and for the physical public realm work needed to install the public art, rather than for the art itself. Public realm work on Long Lane was intended to form part of Culture Mile Improvement work, a report for which would be brought to the Sub-Committee in the near future. With regards to delays to Crossrail, the risk had been considered and factored in, with contingency within the budget. The City of London Corporation could still proceed with its work in order to minimise overall delay. Annual increases to the costs of contractors and materials had also been factored in.

In response to a query from a Member, the Director of the Built Environment confirmed that greening had not been secured for the reinstatement projects due to the risk to substructures in the area. However, officers could push for more greening in the surrounding streets. Members also asked that officers keep accessibility in mind, particularly with regards to Farringdon station and the buildings around the Barbican.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Note the current position with regards to the Highway reinstatement projects at each of the Crossrail Ticket Halls; and
- b) 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.

7. **SPECIAL EVENTS ON THE HIGHWAY**

The Sub-Committee considered a report of the Director of the Built Environment outlining the major special events planned for 2019 and providing Members with an opportunity to consider and comment on the appropriateness of those events, taking into account their nature, scale, impact and benefits. The Director of the Built Environment introduced the report and drew Members' attention to the key points. There was a core of 14 regular major events which were professional and well-run, with an increasing variety of one-off events and increasing authorised filming events. The Sub-Committee was advised of the Lunchtime Streets event to promote the evolving Transport Strategy, and that the City of London Corporation had been approached to support an event in conjunction with international Car Free Day on Sunday 22 September 2019. Members were asked for their views on such an event.

Members discussed whether the annual report needed to be referred to the Policy & Resources Committee following consideration at Streets & Walkways Sub-Committee as a matter of course. Members felt that consideration at Streets & Walkways Sub-Committee was sufficient, except in cases where an

event was considered to be particularly controversial or political, and escalation was required. This could then be considered on an individual basis. The Chairman added that he would raise the matter with the Chair of Policy & Resources going forward.

The Chairman added that several approaches had been made regarding the Car Free Day, and that if it was supported by Members, the City of London Corporation should work with the GLA and TfL in organising an event.

A Member queried whether a Car Free Day would apply to all traffic, or just private vehicles, and whether the City of London Corporation had the power to refuse requests for road closures for filming made under new powers.

Members were supportive of the City of London Corporation participating in Car Free Day, and raised a number of points, including the possibility of a Car Free Week, Car Free Areas or joining up the Car Free Day with other events in September such as Totally Thames Month or the River Marathon. A Member added that this was a good opportunity to see how a Car Free Day would work in practice, as this could be the first of many such events, which would be beneficial for visitor attractions such as St. Paul's Cathedral.

A Member said that the increase in filming was positive, but that the income often seemed to get lost, and could be put to better use by being used to promote the Corporate Plan. The Member also suggested that the section on benefits in kind be sent on to Finance Grants Oversight and Performance Sub-Committee.

Members stressed that the organisation of the event needed to account for the impact on residents and workers, and on the wider implications for visitors such as through access to car parks. A Member suggested that if there were to be significant crowds then limits on drinking should be considered, as there had been issues during the London Marathon last year. Officers should also consider the impact of cleaning the streets following events and ensure these costs were recovered where possible.

The Director of the Built Environment responded to points raised by Members. Officers would undergo further discussions with relevant stakeholders, but the proposal was likely to be for full closure to all traffic on certain roads, with any issues arising from this to be worked through as appropriate. Soft-level engagement would be undertaken over what to do with the space freed up by road closures. Officers would commit to progressing discussions and would keep Members updated. The Director of the Built Environment confirmed that the City of London Corporation did have powers to push back on requests for road closures for filming, and that officers could look into the way income from filming was used.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Agree to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1;

b) 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; and

c) Note the Benefits in Kind listed in Appendix 4.

8. **CULTURE MILE LOOK AND FEEL EXPERIMENTS**

The Sub-Committee considered a report of the Director of the Built Environment seeking approval for a programme of Culture Mile Look and Feel Experiments in support of Culture Mile Look and Feel implementation for summer 2019. The Director of the Built Environment introduced the report and gave a short presentation, setting out each installation and key observations on each item. Elements of the programme included a Rotunda Garden installation, Sound Installations in Salters' garden and across the Culture Mile, City Parklets, branding in the public realm, Culture Mile North-South connections, and Culture Spine Meanwhile Projects. Officers wanted to work with local communities to deliver the programme and would continue stakeholder engagements. There would also be Key Performance Indicators for the programme which would be monitored through surveys and with partners. The Chairman praised officers for their work on the programme, which was imaginative and carefully considered.

In response to a query from a Member, the Director of the Built Environment said that any underspend could roll over to the next stages Culture Mile Look and Feel programme in Autumn/Winter 2019/20. A Member asked whether officers had considered reuse and sustainability in designing the installations, and the Director of the Built Environment confirmed that legacy had been an important consideration. Officers were looking at ways to reuse structures, which might include installation in a local school, which had been done in the past. The digital legacy of the programme was also being taken into account.

A Member asked for more detail on the North-South connections element of the programme. The Director of the Built Environment responded that this would be an experiment to improve the connection between the Tate Modern in the South and Aldersgate to the North. Visitors would be guided through the various installations and drawn to certain areas. A Member suggested that officers record the traffic impacts around the City Parklets and Meanwhile spaces, so that the data could be used if a decision was taken later on whether to make the installations permanent.

RESOLVED – That the Streets & Walkways Sub-Committee:

a) 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; and

- b) Authorise delegation of budget adjustments between staff costs, works and fees, to the Chief Officer in consultation with the Chamberlain Department.

9. **BERNARD MORGAN HOUSE PUBLIC REALM**

The Sub-Committee considered a report of the Director of the Built Environment concerning public realm works around Bernard Morgan House, seeking approval to enter into a Section 278 agreement with the developer and for funding to proceed with design development and stakeholder engagement.

The Sub-Committee was advised that the project would be fully funded by the Section 278 agreement and provided an opportunity to implement recommendations from the Barbican and Golden Lane Strategy. The Chairman stressed the importance of continuing stakeholder engagement by both officers and the developer going forward.

RESOLVED – That the Streets & Walkways Sub-Committee:

- a) Authorise officers to enter into a S.278 agreement with the developer; and
- b) 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.

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

The Sub-Committee received a report of the Director of the Built Environment concerning the Lord Mayor's Show for 2019, with particular regard to the public fireworks display. The Director of the Built Environment introduced the report and outlined the key points for Members. Following the challenging issues and escalation of impact of the 2017 fireworks display, it had been decided to cancel the display in 2018. Officers had been instructed to explore the possibility of reinstating the display for 2019 Lord Mayor's Show or explore alternatives.

The Sub-Committee noted the key findings of the strategic review set out in paragraph 11 of the report. The fireworks display was considered to have a significant and disproportionate impact, and whilst other locations for the display had been considered, these would only have an even greater impact elsewhere. The costs were also increasing significantly. It was understood that the Lord Mayor's Show Ltd would support an alternative. The Sub-Committee noted the proposals set out in the report, chiefly that officers would work with the Illuminated River Foundation to deliver a bespoke lighting installation associated with the Lord Mayor's Show. It was felt that a fireworks display would not be supported by relevant stakeholders. The Chairman reminded Members that the decision with regard to whether the fireworks should take place or not ultimately rested with the Policy & Resources Committee.

Members then discussed the report. A Member suggested that the Car Free Day could be combined with the Lord Mayor's Show weekend, which would

mitigate some of the risks, and that there may be a number of other ways around road closures. A Member added that they felt taking the responsibility for traffic and stewarding away from the City of London Police was a retrograde step, and would support leaving the responsibility with them.

The Director of the Built Environment responded to the points raised by Members. The Illuminated River project was due to be completed in July, and the City of London Corporation would be able to interrupt the standing exhibition for an event. The existing security measures only protected footways, and there would be a requirement to protect the whole bridges and connected areas, meaning that the extent of the closures was not easy in the current environment. The City of London Police would maintain an active role in policing in the event, but would be focussed on crime and disorder rather than stewarding. A budget of £20,000 for stewarding costs in lieu of City Police resources was felt to be sufficient. However, the report would also be submitted to the Police Committee for their view on this aspect.

A Member said that it was important to distinguish between retained and additional crowds. If an alternative event such as a light show sought to retain crowds for longer, this would surely face similar issues to a fireworks display. The Chairman thanked Members for their comments, and added that a lack of support from key stakeholders was the significant issue, as it would not be practical to hold the display without it.

RESOLVED – That the report be noted.

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

A Member raised the issue of anti-social behaviour on the public ramp at the back of the City of London School, which was a considerable cause for concern, posing security, safety and reputational risks for the school and City, and asked what could be done to address it.

The Director of the Built Environment responded that the issue had been raised by the school to the City Surveyor and Transportation and Public Realm teams. As there were fire exits and access points in the vicinity, the City of London Corporation would need to engage with BT and the Mermaid Theatre before taking action. Officers would meet with the relevant parties to see what appetite there was to take action without causing any adverse impact. There had been other problems in the area including break-ins. A joint response would be required, and officers would look into the matter and report back to Members.

A Member raised a question about the City's new Lighting Strategy. Certain types of light were known to disrupt circadian rhythms, and it was asked whether the appropriate research and amelioration could be undertaken to ensure there was no adverse impact on public health.

The Director of the Built Environment responded that officers were aware of issues relating to 'blue light'. There was a lot of ongoing research on the subject and officers would take this into account during implementation.

A Member raised the issue of cameras on and under the City's bridges, which had been intended for use to prevent suicides. It had been suggested that the cameras be installed whilst work was undertaken on the Illuminated River installation. However, the project had been incorporated into the City of London Police's 'Ring of Steel' project, and the Member asked what progress had been made.

The Director of the Built Environment responded that he would look into this. The cameras would need to be incorporated into the City of London Police CCTV network, as there would be no location to receive the images apart from the City of London Police control room.

A Member reported that Westminster City Council had recently installed a 3D zebra crossing in a bid to slow traffic, and suggested that officers look into the possibility of using a 3D zebra crossing at the junction of Ludgate Circus.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

13. 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

14 – 15

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

There were no questions.

15. 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 3.37 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>
<p>Ongoing Action 4 September 2018 23 October 2018 4 December 2018 22 January 2019 26 February 2019</p>	<p>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.</p>	<p>City Surveyor</p>	<p>May 2019</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 licences, then will move onto the River side next month.</p> <p>The City Surveyor advised the Sub-Committee that work on Swan Lane was progressing and on programme. The project is due for completion in May 2019.</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 26 February 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>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>The Sub-Committee was advised that the proposal to agree the remainder of the S278 agreement had been successful, with only one aspect, concerning drainage, outstanding.</p> <p>The S278 agreement is still being drafted and amended between the respective solicitors. Although the majority of the agreement had been agreed following positive discussions between the respective parties, the developer has now reopened a number of matters that</p>

				were previously thought to have been settled. Officers are continuing to work proactively to ensure that the agreement can be concluded as soon as possible, and enable the project to progress.
<p>4 September 2018 23 October 2018 4 December 2018 22 January 2019 26 February 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>	Director of the Built Environment	April 2019	<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>P&T on 18 March 2019 approved the proposals for a trial of a new approach to managing dockless cycle hire and to increase the charge for the recovery of dockless bikes removed by CoLC to the maximum £235.</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 26 February 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</p>	Director of the Built Environment	Ongoing	The 4-weekly meetings with TfL are continuing and will be throughout 2019. This allows officers to work closely with TfL in progressing the project as expeditiously as possible and ensure the statutory processes are followed. Officers have also set up 4-weekly meetings with Islington Council for the purposes of working together and devising

	<p>Mile, which will also provide the opportunity to realise property outcomes.</p>		<p>February 2019</p> <p>February/ March 2019</p> <p>May 2019</p>	<p>ways of mitigating the impacts from the Beech Street project and Old Street Clerkenwell Road scheme, within both City and Islington.</p> <p>A meeting attended by representatives from GLA and CoL Members (Chairman of P&R and P&T) was held on 20 February where Beech Street, and other schemes within the City was discussed.</p> <p>The Gateway 3 Issues Report has been circulated to S&W, Projects-sub and Port Health with Members agreeing the project objectives and the inclusion of investigations into a two-way closure.</p> <p>Traffic surveys and noise monitoring completed in March, with results/outputs expected in April. Baseline study report to be finalised with inclusion of this data – expected completion in May. Air quality monitoring will continue for next 2–3 years to effectively assess the current levels, and any improvements.</p> <p>TfL have completed the strategic model runs for the future bus scenario (2021), investigating traffic impacts for an eastbound closure, westbound closure and two-way closure. With the broader impacts now better understood, officers have requested written confirmation on which of the closure will be accepted/approved without the need to go through a full Model Audit Process (which can take 12-18 months) in order to be able to progress an interim scheme with confidence.</p> <p>A meeting between Cllr Webbe from Islington Council and Christopher Hayward has been set for 20 May.</p>
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<p>4 December 2018 22 January 2019 26 February 2019</p>	<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. Officers advised that there were overlapping responsibilities between the CoL and TfL and discussions were taking place with TfL to address the problem.</p> <p>A Member questioned why TfL 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 which was extremely dangerous.</p>	<p>Director of the Built Environment</p>	<p>May 2019</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 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> <p>19 March 2019 - TfL informed Cleansing that work to repair the damaged subway treads had been completed, which was the last outstanding item on their list. Cleansing are continuing to monitor the cleanliness of the subway following the deep clean.</p>
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Cover sheet Addendum

Following Resource Allocation Sub-Committee on the 8 April 2019, it is officers understanding that this project (All Change at Bank) is on hold as it does not meet the criteria for spend set out for the Fundamental Capital Funding review paper.

This is still to be ratified at the Policy and Resources Committee on the 11 April, which is after the print deadline for this Streets and Walkways Committee on the 17 April 2019.

Depending upon the outcome of the Policy and Resources Committee this committee report may not need to be debated.

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Committees: Corporate Projects Board Streets and Walkways Committee Projects Sub Committee Resource Allocation Sub Committee	Dates: 29 March 2019 17 April 2019 24 April 2019 TBC
Subject: Bank Junction Improvements Project: All Change at Bank Unique Project Identifier: 11401	Gateway 3 Complex Issue Report
Report of: Director of the Built Environment Report Author: Gillian Howard	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place.</p> <p>RAG Status: Green subject to report approval (Amber at last report to Committee)</p> <p>Risk Status: (Risk status not previously reported)</p> <p>Total Estimated Cost of Project (excluding risk): £4-18m</p> <p>Change in Total Estimated Cost of Project (excluding risk): N/A</p> <p>Spend to Date: £886,791</p> <p>Costed Risk Provision Utilised: X (N/A)</p> <p>Slippage: N/A</p>
2. Requested decisions	<p>Next Gateway: Gateway 4 - Detailed Options Appraisal (Complex) March / April 2020</p> <p>Requested Decisions:</p> <p>Streets and Walkway's and Project Sub committee</p> <ol style="list-style-type: none"> 1. That Members agree the intended project approach for the All Change at Bank Project. 2. That Members note the programme, milestones, costs and key risks as set out in the report and appendices.

3. That Members agree to a second issues report being presented in November/December 2019 to approve a limited number of options to proceed to more detailed feasibility work.
4. That Members agree to the procurement approach outlined in paragraph 22 and Appendix 5.
5. That Members approve the requested budget increase from £1,179,000 to £1,810,761 (an increase of £631,761) to reach Gateway 4.

Resource Allocation Sub Committee

6. That Members approve the use of £659,584 to be drawn from the On-Street Parking Reserve.

3. Budget

Table 1 – Funding Sources to date

Description	Total confirmed funds to be utilised by project to Gateway 4	Status of funds
125 Old Broad Street - Section 106 - Transport	£ 150,000	Applied
Mondial House (Watermark Place) - Section 106 - Transport	£ 156,835	Applied
1 Lothbury - Section 106 - Transport	£ 34,410	Applied
The Pinnacle - Section 106 - Transport	£ 60,755	Applied
125 Old Broad Street - Section 106 - Transport (Revenue)	£ 10,000	Applied
Cheapside S106 underspend	£ 20,000	Applied
Transport for London Grant - 2014/15	£ 250,909	Applied
Transport for London Grant - 2015/16	£ 154,000	Applied
Transport for London Grant 2016/17	£ 200,000	Applied
Transport for London Grant 2017/18	£ 114,268	Applied
TOTAL funds available	£ 1,151,177	

Table 1 shows that there is a current shortfall of funds on the existing approved budget of £1,179,000 of £28K. This resulted from the project being put on hold, meaning that the required spend to utilise the TfL funding grant could not be achieved in 2017/2018. To account for this shortfall in our existing funding and covering the additional funding requested in this report is shown in table 2.

Table 2: Requested funding

Description	Amount	Status of funds
On-Street Parking Reserve	£ 659,584	Requested
Total budget requested	£ 1,810,761	Requested

4. Issue description**Overview of the current position**

1. An issues report was presented to Members in January 2019 which formally restarted the Bank Junction Improvements project (All Change at Bank). It also re-established the project in the context of changes to the corporate project management and governance processes.
2. Members were also asked to choose a strategic option to take forward for further investigation which included:
 - Option 1 - maximisation of place, with limited, if any, vehicle movement.
 - Option 2 - semi pedestrian priority with some vehicle movement. This option looks to restrict 2-3 arms of the junction to provide greater pedestrian and place benefits.
 - Option 3 – retain the ability for vehicle movements, improving the pedestrian experience with greater space and priority, but little opportunity for place activities.
3. Members agreed to proceed with progressing strategic option 2 but requested in addition that strategic option 1 was retained as a long-term aim. The outcome of this option will be designed so as to not preclude the ability to achieve the future aim of strategic option 1. The requirement to deliver a scheme prior to the Bank Station capacity upgrade in 2022 was a primary consideration in this decision.
4. Utilising the knowledge gained from undertaking the Bank on Safety scheme, and to incorporate the corporate changes to project management, officers have updated all of the project management documentation. This includes the project initiation documentation, communications strategy, governance, programme, and risk and issues register. New baseline data, against which the project will be measured in the future (to determine if it has met its objectives or not), has also been established or planned to be obtained.

	<p>5. Now that we have a clear vision and programme, a review of costs to reach Gateway 4 has also been undertaken. With the desire to keep the highways design ‘in house’, there needs to be a redistribution of funds from the Fees budget to the Staff costs budget lines.</p> <p>6. As detailed more fully in the previous issues report we have already spent some of the funds agreed to reach the previous planned gateway 4, so there is also a need to seek further funding for the project. In short, spend to date has been on survey and investigative works, staff time to undertake investigation into procurement routes and engagement with stakeholders.</p> <p>7. This report sets out how options for Bank Junction will be explored and how it is intended to approach the project. Updates on cost, procurement and risk are also provided. Much of the detail presented is for Member’s information only.</p>
<p>5. Options</p>	<p>Project Approach</p> <p>8. The next stage of this project is centred around understanding which two or three arms of Bank Junction could be closed to motor traffic to provide greater pedestrian priority. At a basic level, when considering all combinations, there are a total of 35 options which could be looked at. Due to the need to progress with work quickly, it is not viable to investigate all 35 in detail. It is believed that a balance of technical evidence, stakeholder feedback, engineering input and Member guidance is required to arrive at the right option.</p> <p>9. In order to put this process into action, the following project approach is proposed by the project team;</p> <ul style="list-style-type: none"> i. Between now and May 2019 work will be undertaken on preparing to procure consultancy support. Design work, including review of existing utility surveys and undertaking of outstanding surveys will be conducted by the internal design team. The main objective around the design work will be to ensure that the options which are presented to Members later in the year are actually achievable in construction terms. ii. Work will be undertaken to shortlist the number of options from 35 to closer to 20. This will include identifying the combinations of closed arms which would be least likely to meet project objectives. An officer focus group will be established to provide input on the least suitable options. The evaluation of options will be carried out in compliance with the City’s traffic authority responsibilities for traffic

movement and the efficient use of the road network. TfL Healthy Streets Tool will be used to rank options.

- iii. In May / June, initial traffic modelling work will begin on the remaining options (circa 20). The aim will be to understand how different options affect journey times. An existing traffic model which was built for Bank on Safety will be used, to save time and cost (circa £50k-£70k). The work will be undertaken between the project team and a consultant.
- iv. At the same time, officers will engage with external stakeholders via the project working group. The group will invite feedback on how any combination of closures might affect stakeholders, and how their needs might be accommodated within the design process. The biggest consideration will be Transport for London buses, and understanding how different options would be achieved by re-routing services.
- v. A number of options will then be eliminated. Focus will be on eliminating options which do not meet project objectives, are unsuitable in traffic management and network terms, or it is deemed they cannot be physically constructed. The number of options should be reduced from around 20, to closer to 5.
- vi. More modelling work will then take place on these options to understand how each of them might displace traffic in the surrounding area and how this could be mitigated.
- vii. An issues report will then be presented to Members in November / December 2019. This will present the work undertaken and seek agreement on a limited number of options to take through to the final more detailed feasibility work. This will be similar in content to a Gateway 3 outline options appraisal report.
- viii. The options chosen will then be subject to further work between December 2019 and February 2020 taking into consideration the feedback provided by Members. Further discussions with stakeholders will take place during this period. The design team will seek cost estimates to assist decision making, and some further traffic modelling may take place.
- ix. Following this work, a maximum of 3 options, with a recommendation on the most suitable option for the arm closures, will be put forward to Members at

Gateway 4 in Spring 2020. This will also include preliminary information about options for the vehicle mix through the junction.

- x. To enable officers to begin this work immediately after Gateway 4, officers are aiming to conduct work to update traffic models in advance, so that this work does not have to be done next year.
 - xi. In summer 2020 the option approved at Gateway 4 would be progressed to detailed design and detailed modelling will be undertaken with Transport for London. Public consultation will take place.
 - xii. The project team will then seek the relevant TfL approvals and commence any relevant processes for making traffic orders to give effect to the proposed changes. Necessary design changes would be made. A consultation report and changes will be submitted. A construction package could then be progressed to Gateway 5, which is currently estimated for early 2021.
 - xiii. Following approval at Gateway 5, construction could start immediately, with an estimated timescale of 12 – 18 months.
 - xiv. A flowchart summarising this process is provided in Appendix 2.
10. The programme timescale to substantially complete the project prior to the London Underground capacity upgrade at Bank station, is tight. To reduce timeframes to meet the milestones set out in this report, officers are proposing to undertake more detailed design work prior to Gateway 4 than would be usual for a project of this scale. Bank Junction is a highly constrained site with the underground station position very shallow. This will reduce risk by providing a greater level of certainty that the options presented to Members in the gateway 4 report are options which can be constructed within the existing constraints.
11. To do this, a greater amount of staff time on highways design will be incurred to reach Gateway 4. This will however, mean a corresponding decrease in design work required between Gateways 4 and 5. This does however introduce another risk whereby if the project is cancelled at Gateway 4, more money would have been spent on abortive work than usual.
12. The above project approach is intended to ensure that ‘function’ is prioritised up to Gateway 4. This means selection of the option which works the best in traffic terms

(this includes pedestrians). Whilst the public realm will be given some consideration, it is anticipated that 'look and feel' will be explored more thoroughly after Gateway 4. However, some early input into possible features will be sought to determine any technical practicalities within the highway design.

Milestones

13. The key project milestones are presented in Table 3. A more detailed programme is presented in Appendix 3.

Table 3: Key project milestones

Key Milestone	Date
Report to Committees for approval of project approach	April 2019
Report to Committee with results of feasibility work	November / December 2019
Gateway 4 report	March / April 2020
Detailed Design	April 2020 – December 2020
Public Consultation	July 2020 – September 2020
Gateway 5 report	January – March 2021
Construction	April 2021 onwards

Costs

14. As set out, the proposed process for investigating options between now and Gateway 4, is intensive. This approach combined with the decision to conduct all design work in-house has resulted in a need to secure extra budget to cover staff time. Between now and the end of April 2020, it is anticipated that staff time on the All Change at Bank Project will be distributed as follows;

- 1 Project Director allocating 20% of their time
- 1 Principle Project Manager allocating 65% of their time
- 1 Project Manager allocating 100% of their time
- 1 Assistant Project Manager allocating 45% of their time
- 1 Design Engineer allocating 100% of their time
- 1 Urban Designer allocating 15% of their time
- 1 Engagement Officer allocating 30% of their time

15. It is estimated that the above will amount to approximately 6600 man hours. This will cover the technical and stakeholder work that will be required.

16. More detailed information on spend to date and the resources required to reach Gateway 4, is provided in tables 4 and 5 in Appendix 4.
17. Officers are requesting an increase of £631,761 in the budget to get to Gateway 4. Therefore, additional funds of £659,584 are requested, as explained in section 3 above. This includes a current shortfall of funds on the existing approved budget of £1,179,000.
18. Additionally, due to the decision to conduct design work in house, there needs to be a redistribution of funds from the fees budget to the staff costs budget lines. There is still a need for fees, which will include additional traffic surveys to assist with the subsequent stage of traffic modelling, areas of ground radar survey to fill in any gaps that we currently do not have and probable early urban realm consultancy support nearer the gateway 4 report

Funding from On-Street Parking Reserve

19. At the time of writing this report there is a review of funding taking place across the Capital projects. The continued funding of this project is subject to the outcome of this review.
20. It is proposed that Members of Streets and Walkways and Project Sub Committee continue with making a decision on the recommendations outlined, so that officers can continue work within the existing funding for this scheme to keep to programme. This report can then be submitted to Resource Allocation Sub Committee at a later date once decisions from the review have been taken.

Procurement

21. Between now and Gateway 4, the primary element that needs to be procured is traffic modelling. Other elements such as surveys can be procured through our existing procurement methods. It may also be necessary to obtain some urban realm design support towards the end of the year. Support will continue to be required after Gateway 4, where it is anticipated that more detailed modelling and urban realm design will be conducted.
22. When we reported in January 2019, officers suggested that a framework may be used to access the necessary support. Through officer investigations, it has been identified that the City already has access to a framework, Bloom, which allows access to suitable suppliers for the traffic modelling work. Using this framework will provide a substantial time-saving, whilst still allowing officers to test the market by way of a mini-competition, to ensure value

for money. This exercise is currently being prepared, and an updated PT4 form is provided in Appendix 5.

23. Officers are also aware that there is a forthcoming departmental framework contract which will be available for use for future projects. It may be possible to use this framework later on for Bank, such as for urban realm support. However, it is believed that the proposed arrangement will allow officers to procure adequately for the life of the project in terms of traffic modelling.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Flowchart
Appendix 3	Programme
Appendix 4	Finance tables
Appendix 5	PT4 form

Contact

Report Author	Gillian Howard
Email Address	Gillian.Howard@Cityoflondon.gov.uk
Telephone Number	020 7332 3139

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Project Coversheet

[1] Ownership
Unique Project Identifier: 11401 Core Project Name: Bank Junction Improvements: All Change at Bank Programme Affiliation (if applicable): Bank on Safety Project Manager: Gillian Howard Next Gateway to be passed: G4

[2] Project Brief				
Project Description: To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place. Definition of need: The junction was Identified in the Bank area strategy in 2013, as a space that did not work well for anyone. It was seen as dangerous and polluted with a high collision rate. This project was initiated to investigate solutions to these issues, to simplify the movement at the junction to create less conflict, to reallocate space to assist with the growth of pedestrian numbers and to ensure that the 'Place' function for the centre of the Bank conservation area is enhanced. Key measures of success: <table border="1"><tr><td>1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured.</td></tr><tr><td>2) Reduced NO₂ emission levels</td></tr><tr><td>3) Improved Pedestrian comfort levels</td></tr><tr><td>4) Improved perception of Place (as a place to spend time in, and not just pass through)</td></tr></table>	1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured.	2) Reduced NO ₂ emission levels	3) Improved Pedestrian comfort levels	4) Improved perception of Place (as a place to spend time in, and not just pass through)
1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured.				
2) Reduced NO ₂ emission levels				
3) Improved Pedestrian comfort levels				
4) Improved perception of Place (as a place to spend time in, and not just pass through)				

[3] Progress Status			
Expected timeframe for the project delivery: 3-4 years Key Milestones: <table border="1"><tr><td>1) Gateway 4 – March / April 2020</td></tr><tr><td>2) Gateway 5 – January / March 2021</td></tr><tr><td>3) Construction substantially complete by end 2022</td></tr></table> Are we on track for completing the project against the expected timeframe for project delivery? Yes (subject to the approval of this report – April 2019) Has this project generated public or media impact and response which the City of London has needed to manage or is managing? With its close relationship with the Bank on Safety scheme – the longer-term project has had media interest which has been managed by the media team. The public are currently aware that more change is forthcoming at Bank.	1) Gateway 4 – March / April 2020	2) Gateway 5 – January / March 2021	3) Construction substantially complete by end 2022
1) Gateway 4 – March / April 2020			
2) Gateway 5 – January / March 2021			
3) Construction substantially complete by end 2022			

[4] Finance and Costed Risk

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Headline Financial, Scope and Design Changes:

Since 'Project Proposal' G2 report (PSC Approval 05/12/2013):

- Total Estimated Cost (excluding risk): £4-6 million
- Resources to reach next Gateway (excluding risk) £532,000
- Spend to date: £434,000
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

Scope/Design Change and Impact: The introduction of the what became the Bank on Safety Scheme was initiated at the Gateway 3 stage of this project (in the same report)

Since 'Options Appraisal and Design' G3-4 report (PSC Approval G3 01/12/2015, G4 N/A):

- Total Estimated Cost (excluding risk): £4-18 million
- Resources to reach next Gateway (excluding risk) £1,179,000
 - UPDATED to £1,810,761 in April 2019 Issues report
- Spend to date: £886,791
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A

Scope/Design Change and Impact:

*The project was put on hold in February 2018 in an issues report
An issues report in January 2019 sought to restart the project with changes to the project approach. Members agreed a strategic option to pursue rather than continuing with looking at 4 rigid options following the experience and lessons of delivering the Bank on Safety scheme.*

The current report (April 2019) seeks approval to the proposed project approach to achieve the strategic aim agreed in the January 2019 report with a request for further funds.

Since 'Authority to start Work' G5 report (PSC Approval xx/yy/zz):

N/A

Total anticipated cost to deliver [£]:4-18 million (subject to option chosen)

Total anticipated on-going commitment post-delivery [£]: (TBC when options are being considered)

Programme Affiliation [£]:With the Bank on Safety scheme- up to 19.5 million

Top risk:

<i>Risk description</i>	<i>Infrastructure difficulties of the junction make it difficult to transform the space as people imagine</i>
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	<i>Requirement to keep the ability for resilience/flexibility through the area in traffic terms, restricts the options that can be developed</i>
	<i>The need to extend the scope of the project to include other junctions to fulfil the desired space reallocation and suitable traffic movement increases the cost of the project</i>

Top issue realised

Issue Description	Impact and action taken	Realised Cost
Delivery of the Bank on Safety scheme delayed the development of the longer-term vision	<p>The longer-term programme is behind its original schedule, however in terms of stakeholder development and proof of concept, the experimental period has had many benefits to take the long-term vision forward.</p> <p>With the project restarted a new timeline and milestones programme has been set out in the current report.</p>	

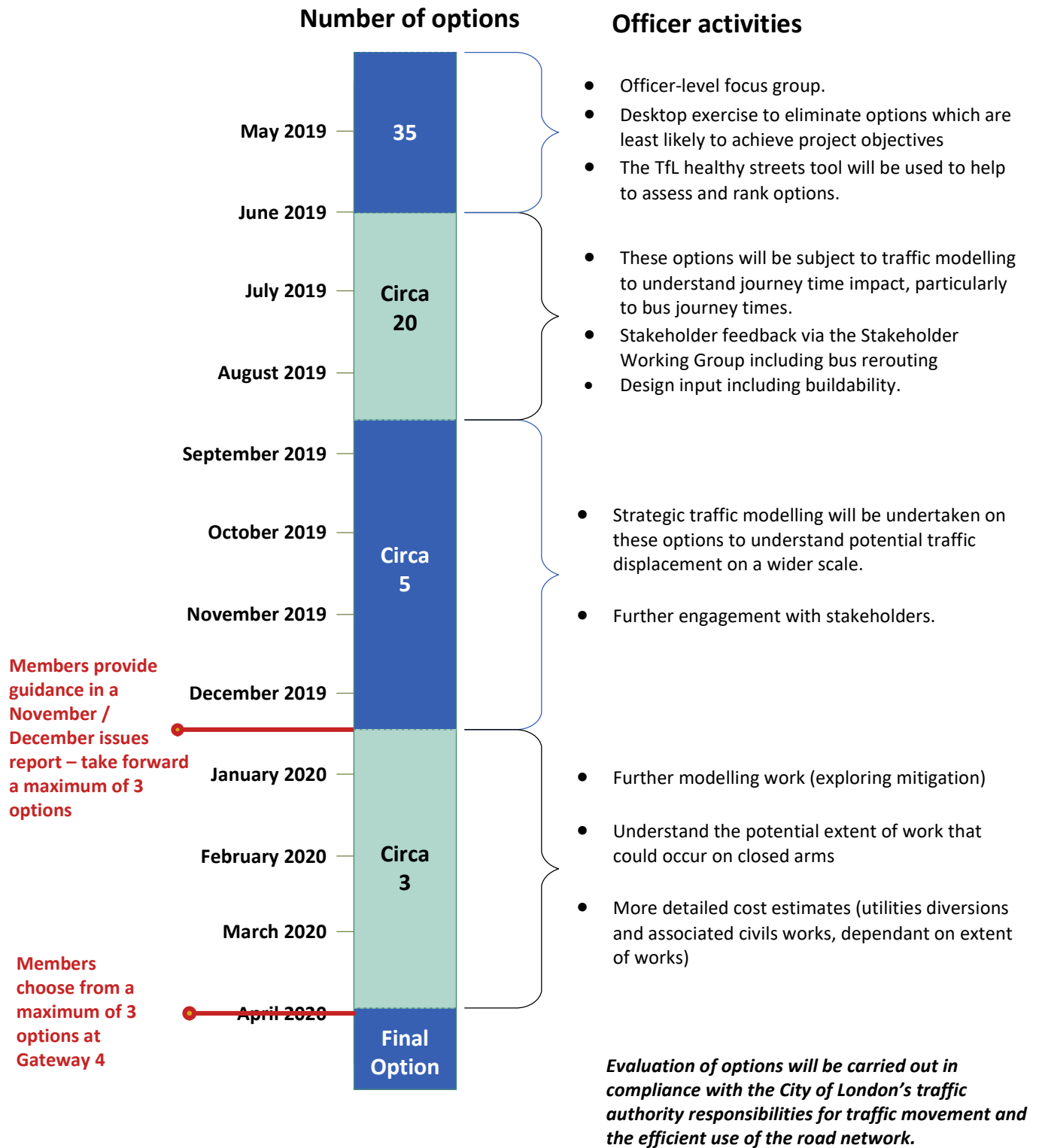
[5] Member Decisions and Delegated Authority

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

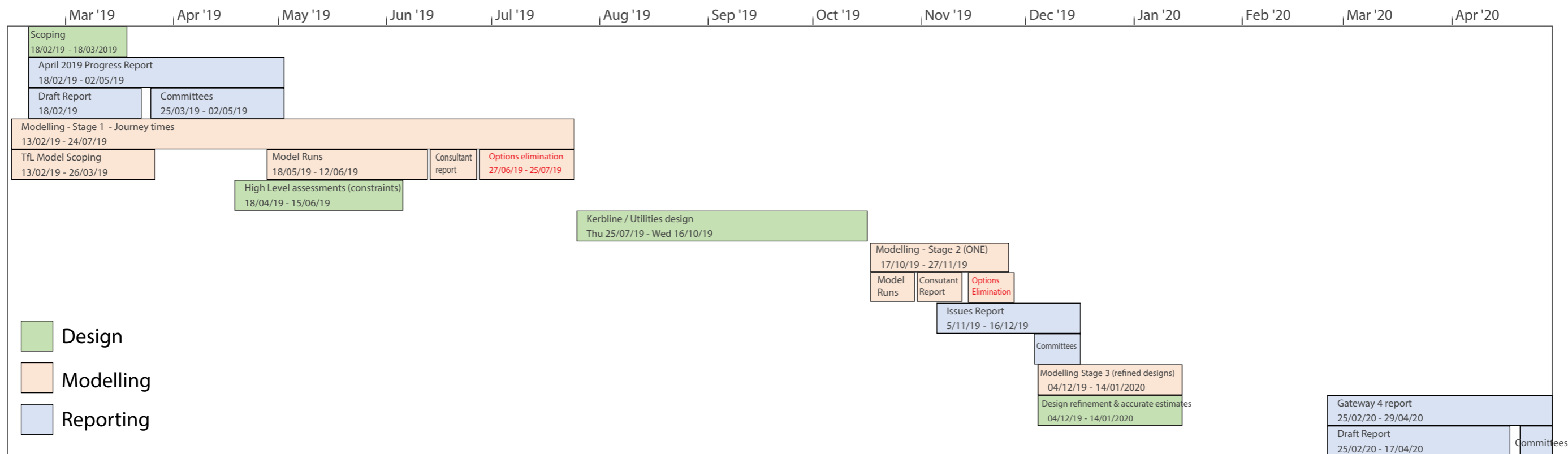
“Proceed with feasibility design of Strategic Option 2 (semi pedestrian priority with some vehicle movement) to a Gateway 4 report, on the basis that the proposed timescales for the project be tightened, and that Strategic Option 1 be retained as the Corporation’s longer-term aspiration for the junction.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

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Appendix 2 - Flowchart



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← Stakeholder Working Group (including TfL) and Project Board Meetings →

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Appendix 4 – Funding Tables

Table 1 (duplicated from main report): Funding Sources to date

Description	Total confirmed funds to be utilised by project to Gateway 4	Status of funds
125 Old Broad Street - Section 106 - Transport	£ 150,000	Applied
Mondial House (Watermark Place) - Section 106 - Transport	£ 156,835	Applied
1 Lothbury - Section 106 - Transport	£ 34,410	Applied
The Pinnacle - Section 106 - Transport	£ 60,755	Applied
125 Old Broad Street - Section 106 - Transport (Revenue)	£ 10,000	Applied
Cheapside S106 underspend	£ 20,000	Applied
Transport for London Grant - 2014/15	£ 250,909	Applied
Transport for London Grant - 2015/16	£ 154,000	Applied
Transport for London Grant 2016/17	£ 200,000	Applied
Transport for London Grant 2017/18	£ 114,268	Applied
TOTAL funds available	£ 1,151,177	

Table 2 (duplicated from main report): Requested funding

Description	Amount	Status of funds
On-Street Parking Reserve	£ 659,584	Requested
Total budget requested	£ 1,810,761	Requested

Table 4: Project spend to date

Description	Approved Budget (£)	Spend to Date (£)	Balance of budget (£)
Highways Staff Costs	22,000	-	22,000
P&T Staff Costs	525,500	505,380	20,120
Fees and surveys	621,500	374,321	247,179
Revenue approved budget	10,000	7,091	2,909
Total	£1,179,000	£886,791	£292,209

Table 5: Resources required to get to next gateway

Description	Approved Budget (£)	Additional resources to next Gateway (£)	Revised Budget (£)
Highways Staff Costs	22,000	141,100	163,100
P&T Staff Costs	525,500	457,840	983,340
Fees and surveys	621,500	32,821	654,321
Revenue	10,000	-	10,000
Total	£1,179,000	£631,761	£1,810,761

PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.



Introduction

Author:	Sohail Khan – Category Manager - Construction		
Project Title:	Bank Junction Improvements Project (All Change at Bank)		
Summary of Goods or Services to be sourced			
Over the life of the contract, a combination of consultants may be required to deliver traffic modelling expertise, structural engineering advice, and urban realm design to assist officers in developing the long-term solution for Bank Junction. The largest element of work for the immediate term will be traffic modelling.			
It is expected that these support contracts will be undertaken by specialist consultants rather than within one contract. This PT4 form focuses on procurement of the traffic modelling contract only, which is likely to be the largest contract upto Gateway 5.			
Contract Duration:	1-3 years	Contract Value of traffic modelling	Estimated 75,000 to 250,000
Stakeholder information			
Project Lead & Contract Manager: Gillian Howard	Category Manager: Sohail Khan		Lead Department: Department of the Built Environment
Other Contact		Department	

Specification Overview

Summary of the Specification:			
Potential items that we will require assistance on.			
<ul style="list-style-type: none"> Traffic modelling support for option testing (this will comprise the use of two different traffic models). Building of a new traffic model and undertaking MAP process with TfL Assisting general technical liaison with TfL regarding modelling 			
Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped)			
Project Objectives:			
Bank Junction Improvements Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity
A - To continue to reduce casualties	Contribute to a flourishing society	1 – People are safe and feel safe	C – Protect consumers and users of building, streets and public spaces.
B - To reduce pedestrian crowding 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.
C - To improve air quality	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.
D - To improve the perception of place as a place to spend time in rather than to pass through.	Shape outstanding environments	12 – Our spaces are secure, resilient and well maintained	A – Maintain our buildings, streets and public spaces to high standards.
Does the scope of those project include the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>			

If yes, have you defined roles and responsibilities within your project specification? For more information visit [Designing Specifications under GDPR](#). You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to Committee (for information).

Customer Requirements

Target completion date	(design) Q1 2021	Target Contract award date	July 2019
Are there any time constraints which need to be taken into consideration?			
The aim is to complete construction by 2022 ahead of the London Underground capacity upgrade opening.			

Efficiencies Target with supporting information
Process efficiencies may in the main be derived as follows (<i>according to City of London Procurement Efficiency & Savings Process Manual</i>):
<ul style="list-style-type: none"> SE1 – Competitive price difference – difference in competitive prices received because of competition SE18 – Cost to procure – cost of additional procurement opportunity cost avoided by virtue of the option to extend the appointment beyond concept design stage. COL would have the discretion to proceed to next stages if required. Use of external frameworks to reduce opportunity cost on procurement and project resource in delivering procurement process.

City of London Initiatives

How will the Project meet the City of London’s Obligation to Adhere to the Corporation Social Responsibility:
CSR matters will be considered in the selection and evaluation process to the extent advised by City Responsible Procurement provisions at the point of engaging with the market. Subsequently CSR matters will be considered as part of design development according to client project objectives and future instruction and can be expected to form part of a design brief to the project in due course.
Take into account the London Living Wage (LLW):
This is unlikely to be an issue with a direct impact on this contract opportunity given the nature of the business being contracted. LLW will be stipulated in the ITT.
Consideration for Small to Medium Enterprises (SME):
The City accepts applications to participate from SME’s.
Are there TUPE/Pension liabilities that need to be considered? NO
Other:

Procurement Strategy Options

Option 1: Appoint via a framework supplier
Advantages to this Option
<ul style="list-style-type: none"> Quicker engagement with the market Access to a known, interested supplier who has the capability and expertise to carry out the project The favoured framework has been used successfully by the City previously The favoured framework oversees the contract management aspect and could potentially mean a time/cost saving where officers do not have to take on this duty
Disadvantages to this Option
<ul style="list-style-type: none"> Considered less likely to engage with SME’s City has experienced inconsistent levels of response from frameworks and which do not always offer the minimum of 3 tender returns required by City Procurement Rules. On occasion external framework terms aren’t fit for purpose with CoL The favoured framework overseeing contract management may mean a lesser degree of control of the consultant output
Option 2: Multiple Tender Process – Sub OJEU

<p>Advantages to this Option: Choosing multidisciplinary teams to deliver development has clear advantages. Procurement is simplified, and the right specialists can be brought together for a holistic project approach. Greater communication and established relationships within the team can lead to better solutions and a smoother process.</p>
<p>Disadvantages to this Option: Depending on the project plan and timeframes ; this option could take up to 10 weeks and will need to be planned against current procurement activities.</p>
<p>Please highlight any possible risks associated with this option:</p>
<p>Option 3: Explore existing COL suppliers with capability and scope</p>
<p>Advantages to this Option:</p> <ul style="list-style-type: none"> • Significantly reduce the procurement time required • Shows greater partnership with existing suppliers
<p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • If not market tested we may not be getting a competitive price
<p>Please highlight any possible risks associated with this option: Depending on existing contract that we may choose to use; financial limits on the contract may limit the award, and should we award CoL may be at risk of awarding a contract to a supplier that may have financial constraints in delivery of the work; or inability to absorb additional volume due to capacity .</p>

Procurement Strategy Recommendation

<p>City Procurement team recommended option</p>
<p>This will be determined once the project strategy has been approved and agreed; to ensure the best option is chosen</p>

Procurement Route Options

Make v buy to be considered; also indicate any discarded or radical options

<p>Option 1: An existing compliant Framework Agreement (Bloom)</p>
<p>Advantages to this Option:</p> <ul style="list-style-type: none"> • Faster route to market • Less exposure to risk of legal challenge • Fees and margins are capped by framework • Known proven vetted list of contractors • Bloom framework is the preferred option, and the use of a mini-competition would be the preferred method of selecting a supplier
<p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • Reliance on limited marketplace • Contractors may have an already full order book and made commitments elsewhere giving rise to limited competition and reduced confidence in level of value for money realised by the procurement process • Possibly less engagement with SME's • The Bloom framework means that bloom manage the contract and reporting, therefore some degree of control is lost • 5% Levy to use the framework
<p>Please highlight any possible risks associated with this option:</p> <p>Potentially may be difficult to get a suitable number of quotes</p>
<p>Option 2: Undertake an OJEU compliant tender</p>
<p>Advantages to this Option:</p> <ul style="list-style-type: none"> • Established and compliant method/process. • Established regulatory process aimed at securing a best and final offer at tender stage • Allows to shortlist at first stage to avoid review of high-volume returns • Allows us to engage with SME's as opposed to using a framework, which typically have larger suppliers appointed to them
<p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • Tender submission in the first instance is on a best and final offer basis. • Longer timeframes – selection stage and associated evaluation (Restricted) • Many suppliers could respond resulting in a longer evaluation process (Open)
<p>Please highlight any possible risks associated with this option:</p>

- A high level of interest at SQ stage is expected and may place significant demand on project resources.
- Careful choice in of selection and evaluation criteria is required to ensure there is an effective and compliant mechanism for differentiating between stronger and weaker submissions.

Option 3: Contract through the existing JB Riney Highways term maintenance contract

Advantages to this Option:

- Known contractor with knowledge of COL procedures and processes.
- Compliant and quick route.

Disadvantages to this Option:

- Not going out to receive competitive tenders. Not the best possible offer may be received.
- Specialism may not cover all areas sought. Mainly sub-contract.
- Not testing the market.

Please highlight any possible risks associated with this option:

Procurement Route Recommendation

City Procurement team recommended option

Framework Route - There is consensus between project team and City Procurement that a framework is the preferred procedure in this instance. It offers an appropriate balance between time and a need to reduce the number of bidders to be invited to tender. The commercial and technical requirements are sufficiently defined to be capable of being appointed on a framework only basis. This is of course dependant on strategy outcome and approval

There is a TfL framework but there is limited choice of consultant.

Current provider should have an opportunity to bid, considering their experience on this project and their reputation for high quality work. They cannot bid through the TfL framework contract, or others as they are not on those frameworks. It will still be a mini competition.

Sign Off

Date of Report:	17/04/2019
Reviewed By:	Gillian Howard
Department:	Built Environment
Reviewed By:	Sohail Khan
Department:	Chamberlain's Department

Committees:	Dates:	
Corporate Projects Board	29/03/2019	
Streets and Walkways Sub-Committee	17/04/2019	
Projects Sub-Committee	24/04/2019	
Resource Allocation Sub-Committee	02/05/2019	
Subject: Museum of London gyratory project (UPI 11377)	Issue Report: Gateway 3 Complex	Public
Report of: Director of the Built Environment Report Author: Kristian Turner	For Decision	

PUBLIC

1. Status update	<p>Project Description: Transformation of the streets and public realm of the gyratory north of St. Paul's underground station.</p> <p>RAG Status: Amber</p> <p>Risk Status: Medium</p> <p>Total Estimated Cost of Project (excluding risk): £21M-£30M</p> <p>Change in Total Estimated Cost of Project (excluding risk): £8M-£13M</p> <p>Spend to Date: £357,418 of an approved budget of £680,442</p> <p>Costed Risk Provision Utilised: n/a</p> <p>Slippage: Increase in scope (associated increased costs)</p> <p>Forward Timeline: G3 Outline Options Appraisal Report - early 2020</p> <p>Background The existing gyratory between St. Paul's and the Museum of London is a complex and traffic dominated one-way gyratory system. The nature of the one-way system encourages high traffic speeds which is intimidating for other road users. The nature of the gyratory affects the quality of the public realm, with few opportunities for open spaces and limited legibility to key trip and visitor destinations in the area for people on foot, and indirect west to east journeys for people on bicycles.</p> <p>The objective of the gyratory project is to transform the area by removing barriers to movement and providing public realm amenity. This will significantly improve access to Culture Mile from the south.</p> <p>This will be achieved by fundamentally changing the street network by introducing two-way streets, prioritising people on foot, improving road safety and improving access between transport hubs and cultural destinations.</p>
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	<p>Progress to date:</p> <p>2015 – high level modelling undertaken at the Rotunda junction to determine traffic impacts of three options to alter the roundabout to facilitate a new ground floor entrance for the Museum of London.</p> <p>2016 - confirmation of the Museum of London moving to West Smithfield and likely public realm opportunities arising from the removal of the Rotunda</p> <p>2017 – outline highway options developed to improve the flow of traffic at the Rotunda junction</p> <p>2018 – Further high-level traffic modelling undertaken to identify highway and traffic scenarios for further investigation</p> <ul style="list-style-type: none"> - Discussions on the traffic modelling and statutory traffic approvals required for the gyratory project have commenced with TfL. - Adoption of the Culture Mile Look and Feel Strategy - Draft Transport Strategy
<p>2. Requested decisions</p>	<p>Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)</p> <p>Requested Decisions:</p> <p>It is recommended that Members of the <i>Streets and Walkways</i> and <i>Project Sub Committees</i> approve:</p> <ol style="list-style-type: none"> 1. The change in the name of the project from Museum of London Gyratory to “<i>St. Paul’s Gyratory Transformation</i>”. 2. An increase in the scope of the project for the design of highway and public realm options at the Rotunda junction. 3. An increase in the scope of the project to undertake the traffic modelling over a much wider area in coordination with other transformational City projects. 4. The redefined Project Objectives in paragraph 7 to align with the City’s recently adopted Corporate Plan. <p>It is recommended that Members of the <i>Resource Allocation Sub Committee</i>, <i>Streets and Walkways Sub Committee</i> and <i>Project Sub Committee</i> approve:</p> <ol style="list-style-type: none"> 5. An increase in the estimated project budget of £245,579, to £926,021 to fund the project to Gateway 3; 6. The allocation of S106 monies to fund the £245,579 increase in budget to develop the project to Gateway 3; 7. Delegate authority for any adjustments between elements of the budget to the Director of the Built Environment in conjunction with the Chamberlain’s Head of Finance, provided the total approved budget of £926,021 is not exceeded and the scope remains unchanged.
<p>3. Budget</p>	<p>Total Estimated Project Cost</p> <p>The total estimated cost of the project is £21M-£30M. This is an increase in the cost estimated in 2014 but reflects a more accurate costings based on recently delivered similar Transportation and Public Realm projects.</p>

The current expenditure on the project is £357,418 from an approved budget of £680,442, leaving £323,024 to be utilised in developing the project to Gateway 3. However, a further £245,579 is estimated to be required to reach Gateway 3 due to additional design work undertaken previously which was not accounted for in the earlier estimate, and the increase in project scope.

This proposed budget is detailed in the summary table below and the capital funding sources can be found in Appendix 2.

Revised Budget to reach Gateway 3			
Description	Approved Budget (£)	Increase (£)	Revised Budget (£)
Surveyors Staff Cost	4,000	-3,000	1,000
Highways Staff Cost	5,000	13,000	18,000
Open Spaces Staff Cost	1,000		1,000
P&T Staff Cost	305,000	106,621	411,621
P&T Fees	345,442	128,958	474,400
Hospitality*	5,000		5,000
Traffic Modelling (P&T fees)	15,000		15,000
TOTAL	680,442	245,579	926,021

*means costs for facilitating stakeholder engagement

The staff costs and fees to reach Gateway 3 represent approximately 4-5% of the £21M-£30M scheme estimate. These have been benchmarked against other transportation and public realm schemes delivered by the City and have been found to be proportionate and appropriate for a project of this scope and complexity.

A full time Project Manager will coordinate tasks across the project with a project team to deliver key tasks including procurement, traffic & pedestrian modelling, consents & approvals, air quality monitoring, transport surveys, traffic design, structural assessments, public realm lighting design, public & stakeholder engagement, communications and consultation. A full breakdown is provided in Appendix 3

Between now and the end of 2019, it is anticipated that staff time on the St. Paul's Gyrotory Project will be distributed as follows;

- 1 Project Director allocating 20% of their time
- 1 Principal Project Manager allocating 33% of their time
- 1 Project Manager allocating 100% of their time

	<ul style="list-style-type: none"> • 1 Public Realm Project Manager allocating 33% of their time • 1 Highways design engineer for 10% of their time • 1 Engagement Officer allocating 33% of their time • Nominal amount of time for advise from Open Spaces and City Structures <p>It is estimated that the above will amount to approximately 3000 staff hours. This will cover the technical and stakeholder work that will be required.</p> <p>Procurement Procurement at this stage of the project will mostly concern the procurement of consultant services, such as traffic and pedestrian modelling and public realm concept designs. It is proposed that these services will be procured by the City Procurement team through competitive tender or through an appropriate framework contract that the City is permitted to access (following a due diligence assessment by City Procurement).</p> <p>Costed Risk Provision requested for this Gateway: No Cost Risk Provision is requested</p>
<p>4. Issue description</p>	<ol style="list-style-type: none"> 1. The project name is no longer applicable as the Museum of London (MoL) is moving to West Smithfield. There has been confusion between this project and the new Museum of London public realm project. The project is over such a wide area that the most appropriate project name is proposed to be <i>St. Paul's Gyrotory Transformation</i>. 2. This project was initiated in 2014. Since then the scope of the project has changed due to the development of other projects. 3. The Museum of London will be moving to Smithfield in 2023-2025. This means that the Rotunda, which acts as a roundabout, will be removed which was not part of the original scope of the project. The original scope of the project was that the highway design would work around the Rotunda and indeed part of the early work on the project was outline traffic modelling to investigate if traffic changes could be made to facilitate a ground floor entrance for the Museum. 4. As the Rotunda acts as a roundabout, its removal has a knock-on effect for the design approach for the other streets which make up the gyrotory. 5. The design approach for the junction therefore needs to be mindful of the possible form of the future redevelopment of the MoL and Bastion House sites. 6. One option for the redevelopment of the MoL site is for the Centre for Music (C4M). Members have been briefed on the concept designs for C4M and a media launch took place on the 21st January.

7. As the C4M project is at concept stage, it is not known (at this time) if or when it might be constructed. The design options for the gyratory therefore need to be developed so that there is an allowance or flexibility in the design for future changes to be made if a development like this, or an alternative development, is made within the next 5-10 years.
8. The removal of the Rotunda also presents an opportunity for the creation of new public spaces which must be concept designed at this Gateway (increased scope).
9. There are a number of other schemes in close proximity to the project area which all have impacts on traffic movement. These include:
 - Beech Street Transformation
 - Museum of London at West Smithfield
 - All Change at Bank, and
 - Schemes promoted in neighbouring Boroughs
10. The need to model traffic over a much wider area to allow for the above schemes represents an increase in the scope of this project over what was estimated in 2014.
11. The draft Transport Strategy provides a framework for the future design and management of City streets. The strategy prioritises the needs of people walking above vehicle movement.
12. It is proposed to redefine the project objectives to focus on the needs of the area to align with the outcomes of the recently adopted Corporate Plan.
15. **Project Objectives**
At Gateway 2 the success criteria for the project was defined as:
 - Improved road safety
 - Improvement of access through the area
 - Improvement of legibility to key visitor destinations
 - Improved access to public transport nodes
 - Upgraded facilities for cyclists
 - Increased pedestrian capacity
 - Enhanced public realm in the St. Paul's and Museum of London areas
16. To align with the Corporate Plan, it is proposed that the project objectives are redefined as:

St. Paul's Gyratory Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity
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A - To reduce casualties towards Vision Zero target for KSI's*	Contribute to a flourishing society	1 – People are safe and feel safe	C – Protect consumers and users of building, streets and public spaces.
B – To 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.
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 - To improve air quality by reducing NO2 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.
E – To create new public spaces	Shape outstanding environments	10 - We inspire enterprise, excellence, creativity and collaboration	C – Create and transform buildings, streets and public spaces for people to admire and enjoy
F – 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.

* Vision Zero is the Mayor of London's Transport Strategy Objective to reduce the number of people killed or seriously injured on London streets to zero by 2041.

17. To meet the project objectives, changes to the operation of large parts of the gyratory will be needed. In brief these could be:

- The introduction of two-way traffic on some or all of Montague Street, King Edward Street, Newgate Street and St. Martin's-le-Grande
- Widening of footways on Newgate Street, St. Martin's-le-Grande and Aldersgate Street
- New signalised intersection at the junction of London Wall, Aldersgate Street and Montague Street
- Redesign of the junctions of King Edward Street / Angel Street, King Edward Street / Newgate Street and Cheapside / St. Martin's-le-Grande

	<ul style="list-style-type: none"> • Creation of new public spaces at the southern and northern ends of the gyratory <p>18. The scope of the gyratory project is such that it could only be delivered as a phased programme over a number of years. The detailed design work will also be phased to ensure that if the scope of the scheme changes or is reduced that design costs will not be abortive.</p> <p>19. Design options will be developed with consideration for the likely site redevelopments in the area which may be forthcoming, such as the previously discussed MoL and Bastion House sites, and the BT site on Newgate Street. This is to ensure that improvements made through this project don't then need to be changed to accommodate the needs of development sites.</p> <p>20. Proposed next steps: To develop outline options for Members to consider in a Gateway 3 Report later this year, the following will be undertaken:</p> <ul style="list-style-type: none"> • Develop public realm concept design options for the overall gyratory, identifying key improvements and areas of opportunity. • Development of a traffic model and testing of different street network layouts to determine feasibility, working towards two different options for how the redesign of the current Rotunda junction will be incorporated into the redesign of the wider gyratory. • Development of Healthy Street plans for the Culture Mile / Bank and Guildhall area as set out from the Transport Strategy to work towards the traffic reduction required to deliver the transformation. • A programme manager from the City Transportation team will coordinate the transport elements across the Culture Mile projects to ensure a strategic approach is taken to ensure the cumulative traffic implications are fully quantified. • The project team will develop Outline Options for the gyratory project to be reported to members in the Gateway 3 report in Spring 2020
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Appendices

Appendix 1	Cover Sheet
Appendix 2	Finance tables
Appendix 3	Cost Breakdown to Gateway 3
Appendix 4	Plan showing Project Area

Contact

Report Author	Kristian Turner
Email Address	Kristian.turner@cityoflondon.gov.uk
Telephone Number	020 7332 1745

Project Coversheet

[1] Ownership

Unique Project Identifier: 11377

Core Project Name: Museum of London Gyratory (to be renamed St. Paul's Gyratory Transformation)

Programme Affiliation Culture Mile

Project Manager: Kristian Turner

Next Gateway to be passed: G3

[2] Project Brief

Project Mission statement: To transform the streets and public spaces of the gyratory to improve road safety and access between transport hubs and Culture Mile.F

Definition of need: The project is identified in the Cheapside and Guildhall Area Enhancement Strategy as a key project to deliver. The entire gyratory area is traffic dominated and uninviting, causing significant severance for pedestrians between St. Paul's and the Museum of London. The project was initiated in advance of the area strategy when an initial scoping study was undertaken through the Local Improvement Plan (LIP), and this study was used to identify areas of opportunity for the Area Strategy.

Key measures of success:

- 1) Reduction in total casualties working toward Vision Zero
- 2) Protection of buildings and public spaces
- 3) Attain statutory TMA approvals
- 4) Improved pedestrian comfort levels
- 5) Improvement of the public realm
- 6) Improve air quality by reducing NOx levels

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: 21-30 million

Total anticipated on-going commitment post-delivery [£]: (TBC once a specific option is chosen post Gateway 4.)

Programme Affiliation [£]: Culture Mile.

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£680,442	£245,579	£926,021
[D] Previous Total Estimated Cost of Project at G2 (2014)	[E] New Total Estimated Cost of Project at Issues Report 2019	[F] Variance in Total Estimated Cost of Project (since last report)
£13-£17 million	£21-30 million	£8-13 million <small>*due to evolving scope and benchmarking see main report</small>
[G] Spend to Date	[H] Anticipated future budget requests	
£357,148	Up to ~£16M-£29M	

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

▼ £680,442 approved at G2 Issues Report
£357,148 spent to date

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

N/A

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

Issues report – 27/02/18 S&W, 14/03/18 PS

Key headline updates and change since last report.

Following some earlier design and traffic modelling works around investigating a ground floor entrance for the MoL at its current site, the project can now begin to move forward as there is now clarity on the traffic requirements of other large nearby projects.

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

Increase in scope of traffic modelling due to other large nearby projects
Change at the MoL/Bastion House site requires concept designs of new public space options

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

N/A

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

N/A

Timetable and Milestones:

Expected timeframe for the project delivery: Constructed by 2021 (Original milestone)

Milestones:

- 1) Gateway 3 – late 2019/early 2020
- 2) Gateway 4 – 2021/22
- 3) Gateway 5 – 2023/24

Are we on track for this stage of the project against the plan/major milestones? No

The original Gateway 2 Report outlined seeking TfL Major Projects funding up to 2021/22, even the first phase of delivery will not meet this timeline. However, this is for a variety of reasons detailed in the main report.

Are we on track for completing the project against the expected timeframe for project delivery? No, see above**Risks and Issues****Top 3 risks:**

<i>Risk description</i>	<i>The traffic implications of the proposed changes for the wider gyratory are such that the project objectives cannot be met.</i>
<i>Risk description</i>	<i>The delay to bus services mean that the project is not supported by Transport for London</i>
<i>Risk description</i>	<i>The impact of the traffic changes are such that the Strategic Traffic Authority does not grant approval for changes on the Strategic Road Network.</i>

Top 3 issues realised

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Other projects	The number of other projects in proximity that reduce network capacity means that the approach to traffic modelling must be undertaken at a more strategic level than the City transport team have ever approached a corporate project.	
LMS	The design must take into account the marshalling areas and route of the Lord Mayor's Show.	
	A change at the Rotunda from a roundabout to a junction has significant impacts on network resilience, as a location to turn around vehicles and diversion routes, and as a way for access to Wood Street and Fore Street at weekends.	

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

There is a significant amount of media interest in the relocation of the Museum of London and what development could take place at the Rotunda. Also the sale of the BT site on Newgate Street.

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Appendix 2 - Finance Tables

Museum of London Gyratory - Expenditure to date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Surveyors Staff Cost	4,000	-	4,000
Highways Staff Cost	5,000	-	5,000
Open Spaces Staff Cost	1,000	-	1,000
P&T Staff Cost	305,000	194,769	110,231
P&T Fees	345,442	147,649	197,793
Hospitality*	5,000	-	5,000
Traffic Modelling	15,000	15,000	-
TOTAL	680,442	357,418	323,025

* means costs for public/stakeholder engagement

Museum of London Gyratory - Revised Budget to reach Gateway 3			
Description	Approved Budget (£)	Increase (£)	Revised Budget (£)
Surveyors Staff Cost	4,000	3,000	1,000
Highways Staff Cost	5,000	13,000	18,000
Open Spaces Staff Cost	1,000		1,000
P&T Staff Cost	305,000	106,621	411,621
P&T Fees	345,442	128,958	474,400
Hospitality*	5,000		5,000
Traffic Modelling	15,000		15,000
TOTAL	680,442	245,579	926,021

Museum of London Gyratory - Funding Table			
Type	Source	Status	Amount (£)
04/00958/FULL Austral House 09/0	S106	Applied	341,000
10/00832/FULEIA London Wall Plac	S106	Applied	259,000
TfL Grant 14/15	TfL	Applied	65,442
TfL Grant 17/18	TfL	Applied	50,000
12/00772/FULL Cheapside 100	S106	Additional	43,719
11/00049/FULEIA Old Bailey 30 (T	S106	Additional	201,860
TOTAL			961,022

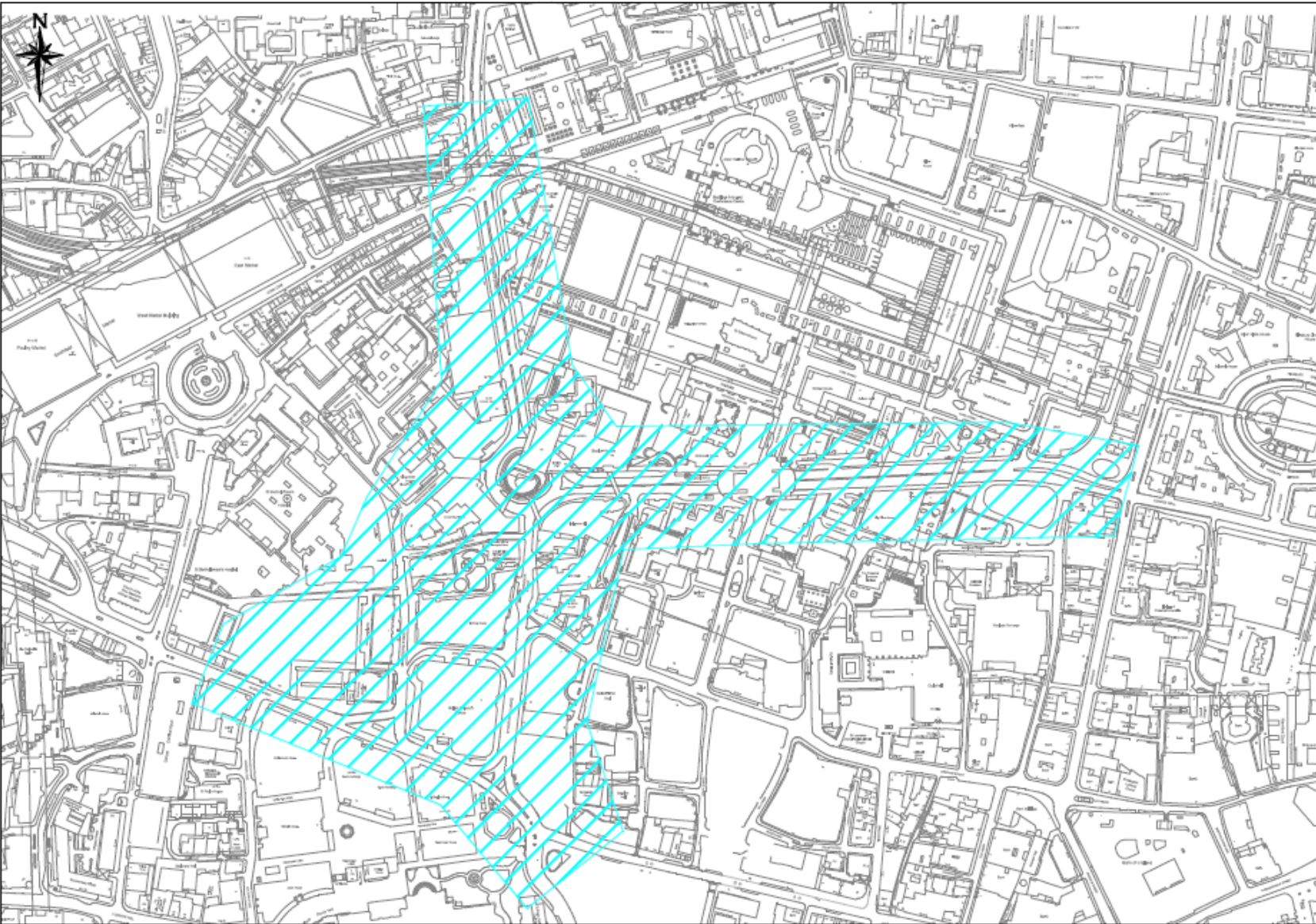
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Appendix 3

Cost breakdown to reach Gateway 3		
Item	Description	Estimated Cost (£)
	Spend to date on staff costs	162,649
Staff Costs	City Transportation: Project Management of transportation, baseline study, traffic modelling, Stakeholder Engagement & Communications	206,884
	City Public Realm: Project management of public realm and masterplanning	42,088
	Highways: Design and technical support for highway and lighting	18,000
	Open Spaces: advice on planting and open spaces	1,000
	DBE City Structures: structural technical input	1,000
Total Staff Costs		431,621
Professional Fees		
	Spend to date on consultant fees	194,769
	Surveys, pedestrian modelling assessments and utilities	100,000
	Traffic modelling consultants	125,000
	Public Realm concept design and masterplanning	69,631
Total Professional Fees		489,400
Hospitality for Consultation events		5,000
Total Estimated Cost To Gateway 3		926,021

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Appendix 4 – St. Paul’s Gyratory Project Area



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Agenda Item 7

<p>Committees: Corporate Projects Board <i>[for decision]</i> Streets & Walkways Sub <i>[for decision]</i> Projects Sub <i>[for decision]</i></p>	<p>Dates: 29 March 2019 17 April 2019 24 April 2019</p>
<p>Subject: 150 Bishopsgate (Heron Plaza Highways works)</p> <p>Unique Project Identifier: 10717</p>	<p>Gateway 5 Regular Issue Report</p>
<p>Report of: Director of the Built Environment</p> <p>Report Author: Na'amah Hagiladi</p>	<p>For Decision</p>

<p>1. Status update</p>	<p>A Gateway 3/4/5 report for the implementation of public realm enhancement works around the development at 150 Bishopsgate (Heron Plaza) was approved by your Committees in December 2012. Shortly after the report was approved, the development was paused, and design changes for the development have since been submitted and approved through the planning process.</p> <p>The S278 enhancement works around 150 Bishopsgate (Heron Plaza) agreed in 2012 included resurfacing of public highways around the development, including: Houndsditch, Bishopsgate, Devonshire Row and Cavendish Court. In addition, the design scheme for Houndsditch proposed two rows of trees and benches.</p> <p>The previously approved public realm design has since been revisited. This is primarily owing to further survey information becoming available which showed the extent of a pipe subway beneath Houndsditch, and that existing trees on the south side of Houndsditch have failed to thrive, with several being removed. A public realm design review with the project team, including the developer, was undertaken to consider alternatives to the previously approved scheme. The review concluded that relatively minor amendments to the scheme are required.</p> <p>Given the amount of time that has passed since the Gateway 5 approval and the need to amend the approved design, officers are now requesting an increase to the project budget, fully funded by the developer, to allow for the amended design to be developed to construction detail. This design will then be submitted as a new Gateway 5 report in due course.</p>
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	<p>RAG Status: Green</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): The 2012 cost was £810,103. This figure will be amended as part of the revised design process and presented in the revised Gateway 5 report.</p> <p>Change in Total Estimated Cost of Project (excluding risk): To be confirmed in the revised Gateway 5 report following design review.</p> <p>Spend to Date: £225,672 (**Note that this figure includes the pre-construction works required to accommodate the developer's construction activities, and included the relocation of the pedestrian crossing on Outwich Street, part construction of the bell-mouth and the new service entrance to 150BG)</p> <p>Costed Risk Provision Utilised: Not applicable</p> <p>Slippage: As noted above. The works are now expected to be delivered in mid / late-2020 in line with the developer's revised programme.</p>								
<p>2. Requested decisions</p>	<p>Next Gateway: Gateway 5 - Authority to Start Work (Light)</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Approve an increase to the approved project budget of £76,668 in order to review the design and submit a revised Gateway 5 report. 								
<p>3. Budget</p>	<p>The Gateway 5 report approved in December 2012 confirmed a total project budget of £810,103, to be fully funded through a Section 278 agreement. This figure will now be revised as part of the design review process and a new total cost figure will be submitted as part of the revised Gateway 5 report, subject to a revised agreement with the developer.</p> <p>In order to progress to the next Gateway, an increase of £76,668 is requested to the project budget.</p> <table border="1" data-bbox="528 1621 1390 2020"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs</td> <td>Re-design of public realm and preparation of construction pack;</td> <td>S278</td> <td>£80,000 (split as follows: Highways £54,000, T&PR</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	Re-design of public realm and preparation of construction pack;	S278	£80,000 (split as follows: Highways £54,000, T&PR
Item	Reason	Funds/ Source of Funding	Cost (£)						
Staff Costs	Re-design of public realm and preparation of construction pack;	S278	£80,000 (split as follows: Highways £54,000, T&PR						

		stakeholder engagement		£22,000, Open Spaces (£5,000)
	Fees	Utilities estimates, Road Safety Audit, Traffic Order		£13,000
				£93,000
			Current Budget	£16,332
	Total			£76,668
	Costed Risk Provision requested for this Gateway: Not applicable			
4. Issue description	<ol style="list-style-type: none"> 1. The development stalled shortly after the previous Gateway 5 approval, resulting in a substantial delay to the project. 2. Changes to the design are required in light of new information that has become available since the Gateway 5 report was approved. 			
5. Options	<ol style="list-style-type: none"> 1. Increase the project budget to allow for the design to be revised and an updated Gateway 5 report submitted. 			

Appendices

Appendix 1	Project Coversheet
Appendix 2	GW3/4/5 2012 General plan

Contact

Report Author	Na'amah Hagiladi
Email Address	na'amah.hagiladi@cityoflondon.gov.uk
Telephone Number	020 7332 1134

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Project Coversheet

[1] Ownership

Unique Project Identifier: 10717

Core Project Name: 150 Bishopsgate (Heron Plaza Highways works)

Programme Affiliation (if applicable): City Cluster

Project Manager: Na'amah Hagiladi

Next Gateway to be passed: 5

[2] Project Brief

Project Description: implementation of public realm enhancement works around the development at 150 Bishopsgate (Heron Plaza)

Definition of need: Enhancement works using S278 budget to support the new development and surrounding public realm.

Key measures of success:

- 1) Deliver an enhanced public realm in Houndsditch
- 2) Ensure that the required functions of the streets are maintained
- 3) Improve accessibility for all throughout the area

[3] Progress Status

Expected timeframe for the project delivery: June – July 2020

Key Milestones:

Are we on track for completing the project against the expected timeframe for project delivery? Yes (according to the revised programme)

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

[4] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

Since 'Options Appraisal and Design' G3-4-5 report (PSC Approval 13/12/12):

- Total Estimated Cost (excluding risk): £810,103
- Resources to reach next Gateway (excluding risk): £242,004
- Spend to date: £225,672* (*these include both design work and additional activities as described in the report)
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:

Top risk: The project is considered low risk

<i>Risk description</i>

Top issue realised change to design scheme

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Pipe subway in Houndsditch	Implementation of agreed design is not viable, new design is now in place and needs additional budget	N/A

[5] Member Decisions and Delegated Authority

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Appendix 2

Committee(s):	Date(s):
Street and Walkways Sub Committee	11/Dec/2012
Projects Sub Committee	13/Dec/2012
Subject: Options Appraisal and Authority to Start Work (Gateway 3/4/5) – Heron Plaza S.278 (highway works)	Public
Report of: Director of the Department of the Built Environment	For Decision
<u>Summary</u>	
<u>Dashboard</u>	
<ul style="list-style-type: none"> • Project Status: Green • The project is approximately 30% of the way through its six year programme • Total Estimated Cost: Up to £810,103 • Spend to Date: £19,800 • Overall Project Risk: Green 	
<u>Context</u>	
<p>On 11 January 2011 the Planning and Transportation Committee approved conditional planning permission to redevelop a site bounded by Houndsditch, Bishopsgate, Devonshire Row and Cavendish Court now referred to as Heron Plaza (previously Stone House and Staple Hall). The permitted development is a 43 storey hotel and residential tower. See Appendix 1 for the local area plan. At this meeting, Members instructed officers to complete any necessary agreements under Section 278 of the Highway Act 1980 (S278).</p>	
<p>On 27 May 2011, the developer and the City signed an agreement under Section 106 of the Town and Country Planning Act 1990 (S.106) stating that changes to the public highway around the site are required to be incorporated into a S278 agreement. This S.278 agreement is required to be signed before construction of Heron Plaza is permitted to start.</p>	
<p>This report is an Options Appraisal and Authority to Start Work report (Gateways 3/4/5). A project of this nature (i.e. S278 agreement which is fully funded by the developer) would normally proceed to Authority to Start Work (Gateway 5) stage, but the developer has requested non standard materials. Therefore, options have been included in this report.</p>	
<p>The required changes to the public highway include the enhancement of Houndsditch between Outwich Street and Bishopsgate. These changes would have been delivered as part of the Heron Tower S.278(2) agreement for the adjacent development had it not been for Heron Plaza receiving planning permission. Heron Tower is immediately opposite the proposed Heron Plaza on Houndsditch (see appendix 2 for a flow chart detailing the relationship between the agreements for Heron Tower and Heron Plaza).</p>	
<p>The developer, through the S.278 agreement, is required to pay the full cost of the project even if it is more than the estimated value of £810,103 (Option 3 estimated cost).</p>	
<p>In addition, the S.278 agreement has provision for a deferred improvement works payment of £80,000 per year for the delaying of improvement works in Houndsditch. The developer was supposed to have implemented an improved Houndsditch in 2011, as required in the Heron Tower S.278(2), but the approval of the Heron Plaza development is delaying this. Approval from Members for the use of these funds will be progressed separately at a later date.</p>	

Brief description of project

The project is to plan, design and implement a highways layout that accommodates the new building whilst conforming to the City's design standards. This will be funded via a S.278 agreement.

The key desired outcomes of the project are to:

- Ensure there is a sufficient space for vehicles to pass those dropping off and picking up passengers within close proximity to the entrance to the Heron Plaza hotel;
- Ensure pedestrian movement in the area is safe and convenient;
- Deliver the physical changes in time for the occupation of the development; and
- Deliver an improved Houndsditch by introducing trees, seats, lights and improved materials. The design is largely based on that proposed under the Heron Tower S.278(2) agreement and subsequently the Heron Tower 278(2) variation agreement. These designs mitigated the impact of the Heron Tower development. Appendix 3 shows the original (S.278(2)) and interim designs (S.278(2) variation) that were agreed.

Options

The options estimated below are in regards to the choice of material for the carriageway of Houndsditch.

Table 1

Description	Option 1 – Asphalt only (£)	Option 2 – Asphalt / Granite (£)	Option 3 – Granite only (£)
Total Funding Requirement	660,718	720,327	810,103
Funding Strategy			
Developer (S.278)	660,718	720,327	810,103

Further financial details are provided in table 2 (paragraphs 8: resources expended to date), table 3 (paragraph 20: funding strategy) and Appendix 4 (full breakdown of the estimated costs).

The three options presented include the developers preferred option (option 3) which is to use granite as material on the carriageway of Houndsditch.

The developer has agreed to fund the full cost of the scheme including the maintenance costs.

Maintenance costs for the trees have been estimated for a period of 20 years (£20,402).

Maintenance costs for granite used on the pedestrian cross-over of the vehicle access (in both option 2 and option 3) and the carriageway (option 3 only) have been calculated as being equivalent in value to it being replaced once during the life of the development (£24,000 for option 2, £67,500 for option 3).

Recommendations

Option recommended:

Option 3 for the choice of materials is recommended. This option requires the:

- Houndsditch carriageway to be surfaced in granite for aesthetics; and.
- The area entering the new vehicle service entrance to also be surfaced in granite setts to provide a contrasting colour and texture to improve safety.

Option 3 provides the most benefits when assessed against economic, social/cultural and environmental sustainability subject to the inclusion of the maintenance costs being funded by the developer (providing greater economic sustainability for the City) and the granite being locally sourced (providing a better environmental sustainability outcome). The granite carriageway in option 3 provides a higher aesthetic appeal (social/cultural sustainability) and therefore sets this option as the preferred option under this assessment method (the same method as was used in the Review of Materials in December 2010).

This option:

- is strongly preferred by the developer;
- reflects a previously agreed decision by Members (albeit prior to the Review of Materials in December 2010);
- will best reflect the high quality nature of the development; and
- will have negligible impact on traffic during construction and maintenance (see street works implications in paragraph 10).

In addition, it is recommended that the surface of the Houndsditch carriageway, between Outwich Street and Bishopsgate, be constructed at the same level as the footways (Option A in paragraph 10). This will create an environment that allows easy movement for the high number of people that will cross Houndsditch informally.

Appendix 5 shows the general arrangement drawing of the proposed changes including the options.

Next Steps

Should Members approve this scheme:

1. A Section 8 agreement (S.8) will be signed with Transport for London (TfL) permitting the City to implement the works on Bishopsgate, part of the Transport for London Road Network.
2. Prior to signing the S.278 agreement the following funds will be required from the developer:
 - The remainder of the evaluation and design payment (£44,704)
 - The deferred improvement works payments (£80,000 per year since summer 2011)
3. The S.278 agreement will be finalised (based on the approved option) and signed. Signing the agreement will remove one of the conditions necessary for the developer to commence construction. The S.278 agreement will include a statement that the City and TfL have a S.8 agreement in place.
4. Proposed changes to traffic orders (Houndsditch) will be advertised for public consultation. If objections are received, this will be reported to Members for

decision through an issues report.

5. The approved option for materials and carriageway surface level will be progressed into detailed design drawings and a new cost estimate will be undertaken prior to the requesting of the implementation funds from the developer.

Plans for consultation

There is a statutory requirement to consult in connection with the proposed change to traffic regulation orders on Houndsditch, and to consider consultation responses and other relevant considerations prior to making any orders.

Procurement strategy

The implementation works will be delivered by the City's highways term contractor.

Tolerances

A 20% cost tolerance has been included. All costs are to be funded by the developer including any in excess of the estimate should they be necessary. Therefore, it is recommended that the scheme should proceed with approval for budget variations above the 20% tolerance (and allowing for inflation) being delegated to the Chief Officer in consultation with the Chamberlain and Town Clerk. This will provide the City the best opportunity to deliver the project efficiently and meet the most important need of the developer, to ensure it is ready in time for occupation of the building.

The timing of the programme is the critical element of the project. The delivery of the scheme should not delay the opening and occupation of the building. The programme is very much aligned to the construction of the building and will need to fit with that programme. It is expected that should the timings of the highways work fall outside the acceptable programme for the occupation of the building then more resources (which add to the cost) will be made available to overcome this issue. Therefore it is proposed that, as long as the impacts of timeframes can be accommodated by the developer agreeing to necessary extra funds, the scheme will not be referred back to Members because of timeframe issues.

The quality and scope of the scheme is the component of the project that may need to be referred back to Members for a decision. This will occur if there are necessary material changes to the design of the scheme such that the scheme no longer provides the benefits to the public that are expected for this area.

Progress Reporting

Progress reporting on the project will reflect the streamlined route that this project is following by reporting to the Chief Officer. This will occur every 12 months prior to construction and then every 6 months.

Overview

1. Evidence of Need	<p>The proposed development of Heron Plaza requires changes to the public highway to accommodate the development.</p>
2. Success Criteria	<p>This project will:</p> <ol style="list-style-type: none"> 1. Deliver the highway works in time for the occupation of the buildings. 2. Deliver a highway that is designed and implemented to a standard that the City is happy to adopt and maintain. 3. Deliver the above without financial impact on the City.
3. Project Scope and Exclusions	<p>The works will be entirely on the public highway. This project does not include any works on the private land.</p> <p>The scope of the works is also constrained by the fact that there was previous approval for a scheme on Houndsditch for the Heron Tower development. There is an expectation that the outputs for this project should be broadly consistent with that agreed for the Heron Tower scheme in order to fit in with the improvements on the south side of Houndsditch.</p> <p>The project is considered separate from the Heron Plaza Security scheme which is still to be designed and if combined at this stage would delay the construction of the development. The outcomes of the Heron Plaza Security scheme are not clear yet, but will ideally be implemented at the same time as this scheme.</p>
4. Link to Strategic Aims	<p>It will help provide modern, efficient, and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes. This will be achieved by enhancing the area around the new development in such a way as to ensure the development can function as it needs to.</p> <p>This project will help to support the City as the world leader in international finance and business services by facilitating the construction of the new hotel and residences that many businesses will be able to benefit from.</p>
5. Within which category does the project fit	<p>4. Fully reimbursable</p>
6. What is the priority of the project?	<p>A. Essential</p>
7. Governance arrangements	<p>Experience from other projects of this nature is that a senior responsible officer, rather than a project board, is considered the most appropriate form of governance for this project.</p>

<p>8. Resources Expended To Date</p>	<p>The projected spend by the Committee meeting date is expected to be approximately:</p> <p><u>Table 2</u></p> <table border="1" data-bbox="528 324 1452 1025"> <thead> <tr> <th></th> <th>Budget (£)</th> <th>Spend (£)</th> <th>Remaining (£)</th> </tr> </thead> <tbody> <tr> <td>Transportation & Public Realm Staff costs (For project management and design)</td> <td>24,100</td> <td>18,200</td> <td>5,900</td> </tr> <tr> <td>Highways Staff costs (Cost estimates and design)</td> <td>2,000</td> <td>500</td> <td>1,500</td> </tr> <tr> <td>Open Spaces Staff costs (Trees costs and design)</td> <td>400</td> <td>100</td> <td>300</td> </tr> <tr> <td>TfL (for S8 agreement)</td> <td>2,000</td> <td>1,000</td> <td>1,000</td> </tr> <tr> <td>Total</td> <td>28,500</td> <td>19,800</td> <td>8,700</td> </tr> </tbody> </table> <p>The City has received an initial payment for £28,500 as part of evaluation and design payment. It is estimated that the total evaluation and design costs will be £73,204. The remainder of the evaluation and design payment (£44,704) is required to be provided prior to signing the S.278 agreement.</p> <p>If any funds remain from the evaluation and design payment, they will be applied towards the costs required to progress the scheme.</p>		Budget (£)	Spend (£)	Remaining (£)	Transportation & Public Realm Staff costs (For project management and design)	24,100	18,200	5,900	Highways Staff costs (Cost estimates and design)	2,000	500	1,500	Open Spaces Staff costs (Trees costs and design)	400	100	300	TfL (for S8 agreement)	2,000	1,000	1,000	Total	28,500	19,800	8,700
	Budget (£)	Spend (£)	Remaining (£)																						
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TfL (for S8 agreement)	2,000	1,000	1,000																						
Total	28,500	19,800	8,700																						
<p>9. Results of stakeholder consultation to date</p>	<p>The access team have provided initial feedback stating that the ability for taxis to set down and pick up where there is a kerb makes it easier for wheelchair users to exit the vehicle. Therefore, to achieve this it would require a kerb either immediately outside the hotel entrance and/or the length of Houndsditch where such infrequent occurrences could still occur in close proximity to the Hotel entrance.</p> <p>The developer has expressed a clear preference to have the carriageway paved with granite (options 3).</p> <p>The developer has expressed a slight preference for a kerbed carriageway on Houndsditch.</p> <p>TfL have given in-principle approval for the relocation of the pedestrian crossing on Outwich Street.</p>																								
<p>10. Commentary on the options considered</p>	<p>The main design options are:</p> <ul style="list-style-type: none"> • Carriageway materials; and • Carriageway level. <p>With regards to the carriageway materials, the three options are:</p>																								

Option 1: Entirely asphalt.

Reasons: Asphalt is quicker to lay and maintain than granite.

Option 2: Asphalt for the Houndsditch carriageway. Granite for the entry to the vehicle servicing area.

Reasons: improved pedestrian safety at the entry to the vehicle servicing area due to colour and texture contrast.

Option 3: Entirely granite.

Reasons: requested by the developer to reflect high quality nature of the building and the clientele they are likely to attract, such as domestic and foreign dignitaries.

Granite was approved as part of the previously approved Heron Tower scheme, albeit prior to the Review of Materials in December 2010.

Appendix 6 assesses options 1-3 for economic, environmental and social/cultural sustainability which were the basis for the Review of Materials.

With regards to the carriageway level on Houndsditch, the two options are:

Option A:

Houndsditch carriageway and footways at the same level (i.e. level surface) between Outwich Street and Bishopsgate. There will be a kerb level difference immediately outside the hotel entrance to allow easy deployment and use of a wheelchair ramp from black cabs.

Reason: it will create an environment that allows easy movement across Houndsditch where many people will cross informally.

Option B:

The footway immediately outside the hotel to be level with the carriageway, with the rest of the carriageway and footway having a kerb level difference (i.e. kerbed).

Reason: it will allow the footway immediately outside the hotel to be level with the carriageway, thus being more convenient for hotel patrons.

The necessity to relocate the pedestrian crossing on Outwich Street means that many more people will cross Houndsditch informally when travelling between the pedestrian crossing and Liverpool Street Station. The low number of vehicles that will use Houndsditch will mean that the environment is conducive to pedestrians crossing informally.

It is recommended that the carriageway be level with the footway (Option A). This will benefit significantly more people, who will cross Houndsditch, compared to the small number of people that will access the hotel by motor vehicle. This recommended option is not the preference of the developer, who quite understandably would prefer an arrangement that prioritises the hotel patrons (Option B).

	<p>The decision on this element of the design is considered very straight forward and therefore no further analysis of these are necessary.</p> <p>All options include the following:</p> <ol style="list-style-type: none"> 1. Vehicle access into the service entrance. 2. A wider section of carriageway outside the hotel entrance that will allow vehicles to move past any that are dropping off and picking up. CCTV will be in place to ensure that vehicles are not parking in this area. 3. Relocate the pedestrian crossing on Outwich Street. 4. Change the traffic order on Houndsditch to be one way with contraflow cycling permitted. Members had previously approved it to be a no motor vehicle zone (7am-7pm) with contraflow cycling permitted. The change will allow motor vehicles to use Houndsditch anytime, which is needed when dropping off and picking up passengers from the hotel. 5. Seven additional trees on Houndsditch. 6. Additional on-street cycle parking. 7. York stone footways. This project is within the Bishopsgate conservation area. <p>Appendix 5 shows the general arrangement drawing with the proposed changes, including the options.</p> <p>Street works implications:</p> <p>In order to implement the works Houndsditch will need to be closed. This will impact only a very small number of vehicles because the one way network of streets means that only vehicles accessing Heron Tower and Heron Plaza have any reason to use the affected section of Houndsditch.</p> <p>The existence of a pipe subway containing all the utilities equipment under Houndsditch will significantly reduce any potential of utilities companies needing to work on the highway.</p>
<p>11. Consequences if project not approved</p>	<p>The development cannot start to be constructed without a S.278 agreement in place. The City's reputation will be damaged if we are seen as holding up the development.</p>

Information Common to All Options

<p>12. Key benefits</p>	<p>The options will provide the necessary changes to the highway to accommodate the Heron Plaza development and ensure that pedestrian movement continues to be safe and convenient. Improving Houndsditch to be a high quality area will help mitigate the large scale and nature of the adjacent developments.</p>
<p>13. Programme and key dates</p>	<p>The programme is dependent on the construction of the</p>

	<p>development and has broad milestones of:</p> <ul style="list-style-type: none"> • Construction of the development commences 2013/2014; • Highway works commence in summer 2015; • Highway works and development completed in late 2016; and • Project closure in 2017/18 financial year.
<p>14. Constraints and assumptions</p>	<p>The programme is based on the developer's intention to start construction of the development in 2013/2014 and for it to take two years to construct. There is a need to implement the works in time for the completion and occupation of the development, which is currently anticipated to be in late 2016.</p> <p>Should the programme for construction and occupation of the development change, the programme for the S.278 works will be adjusted accordingly.</p>
<p>15. Risk implications</p>	<p>The options are rated as low risk.</p> <p>Key risks:</p> <ol style="list-style-type: none"> 1. There are also reputational risks if the implementation of the public highway work delays the occupation of the building. This has been mitigated by the inclusion of some out of hours working costs in the estimate to ensure that a quick delivery of the scheme can be undertaken if necessary. 2. Costs risks to the City are considered low because the developer is paying the full cost of the project. There is also an "excess" clause in the S.278 agreement. 3. There are reputational risks if the project increases in costs. These are being mitigated through good communication with the developer about costs including the assumptions used to get to the estimated costs and what they are made up of. For example, it is already stated in the drafted S.278 agreement that the inflation between now and the delivery of the project (at least two years) has not been included in the cost estimates and that the "excess" clause may be needed for this. 4. There is always a low risk that the developer will change the development in such a way that it requires changes to the agreed design for the public highway. This has been noted and if this was to occur, then a re-evaluation of the reduced benefit to the public should take place, similar to that undertaken for the Heron Tower S.278(2) variation agreement.
<p>16. Stakeholders and consultees</p>	<p>External stakeholders:</p> <ul style="list-style-type: none"> • The developer - Heron

	<ul style="list-style-type: none"> • General public (for traffic order changes) <p>Internal stakeholders:</p> <ul style="list-style-type: none"> • Highways in Dept of the Built Environment (DBE) – design and implementation • Environmental Enhancement (DBE) - design • Open Spaces Department - trees • Road Safety Team – road safety audits • Access Team – design
17. Legal implications	<p>Section 278 of the Highways Act 1980 empowers a highway authority, if they are satisfied it will be of benefit to the public, enter into an agreement with a third party for the execution of works to the public highway at the third party's cost including maintenance.</p> <p>The City has general powers to improve the highway under Section 62 of the Highways Act 1980. In carrying out its highway and traffic functions the City must have regard (inter alia) to its duty to assert and protect the rights of the public to use and enjoyment of the highway (S.130 Highways Act 1980); its duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities)(S.122 Road Traffic Regulation Act 1984); its duty to secure the efficient use of the road network avoiding congestion and disruption (S.16 Traffic Management Act 2004); and its duty in respect of the co-ordination of street works (S.91 New Roads and Street Works Act 1991).</p>
18. HR implications	none
19. Benchmarks or comparative data	The works will be carried out by our term contractor (Riney) at competitively tendered rates.
20. Funding strategy	<p>The funds will be provided to the City in advance of them being needed. Due to the works not needing to be undertaken for a number of years, the payments will be in at least two phases:</p> <ul style="list-style-type: none"> • Evaluation & Design – Due prior to signing the S.278 • Implementation & Maintenance – due within 21 days from request. <p>The developer has already provided the City with £28,500 towards the evaluation and design of this scheme. Prior to the S.278 agreement being signed the remainder of the evaluation and design payment (£44,704) will be required to be paid to the City to bring it to the £73,204 budget required. These funds will allow the work on the detailed design to take place.</p> <p>The developer has agreed to fund the full cost of the scheme including both the capital costs as well as the projected maintenance costs for the trees and granite.</p>

	Using July 2012 rates, these have been estimated as: Table 3																								
	<table border="1"> <thead> <tr> <th></th> <th>Option 1 – asphalt only (£)</th> <th>Option 2 – asphalt /granite (£)</th> <th>Option 3 – granite only (£)</th> </tr> </thead> <tbody> <tr> <td>Evaluation & Design</td> <td>73,204</td> <td>73,204</td> <td>73,204</td> </tr> <tr> <td>Implementation</td> <td>567,112</td> <td>602,721</td> <td>648,997</td> </tr> <tr> <td>Sub Total</td> <td>640,316</td> <td>675,925</td> <td>722,201</td> </tr> <tr> <td>Maintenance</td> <td>20,402</td> <td>44,402</td> <td>87,902</td> </tr> <tr> <td>Grand Total</td> <td>660,718</td> <td>720,327</td> <td>810,103</td> </tr> </tbody> </table> <p>Maintenance costs for the trees have been estimated for a period of 20 years (£20,402).</p> <p>Maintenance costs for granite used on the pedestrian cross-over of the vehicle access (in both option 2 and option 3) and the carriageway (option 3 only) have been calculated as being equivalent in value to it being replaced once during the life of the development (£24,000 for option 2, £67,500 for option 3).</p> <p>Further details of the above figures can be seen in appendix 4.</p>		Option 1 – asphalt only (£)	Option 2 – asphalt /granite (£)	Option 3 – granite only (£)	Evaluation & Design	73,204	73,204	73,204	Implementation	567,112	602,721	648,997	Sub Total	640,316	675,925	722,201	Maintenance	20,402	44,402	87,902	Grand Total	660,718	720,327	810,103
	Option 1 – asphalt only (£)	Option 2 – asphalt /granite (£)	Option 3 – granite only (£)																						
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Maintenance	20,402	44,402	87,902																						
Grand Total	660,718	720,327	810,103																						
21. Affordability	The project will be fully funded by the developer.																								
22. Procurement approach	The highways term contractor will be used to deliver the works.																								

Options Appraisal Matrix

See separate document.

Appendices

Appendix 1	Local Area Plan
Appendix 2	Relationship with Heron Tower funds and design
Appendix 3	Original and Interim Houndsditch Designs
Appendix 4	Estimated Costs
Appendix 5	General Arrangement Plan Including Options
Appendix 6	Options assessment against sustainability criteria

Contact

Report Author	Jereme McKaskill
Email Address	jereme.mckaskill@cityoflondon.gov.uk
Telephone Number	020 7332 3580

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Heron Plaza S278 Highway Works - Options Appraisal Matrix

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
23. Brief description	Entirely Asphalt	Asphalt / Granite	Entirely Granite
24. Scope and Exclusions (where different to section 3)	N/A		
25. Benefits and strategy for achievement (where different to section 12)	See Appendix 6 Overall rating of 7	See Appendix 6 Overall rating of 8	See Appendix 6 Overall rating of 9
26. Programme (where different to section 13)	N/A		
27. Constraints and assumptions (where different to section 14)	N/A		
28. Risk implications (where different to section 15)	Very low risk of disruption to carriageway. Asphalt is quicker to lay and repair.	Low risk of disruption to carriageway. The one way network of streets mean that only vehicles accessing the adjacent buildings have any reason to use this street. The existence of a pipe subway containing all the utilities equipment under Houndsditch will significantly reduce any potential of utilities companies needing to work on the highway.	Low risk of disruption to carriageway. The one way network of streets mean that only vehicles accessing the adjacent buildings have any reason to use this street. The existence of a pipe subway containing all the utilities equipment under Houndsditch will significantly reduce any potential of utilities companies needing to work on the highway.
29. Stakeholders and consultees (where different to section 16)	N/A		
30. Legal implications (where different to section 17)	N/A		
31. HR implications (where different to section 18)	N/A		
32. Benchmarks or comparative data (where different to section 19)	N/A		

Financial Implications	Option 1 - asphalt	Option 2 – asphalt / granite	Option 3 - granite
33. Total Estimated Cost (£)	£660,718	£720,327	£810,103
34. Anticipated source(s) of project funding (where different to section 20)	N/A		
35. Anticipated phasing of capital expenditure	2012/13 – £73,204 2013/14 – £8,775 2014/15 - £8,775 2015/16 – £207,312 2016/17 – £332,415 2017/18 – £9,835 Total – £640,316	2012/13 – £73,204 2013/14 – £9,171 2014/15 - £9,171 2015/16 – £220,896 2016/17 – £353,253 2017/18 – £10,230 Total – £675,925	2012/13 – £73,204 2013/14 – £9,685 2014/15 - £9,685 2015/16 – £238,549 2016/17 – £380,333 2017/18 – £10,745 Total – £722,201
36. Estimated capital value/return (£)	N/A		
37. Fund/budget to be credited with capital return	N/A		
38. Estimated ongoing revenue implications (£)	Tree maintenance – £20,402	Tree maintenance – £20,402 Granite maintenance – £24,000 Total – £44,402	Tree maintenance – £20,402 Granite maintenance – £67,500 Total – £87,902
39. Source of ongoing revenue funding	The developer	The developer	The developer
40. Fund/budget to be credited with income/savings	n/a		
41. Anticipated life	20+ years	20+ years	20+ years

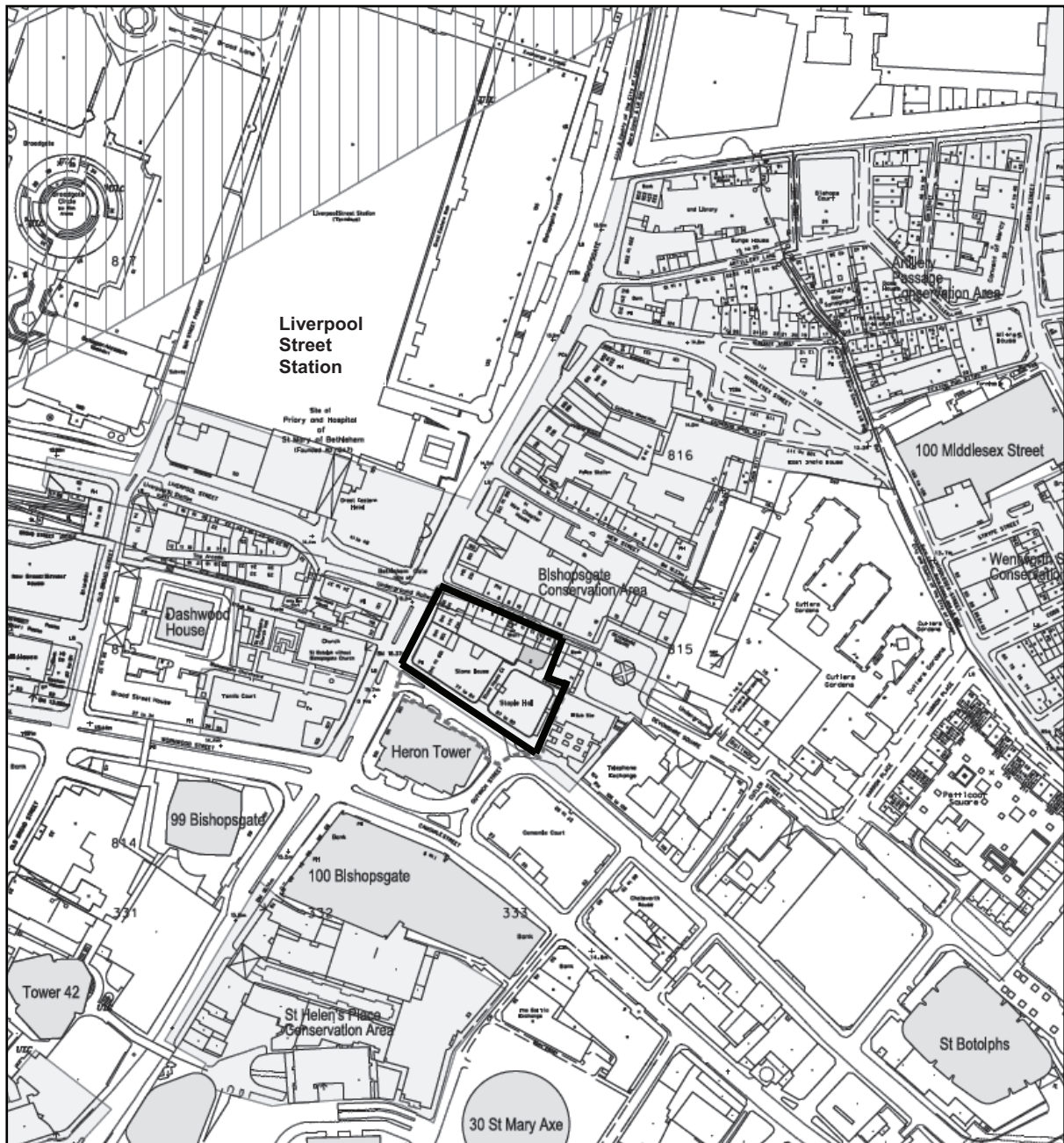
42. Investment Appraisal	N/A		
43. Affordability (where different to section 21)	N/A		
44. Proposed procurement approach (where different to section 22)	N/A		

45. Recommendation	<i>Not recommended</i>	<i>Not recommended</i>	<i>Recommended</i>
46. Reasons	This option will not be as aesthetically pleasing as option 3.	This option will not be as aesthetically pleasing as option 3.	This option is the best overall when assessed against the social/cultural, environmental and financial sustainability criteria. This provides the design that best enhances the City's cultural/social aspect by utilising the aesthetically pleasing granite on the carriageway. The potential environmental impacts are negated by locally sourcing the granite. This option is also preferred by the developer and is as per the previously agreed design for Heron Tower.

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Appendix 1:

Heron Plaza Local Area

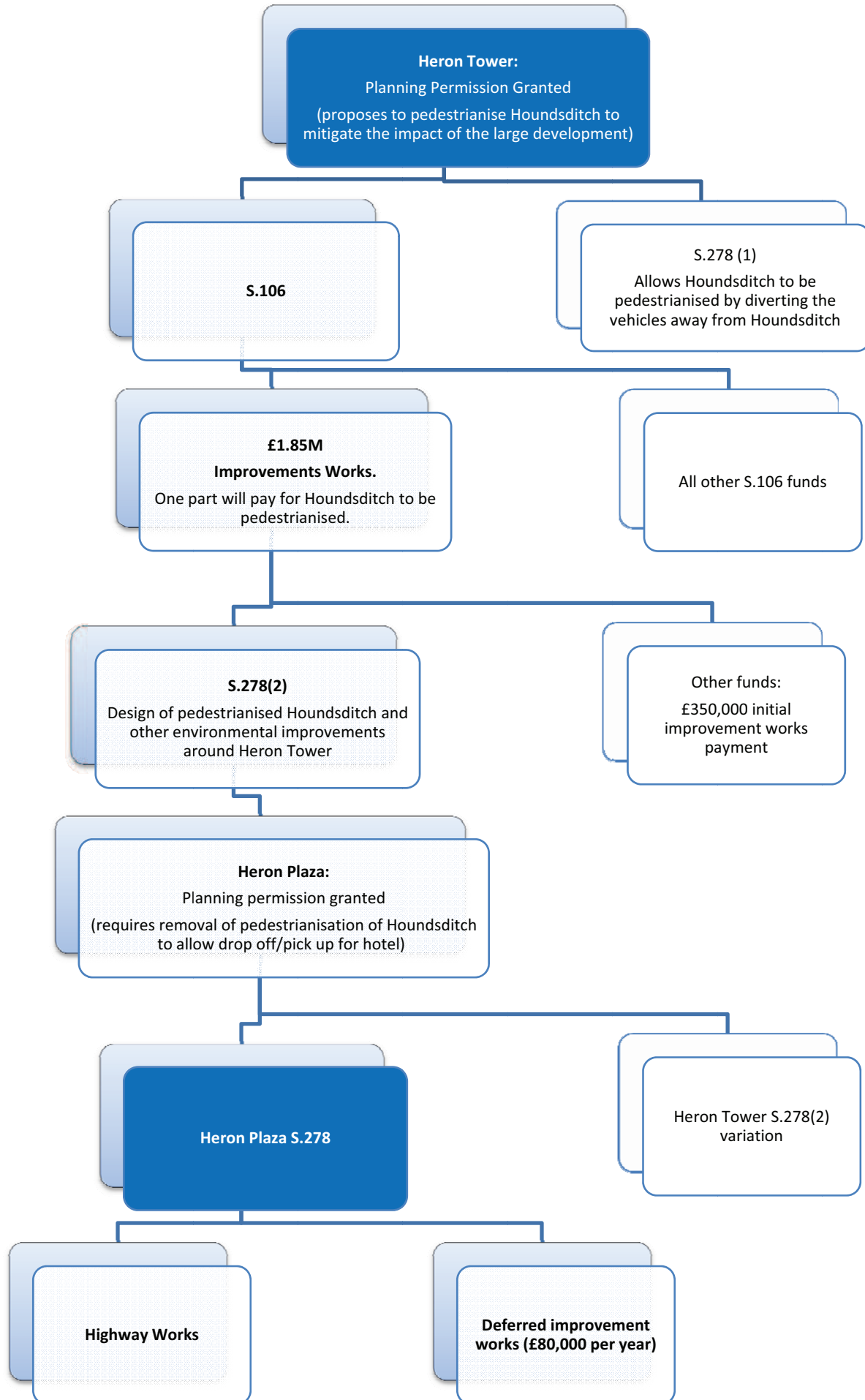


 Development Site

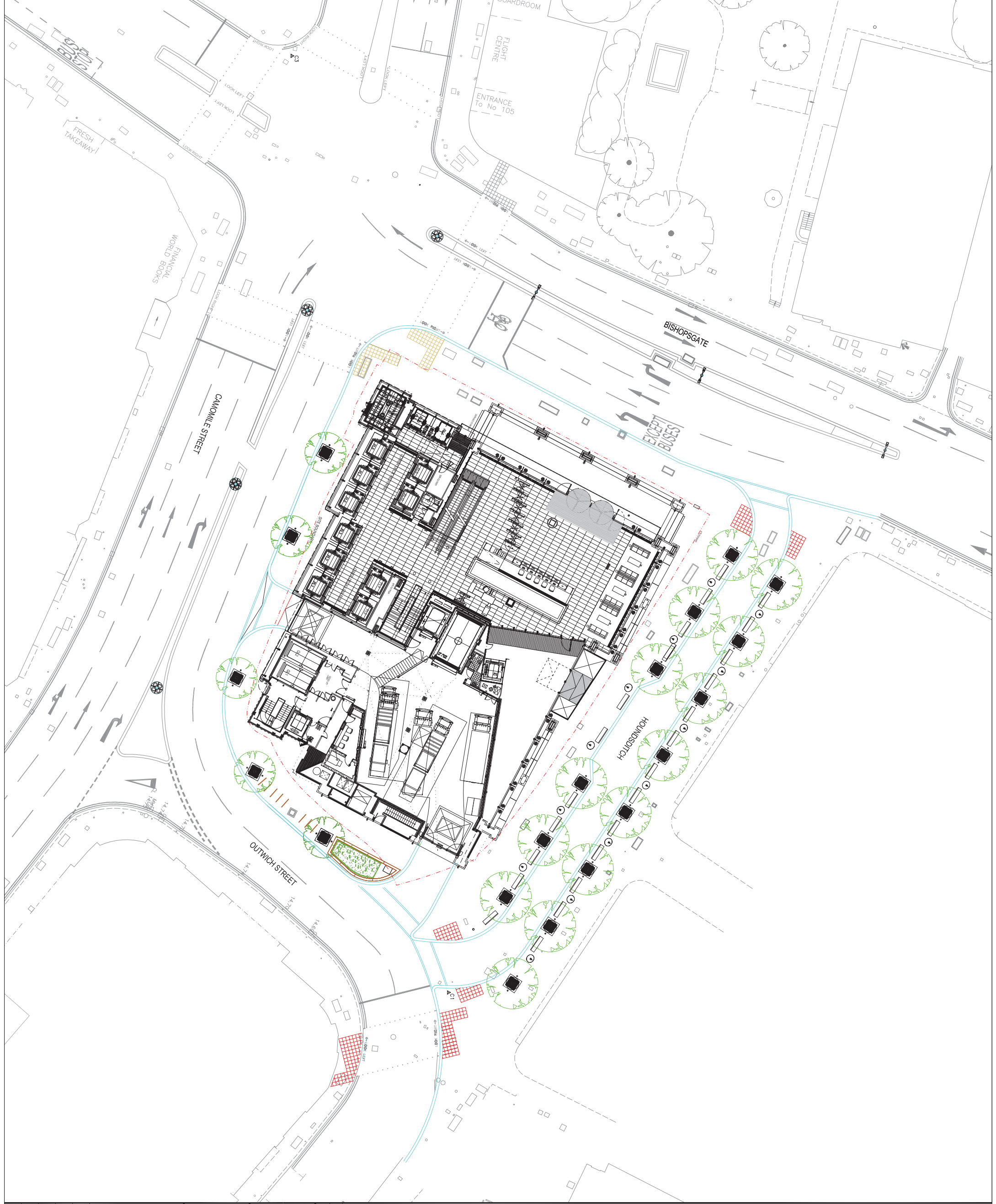
 Conservation area

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Appendix 2 – Heron Tower / Heron Plaza relationship



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Rev No.	Date	Description	By
		Revision	

TITLE: Heron Tower S278 (2)
Original Design

TITLE: General Arrangement

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

CITY OF LONDON

DATE: August 2012
DESIGNED BY: KM
CHECKED BY: BM

Scale & Drawing Size: 1:200


Drawing No: COL/000/1

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Area in Abeyance

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DATE:	August 2012		
DESIGNED BY:	KM		
CHECKED BY:	BM		
TITLE:	Heron Tower S278 (2) Variation Design		
TITLE:	General Arrangement		
Rev No.	Date	Description	By
		Revision	

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Appendix 4: Estimated Costs (July 2012)

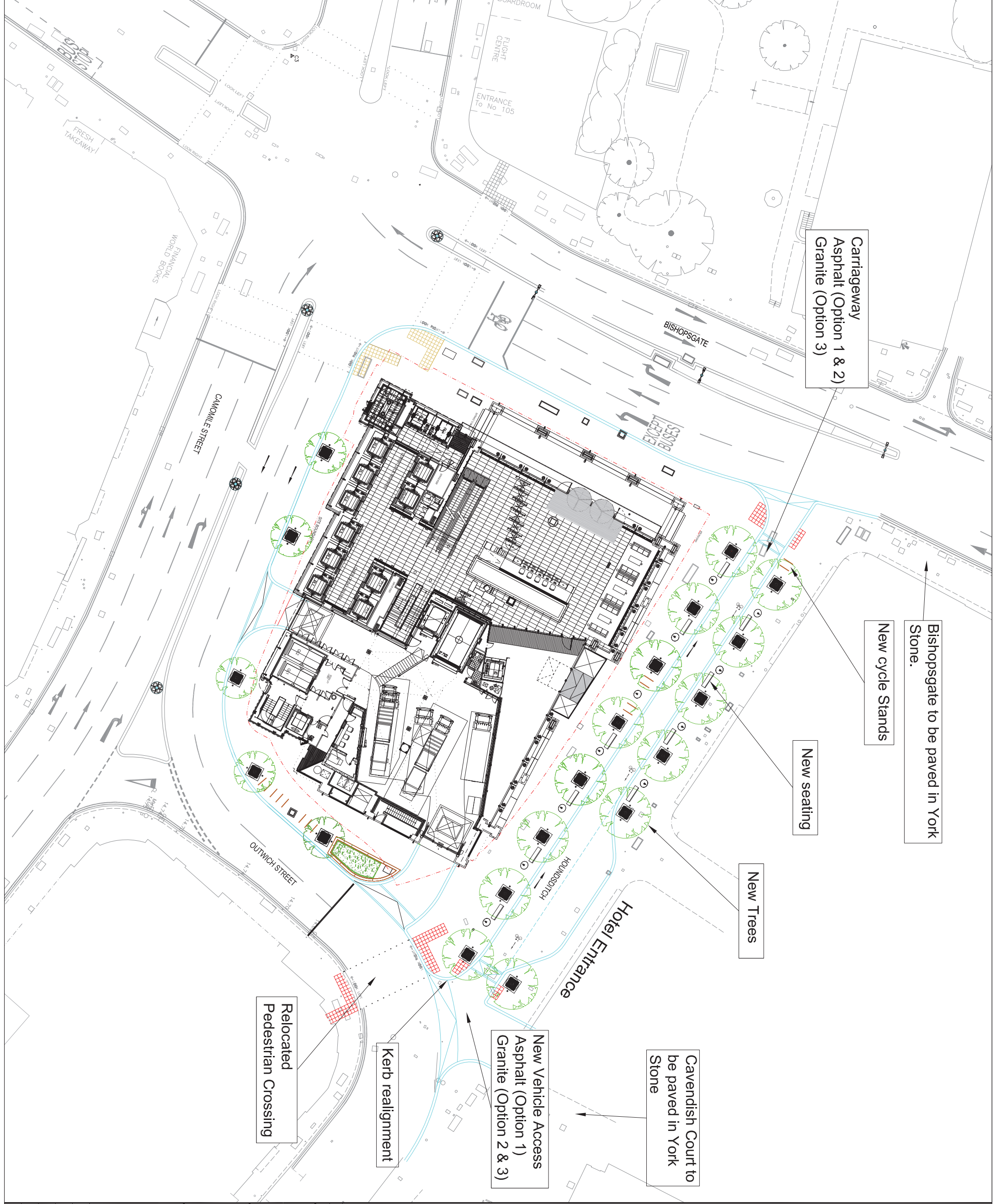
Table 4: Evaluation and Design Estimated Cost - All Options

	Cost (£)
Transportation and Public Realm Staff Costs (project management and design)	28,754
Highways Staff Costs (cost estimates, design and construction package)	29,000
Open Spaces Staff Costs (trees costs and design recommendations)	800
City Surveyor Staff Costs (structural approval of design around the pipe subway)	2,000
Fees (traffic order consultation, surveys, safety audit)	8,650
TfL (S8 agreement and S278 requirements)	4,000
Total	73,204

Table 5: Implementation and Maintenance Estimated Costs

	Option 1 Asphalt (£)	Option 2 Asphalt/Granite (£)	Option 3 Granite (£)
Works:			
Irrigation (Fountainers)	3,000	3,000	3,000
Trees - including liners (Open Spaces)	45,239	45,239	45,239
Utilities covers and connections	23,000	23,000	23,000
Signals (TfL)	18,089	18,089	18,089
All other works (Rineys)	307,746	334,123	368,402
Works Total	397,074	423,451	457,730
Fees	5,300	5,300	5,300
Staff Costs:			
Highways	56,825	60,781	65,923
Transportation and Public Realm	30,923	30,923	30,923
Staff Costs Total	87,748	91,704	96,846
Contingency (20% tolerance)	76,990	82,266	89,121
Implementation Total	567,112	602,721	648,997
Maintenance:			
Trees	20,402	20,402	20,402
Granites	-	24,000	67,500
Maintenance Total	20,402	44,402	87,902
Total	587,514	647,123	736,899

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Carriageway
Asphalt (Option 1 & 2)
Granite (Option 3)

Bishopsgate to be paved in York
Stone.
New cycle Stands

New seating

New Trees

Cavendish Court to
be paved in York
Stone

New Vehicle Access
Asphalt (Option 1)
Granite (Option 2 & 3)

Kerb realignment

Relocated
Pedestrian Crossing

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<p>TITLE: Heron Plaza S278 Highway Work General Arrangement</p>		<p>Options Appraisal Authority to start Works Appendix 5</p>	
<p>Scale: SHEET 1 of 1</p>	<p>DATE: August 2012</p>	<p>DESIGNED BY: KM</p>	<p>CHECKED BY: BM</p>
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<p>Scale & Drawing Size: 1:200</p>	<p>Revision:</p>	<p>Drawn by: COL/000/1</p>	<p>Checked by:</p>

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**Appendix 6:
Options assessment against sustainability criteria**

Summary

1. The following table summarises the comparative ratings of options 1-3 against the three elements of sustainability (economic, cultural/social and environmental). The explanation for each rating follows the table in paragraphs 2-16.

	Option 1- asphalt (score)	Option 2 – asphalt / granite (score)	Option 3 – granite (score)
Economic sustainability	High(3)	High(3)*	High(3)*
Cultural / social sustainability (aesthetics)	Low(1)	Medium(2)	High(3)
Environmental sustainability	High(3)	High(3)**	High(3)**
Total score	7	8	9

* the rating is subject to maintenance costs also being funded by the developer. Without it: Option 2 = medium(2), Option 3 = low(1). See paragraph 2-4 below.

**the rating is dependent on locally sourced granite which has a higher cost. Without it: Option 2 = medium(2), Option 3 = low(1). See paragraph 11-16 below.

Economic Sustainability

2. The economic sustainability of the materials options are rated as:
 - Option 1 - asphalt: high
 - Option 2 – asphalt/granite: high (medium if maintenance not funded)
 - Option 3 - granite: high (low if maintenance not funded)

3. The Review of Material (December 2010) stated that the cost to maintain granite reduces the economic sustainability. However, in the context of this project being fully funded by the developer, including the maintenance costs, the economic sustainability of the three options is considered equal. The funding of the project by the developer includes:
 - implementation costs
 - maintenance costs for the trees for a period of 20 years
 - maintenance costs for granite used on the pedestrian cross-over of the vehicle access (option 2 and option 3) and the carriageway (option 3)

4. The cost of maintaining any granite used has been calculated as being equivalent in value to it being replaced once during the life of the development. This is considered less frequent than might otherwise be the case for granite because the street is rated as having the lowest possible rating for risk of excavation for two reasons:
 - Houndsditch, in this location, and the vehicle access will be used by only a small number of vehicles.
 - There is a utilities piped subway underneath Houndsditch in this location which means that there is little likelihood of the carriageway being dug up by utility companies.

Social / cultural sustainability

5. The social / cultural sustainability of the materials options are rated as:
 - Option 1: low
 - Option 2: medium
 - Option 3: high
6. The use of granite on the carriageway (option 3) on Houndsditch is considered an aesthetic improvement and will positively impact on the social / cultural sustainability of the area which falls in the Liverpool Street conservation area.
7. The use of asphalt surfacing on the pedestrian cross over (option 1) is not rated as highly as the granite (option 2) because of the small benefit to safety that the contrasting coloured granite provides.
8. The use of granite in this location is quite possibly the most appropriate location for its use on the carriageway in the City for the following reasons:
 - It is part of a conservation area and therefore adds to the historic and culture of the area.
 - It is located on a street that is considered the lowest risk of excavation, which would otherwise be costly and be disruptive when maintenance is required.
 - Carriageway works will have a negligible impact on vehicle movements. This is due to the one way nature and compulsory turns of the streets in the immediate area. Houndsditch is a street that effectively serves only the immediate two buildings (Heron Tower and Heron Plaza) on each side.
9. The developer has stated their preference for Option 3 (granite) because of the high aesthetic appearance.
10. It is also worth noting that the scheme approved under the Heron Tower project included the use of granite setts on the carriageway in this location.

Environmental Sustainability

11. The environmental sustainability of the materials options are rated as:
 - Option 1: high
 - Option 2: high (medium if not sourcing granite locally)
 - Option 3: high (low if not sourcing granite locally)

12. The review of materials (December 2010) stated that the use of granite on the carriageway had a high environmental impact due to the the transportation of the material from China.

13. The ratings for environmental impact are effectively based on the amount of granite that is used if that material would need to travel significant distances.

14. Option 3 uses the most, while Option 1 uses the least and is rated highest if the granite is to be sourced from the City's historically usual location of China. The significant distance the granite travels from China contributes to the potential lower environmental rating of options 2 and 3.

15. By using granite from places such as Portugal (or Cornwall), the environmental impact from the transportation of it is reduced by about 90% and the rating is considered equal across the three options. There are cost implications of locally sourcing granite.

16. The developer has agreed to provide the extra funds in order for the granite to be sourced locally and therefore significantly reduce the environmental impact of the use of the granite. This has been factored into the costs of the options stated in this report.

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

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