



Planning and Transportation Committee

Date: TUESDAY, 2 JUNE 2020
Time: 11.00 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)
HTTPS://YOUTU.BE/STV1SXM7YI

Members:

Deputy Alastair Moss (Chairman)	Christopher Hill
Sheriff Christopher Hayward (Deputy Chairman)	Alderman Robert Hughes-Penney
Munsur Ali	Deputy Jamie Ingham Clark
Rehana Ameer	Shravan Joshi
Randall Anderson	Oliver Lodge
Adrian Bastow	Natasha Maria Cabrera Lloyd-Owen
Peter Bennett	Andrew Mayer
Mark Bostock	Deputy Brian Mooney (Chief Commoner)
Deputy Keith Bottomley	Sylvia Moys
Henry Colthurst	Graham Packham
Deputy Peter Dunphy	Susan Pearson
Alderman Emma Edhem	Judith Pleasance
John Edwards	Deputy Henry Pollard
Sophie Anne Fernandes	James de Sausmarez
Marianne Fredericks	Oliver Sells QC
Alderman Prem Goyal	William Upton QC
Tracey Graham	Alderman Sir David Wootton
Graeme Harrower	

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Accessing the virtual public meeting

Members of the public can view the virtual public meeting at the link below:
<https://youtu.be/stV1sXmq7YI>

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 14 May 2020.

For Decision
(Pages 1 - 32)

4. **TOWER BRIDGE SERVICE TRENCHES REFURBISHMENT - GATEWAY 3/4 - OPTIONS APPRAISAL (REGULAR)**

Report of the Director of the Built Environment.

For Decision
(Pages 33 - 56)

5. **DEPARTMENT OF THE BUILT ENVIRONMENT RISK MANAGEMENT - QUARTERLY REPORT**

Report of the Director of the Built Environment.

For Discussion
(Pages 57 - 84)

6. **CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY - PHASE 2**

Report of the Director of the Built Environment **(TO FOLLOW)**.

For Decision

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

9. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-public Agenda

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 14 May 2020.

For Decision
(Pages 85 - 86)

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

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

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PLANNING AND TRANSPORTATION COMMITTEE

Thursday, 14 May 2020

Minutes of the meeting of the Planning and Transportation Committee held virtually via Microsoft Teams at 1.45 pm

Present

Members:

Deputy Alastair Moss (Chairman)
Sheriff Christopher Hayward (Deputy Chairman)
Rehana Ameer
Randall Anderson
Peter Bennett
Mark Bostock
Deputy Keith Bottomley
Henry Colthurst
Deputy Peter Dunphy
Alderman Emma Edhem
John Edwards
Marianne Fredericks
Alderman Prem Goyal
Tracey Graham
Graeme Harrower
Christopher Hill

Alderman Robert Hughes-Penney
Deputy Jamie Ingham Clark
Shravan Joshi
Oliver Lodge
Natasha Maria Cabrera Lloyd-Owen
Andrew Mayer
Deputy Brian Mooney (Chief Commoner)
Sylvia Moys
Graham Packham
Susan Pearson
Judith Pleasance
Deputy Henry Pollard
Oliver Sells QC
William Upton QC
Alderman Sir David Wootton

Officers:

Gordon Roy	- District Surveyor
Leah Coburn	- Department of the Built Environment
Angela Roach	- Assistant Town Clerk
David Horkan	- Department of the Built Environment
Deborah Cluett	- Comptroller and City Solicitor's Department
Carolyn Dwyer	- Director of Built Environment
Paul Monaghan	- Department of the Built Environment
Dipti Patel	- Chamberlain's Department
Craig Stansfield	- Department of the Built Environment
Joseph Anstee	- Committee & Member Services Officer
Claire Barker	- Comptrollers and City Solicitor's Department
Lorraine Brook	- Committee and Member Services Manager
Janet Laban	- Department of the Built Environment
Danielle Maalouf	- Senior Technology Support Partner
Julie Mayer	- Town Clerk's Department
Rebecca Muscat	- Town Clerk's Department
Sanjay Odedra	- Head of Media (Financial Services), Communications Team
Adrian Roche	- Department of the Built Environment

Peter Shadbolt	- Department of the Built Environment
Gemma Stokley	- Town Clerk's Department
Rofikul Islam	- Town Clerk's Department
Emma Cunningham	- Town Clerk's Department
Bruce McVean	- Department of the Built Environment
Devika Persaud	- Town Clerk's Department
Ted Rayment	- Department of the Built Environment
Gwyn Richards	- Department of the Built Environment
Clarisse Tavin	- Department of the Built Environment
Liam Hart	- Department of the Built Environment
Catherine Evans	- Department of the Built Environment
Robin Whitehouse	- Department of Markets and Consumer Protection
Maria Herrera	- Department of the Built Environment
Maureen Joyce	- Department of the Built Environment
Dom Strickland	- Department of the Built Environment
Rachel Pye	- Department of Markets and Consumer Protection

Also Present:

Jocelyn Stuart-Grumbar – Clerk to Clothworkers Company

Eric Parry – Eric Parry Architects

Rahul Patel - Arup

Andrew Cartmell – Point 2 Surveyors

Introductions

The Town Clerk opened the meeting by introducing herself and stating that the Committee was quorate.

A roll call of Members present was undertaken by the Town Clerk who also reminded those participating to alert her to any technical issues they might experience as the meeting progressed.

1. APOLOGIES

Apologies for absence were received from James de Sausmarez.

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

Deputy Jamie Ingham Clark declared an engaged disclosable pecuniary interest in relation to Agenda Item 4, by virtue of the fact that he is a Clothworker with a tenancy at will. He confirmed that he had taken the advice of the Comptroller and City Solicitor on this matter and that he would not be participating in this item by either speaking or voting on the recommendations. There was no requirement for him to leave the meeting whilst this item was considered.

3. MINUTES

The Committee considered the public minutes and non-public summary of the meeting held on 6 March 2020.

MATTERS ARISING

The Tulip – Appeal (page 3) – The Comptroller and City Solicitor reported that the Appeal had now been deferred to a provisional date in November 2020 as a result of the ongoing COVID-19 pandemic.

New Approach to Address Vehicle Idling (page 11) – A Member reiterated his question as to where the recommendation of an £80 fine for vehicle idling had originated from. Officers responded to state that this was set by London Councils and authorised by the Department for Transport. However, Members were informed that some initial discussions with London Councils had taken place around applying to the Department for Transport to increase the level for idling and bring it in line with other on-street penalty charge notices (£130, reduced to £65 if paid on time). This is something that Officers intended to continue to pursue but, for the time being, the charge would remain at the £80 level.

4. SITE BOUNDED BY FENCHURCH STREET, MARK LANE, DUNSTER COURT AND MINCING LANE - LONDON, EC3M 3JY

The Committee considered a report of the Interim Chief Planning Officer and Development Director regarding i) demolition of 41-43 Mincing Lane, 40-54 Fenchurch Street, former church hall and the Clothworkers' Hall and its redevelopment to provide a new building comprising four levels of basement (including a basement mezzanine level), ground, mezzanine, plus part 9, 31 and 35 storeys plus plant containing offices (B1) and flexible shop/financial and professional services/cafe and restaurant uses (A1/A2/A3) at ground floor level; and flexible shop/cafe and restaurant/drinking establishment uses (A1/A3/A4) at levels 10 and 11, including winter garden (Sui Generis); ii) reprovision of the Clothworkers'

accommodation (Sui Generis) within part ground, part first, part second and part third floors and four levels of basement (including a basement mezzanine level); iii) creation of ground

level public access to level 10 roof garden and basement level 1 to Grade II Listed crypt; iv) dismantling, relocation and reconstruction of the Lambe's Chapel Crypt to basement level 1 and associated exhibition accommodation (Sui Generis) (listed Grade II); v) alterations to and conservation of the Grade I Listed Tower of All Hallows Staining; vi) provision of new hard and soft landscaping and other associated works.

(The total proposed floor area of the new building is 94,336sq.m GIA, comprising 88,064sq.m of office floorspace, 289sq.m of flexible retail floorspace (A1/A2/A3), 550sq.m of flexible retail floorspace (A1/A3/A4), 789sq.m of livery hall floorspace, 214sq.m of crypt floorspace and 430sq.m of winter garden floorspace. The building would rise to a maximum height of 149.6m when measured from the lowest office ground floor level, 165.1m AOD.)

The Interim Chief Planning Officer and Development Director presented the case which he explained was situated at an island site, at 50 Fenchurch Street, comprising of a number of buildings, all of which were constructed in the 1950s but also including a listed church tower. He confirmed that none of the site was within a conservation area.

The Interim Chief Planning Officer and Development Director drew Members' attention to views of the site looking West and East of Fenchurch Street and the view of the Grade I listed church tower at All Hallows Staining looking North-West, under which a listed crypt was also situated.

In terms of uses, Members were informed that the office reception would face onto Fenchurch Street. There would be a new Livery Hall in the north-east corner of the site for the Clothworker's Company both above ground and substantially below ground. There would be two retail units facing onto the new public park, in between those would be a new public foyer to gain access to the lifts to take users to a new public exhibition below ground in the crypts and above ground to the new roof garden and winter garden at level 10. Cycle access would be through the right-hand entrance to the site and would incorporate a policy-compliant 1,200 plus cycle spaces. Vehicular access for servicing would be in the south-west corner with the scheme being consolidated, no peak-time deliveries permitted which would be conditioned and subject to a Section 106.

With regard to the church tower remains, these would be restored and situated at the centre of the new public park. To the north of this, would be a lightwell that would provide light to the subterranean Clothworkers Hall.

At basement area, the Clothworkers Hall inhabit the lower areas on the Eastern side of the site. It was explained that the Clothworkers Hall would go down deeper still to basement levels 2 and 3.

Above ground floor level, would be a mezzanine area to gain access through escalators up to the lifts. There would be a double storey retail unit on the north-east corner of the office building and the upper levels of the Clothworkers Hall. Moving up the building, flexible office floorplans came into play. Again, in the north-east corner the Clothworkers Hall rose up with the terrace on the perimeter.

Members were shown a typical floorplan at podium level, rising up to the 10th floor publicly accessible roof garden terrace and a new glazed winter garden facing south, as well as a perimeter walk. There was also a double height retail space feeding off of level 10 and the public amenity and the office floorplans rise from here up through the tower and step back to allow for a private office terrace at level 32.

Members were informed that both plants and the greenwall had been thoroughly checked by the District Surveyor in terms of fire safety and were found to be sound.

Members were shown images of the existing and proposed developments.

It was shown that the proposals would improve pedestrian access to Fenchurch Street station, provide new public realm and also frame views of the church tower which would be an important way finding element to entice people

into the public park. The view looking south-eastwards at the north-west corner of the building would be the space housing the new office entrance with a triple height base but with a green terracotta, creating architectural unity to the building.

A view of existing and proposed development was also shown, looking back, standing directly to the north of the 20 Fenchurch Street Tower which gave the impression of a fairly sleek and well-placed tower and depicted the strong wayfinding appearance of the level 10 public amenity and roof terrace.

Officers reported that the All Hallows Staining Tower was currently lost in pretty unexceptional surroundings for such an important Grade I listed building. In the views looking north-west a 1950s single-storey structure was visible in the foreground leaving the church tower struggling to maintain any townscape presence. The proposal stripped this away and developed a public square with the tower as its centre point. Two openings of the tower would be opened to allow visitors into the tower, and it would be framed by mature planting. The presentation also showed, to the right-hand side of the tower, the new lightwell giving light into the winter garden of the Clothworkers Company as well as the mature planting around the periphery of the tower itself.

From the new public square, moving from East to West the tower would be visible on the right-hand side, this would be the pedestrian environment approaching the roof garden entrance and into the exhibition. There was a real sense of gravitas to the entrance, directly opposite the tower, with members of the public entering onto the lift lobby area/public reception where there would be two lifts both of which would have options to either travel up to the roof garden at level 10 or downwards to the Lambe's Chapel crypt. In terms of the crypt itself, Members were shown images of the existing crypt which Officers reported had started life in the 12th century, in Monkwell Street under the Barbican and was bequeathed to the Clothworkers in the 16th century. Upon demolition of that building, in 1870, the removal of the crypt was rather amateurish as it was taken down and pieced together in a new setting at a wrong alignment with only half of the original crypt reinstated and semi-submerged. Historically, it is in rather an unusual location, currently located next to the church with no public access. The proposal involved the careful dismantling and reinstatement/restoration of the crypt into a new purpose-built exhibition under listed building consent. The area to the left in the plan would be a reintroduction of the original scale of the crypt with the public exhibition telling the story of the history of the crypt and the Clothworkers and the historical importance of this part of the City. Members were also shown an impression of the look and feel of the public exhibition with the reinstated crypt in a more befitting environment. The exhibition would be free for the public to visit.

Level 10 would also be a free public area and would host a reception with entrance to either the perimeter walkway or directly through a glazed conservatory winter garden, making the space much more adaptable in inclement weather/the winter months. The perimeter walkway would be

sheltered under the soffit which again provides added robustness for usage in the winter season/inclement weather.

All parties, including the Clothworkers themselves, acknowledge that there will be a significant diminishment in sunlight to the roof garden of 120 Fenchurch Street which Officers agreed was unfortunate. However, they highlighted that any major development in the City overshadows its surroundings. The public gardens and roof terraces were intended to complement the growing City and not to constrain growth.

The site did not lie in one of the areas stipulated as being inappropriate for tall buildings but there had, nevertheless, been a very robust assessment of its appropriateness here. Members were shown images that depicted the proposal in context, alongside all other consented tall buildings. Officers stated that they were of the view that it would fit neatly and comfortably into the emerging cluster of tall buildings.

Officers referred to the fact that a number of objections had been received on the impact of the proposed tower on the Tower of London World Heritage Site. Members were informed that the World Heritage Site is managed in a number of ways, one of which is the via the London View Management Framework (LVMF), a strategic framework in which the view of the Tower of London is key. The local settings study also sets out 12 key views within the World Heritage Site and views out of which the report takes into account. Members were informed that the local settings study sprang from the World Heritage Site Management Plan, a Plan agreed by all stakeholders.

The existing consented schemes in the cluster were shown alongside this proposed scheme, with the proposed development being rendered up with a greenwall. Officers were of the view that the proposed scheme in these views settled very comfortably at the centre of the cluster. Officers stated that they did not believe that there was any harm caused to the World Heritage Site which could be seen at a significant distance away to the east. Another LVMF view from the north bastion of the Tower of London with the White Tower with a very prominent/distinctive profile in the centre. Officers reported that, again there was management guidance on this view. Members were shown the existing situation alongside the proposed situation alongside all of the consented schemes with the proposed depicted as being some distance west of the White Tower, very comfortably silhouetted against the emerging cluster of tall buildings. It was therefore felt that there was no harm to the Outstanding Universal Value setting of the World Heritage Site in this view.

A number of respondents had commented on the other 12 views identified in the Local Settings Study – one of which is the scaffold site. Members were shown an image taken of the existing view from the scaffold site alongside the proposed view from this site where the development, outlined in red, was barely perceptible. Officers explained that this was an unusual and kinetic view, in that, if you were to move forward towards the church, the whole Cluster would be invisible but if you were to step back the cluster would become quite a dynamic backdrop. It was therefore not considered that this was harming the

views out of the World Heritage Site. Members were informed that a number of other views had been assessed including the view looking over the inner ward from the southern curtain wall which had been specifically mentioned in the representations. From here, the cluster of tall buildings including 20 Fenchurch Street could be seen to the west and the proposed development was shown from here as sitting very comfortably alongside this cluster of tall buildings therefore demonstrating no harmful impact in the opinion of Officers.

Finally, Members were shown two different images – the existing and proposed views – rendered to give an accurate impression of the impact of the development. The proposal was shown in the foreground of consented schemes with a dynamic greenwall façade facing south.

In summary, Officers commended this as a very good scheme in wider planning terms, providing a 36-fold increase in public realm which was quite unprecedented for the City in a part of the City where this was at a premium. A new public square would also be provided – a rare opportunity in the City - with the church tower as a centre piece, greatly enhancing the setting of this hugely important Grade I listed building. The public realm provides a much more comfortable pedestrian environment around the cluster and also to Fenchurch Street, future proofing this part of the City for the forecast increase in pedestrians. The 10th floor terrace and the roof garden is a hugely valued public asset for the City – there are very limited opportunities to provide new pocket parks within the Cluster because of development pressure and those areas need to facilitate pedestrian movement so the concept of bringing public realm up the building, taking people away from the bustle of the streets below, creating a quiet environment with the views offered at high level is very beneficial and an important contribution to the City. Members were informed that Officers considered the design to be a very refined and sleek, contemporary design. There would be free public access to the new public exhibition of the crypts. The servicing of the building would be futureproofed by consolidation with no off-peak deliveries. The proposal would provide a new, modern Livery Hall for the Clothworkers Company who are a key part of the City's cultural and philanthropic offer and it would provide 60,000 sq. m. of net internal area, high-quality, flexible office floor space which will go some way to achieve the Local Plan targets by 2026 and an important contribution towards the City maintaining its role as an international business centre. Officers concluded by stating that the proposal was recommended favourably.

The Chair thanked Officers for their presentation and invited the Clerk of the Clothworkers Company, Jocelyn Stuart-Grumbar, to address the Committee. The Chair highlighted that Mr Stuart-Grumbar was joined by several colleagues to help respond to any questions Members might have.

Mr Stuart-Grumbar reported that the Clothworkers Company has been on its current site, the subject of today's applications for nearly 500 years. The part the company plays in the heritage of the site and the City of London as a whole is extremely important. Members were informed that, in considering their options for optimising their island site, the Clothworkers Foundation and the Company had been keen to maintain their historic physical link with the site and

secure its future. More than this, they saw it as their duty to be custodians of their assets for future generations, safeguarding the heritage whilst capitalising on their income to ensure that the Clothworkers Foundation may continue to expand its grant making and social investment activities and the Clothworkers Company can increase its support for UK textiles and for skills generally. Mr Stuart-Grumbar went on to state that the Clothworkers were conscious that their site included the 700-year-old Grade I listed tower of All Hallows Staining and the Grade II William Lambe Crypt, which was moved from Monkwell Street in 1873. Neither the medieval tower nor the crypt is currently accessible to the public, however, proposals presented today, designed by world renowned British architect Eric Parry, offer the opportunity to conserve these and to ...

The public realm offer was designed to complement the roof garden at 120 Fenchurch Street, the freehold of which is owned by the Clothworkers Company. With the exception of the listed elements, the site currently comprises a collection of buildings of generally poor quality architecturally. The Livery Hall, hastily constructed after the Blitz, requires significant upgrades and the surrounding commercial buildings are increasingly unfit for purpose. Together with their professional team, the Clothworkers have worked collaboratively with City Corporation Officers over the past two years to develop the scheme presented today. We believe that this exciting and unique project will not only provide one of the most modern and environmentally sensitive commercial buildings yet to be developed in the City of London, but that it also offers a new cultural asset with the significant addition of publicly accessible space for those working in and visiting the Square Mile. A modern Livery Hall for the Clothworkers Company will enable us to better meet their civic responsibilities and philanthropic goals for generations to come. On behalf of the Clothworkers Company, Mr Stuart-Grumbar sought the Committee's support for these applications.

The Chair thanked Mr Stuart-Grumbar for his presentation and invited questions from Members.

A Member questioned the degree of re-use of the new building and how much of the old building would be re-used under these proposals. In terms of design, he also questioned how much of the proposed building might be reusable in the future if it were to be redeveloped. Eric Parry responded by stating that there would be an enormous amount of recycling of material from the existing buildings, up to 80%, although not all necessarily on the new proposal. In terms of future use, the proposal was specifically designed so that the new Clothworkers building could, if it were to be a future requirement, be retained whilst a new building is built on the site adjacent. The proposals today were intended to enshrine the public realm, enshrining, with the blessing of Historic England, work to the Grade I listed tower and the Grade II listed Crypt and provide a new facility for the Clothworkers to enable commercial development.

Another Member questioned how the public realm element of the proposal was to be managed. He commented that one way of looking at this was that it was private land to which the public have access, the other is that some element of public highway is maintained. He stated that it was clear within the report that

the lightwell rather demanded that some of the existing highway was stopped up but asked whether the applicant would accept a situation where there was still public highway across their land or whether it was part of their scheme that it has to all be private to which the public have access when then choose.

Eric Parry responded by stating that if there was no restriction on public access across the site, it was not gated and was therefore a genuine public square on the Clothworkers demise/property, it would, for all intents and purposes, be another civic square and not a gated space.

Members then proceeded to ask questions of Officers and debate the application.

A Member commented that this was clearly a very significant proposal and had been very well thought through, particularly in terms of public realm benefits. She went on to refer to the strong objections lodged by Generali, specifically in relation to the overshadowing of the roof garden and the rebuttal to this and questioned Officers whether or not they had taken their own independent, separate analysis to help inform the proposals. The Interim Chief Planning Officer and Development Director explained that the two late representations referred to by the Member consisted of submissions from two daylight consultants querying each other's conclusions. He added that he felt it amounted to one consultant thinking that the other consultant modelled up a previous scheme which was not what was built. He went on to state that he did not feel that the difference between the two was not particularly significant as both agree, as do Officers, that the proposal would result in a significant diminishment of light to the roof garden. As their positions were both so closely aligned on this point it was not felt necessary to seek independent verification of this given that the conclusion was largely the same.

The same Member then stated that reference was made in the submission to large occupiers whose lease events occur between 2023-2027 and questioned how Officers had reflected how office space requirements may change post the COVID-19 pandemic. She questioned whether there was also a risk that the City could find itself with empty high-grade office space as large companies adapt to new ways of working and may choose not to return to the City. Officers responded by referring to recent announcements from companies such as Barclays and Twitter as to how they were going to be using office space going forward, they cautioned, however, that it was still very early days in terms of understanding the impacts of COVID-19 on office space. Alongside suggestions that there may be a reduction in the need for space, Officers reported that they had also seen some discussions around the need for additional space to account for lower density occupation due to social distancing requirements. Within the Local Plan that was being progressed at the moment was a strong monitoring framework which would enable the City to monitor changes in trends as time progressed and, if necessary, adjust and reflect those changes in the Local Plan going forward. In conclusion, Officers suggested that it was still too early to say with any certainty what the impacts of COVID-19 will be although this would continue to be closely monitored.

Another Member commented that these proposals concerned an important area of the City and that she could see why these were being recommended for approval by Officers today. She went on to refer to some of the objections received, commenting that Generali's development at 120 Fenchurch Street was pushed for at the time and, had they not have acted quite so hastily, they may have found that such a large roof terrace may not have been granted approval. The Member went on to commend the way that the Clothworkers had obviously worked very diligently alongside the diocese and the Church and commented that major Livery Companies and the City Heritage Club were also supportive of this proposal.

A Member commented that she had some concerns about the height of the building stating that most of the images she had seen seemed to be from angles that seemed to place it within the City Cluster which it was not. She added that the building proposed was actually taller than the Walkie Talkie building at 20 Fenchurch Street and that therefore, from some angles, far from being a decline in levels as you move from the centre of the cluster outwards, this building would be another outlier. She went on to add concerns around the loss of retail, stating that she felt that if, as the report stated, there would be a significant loss of retail due to these proposals was regrettable. The Member went on to state that it would have been useful, within the Officers presentation, to see the results of both the daylight/sunlight assessment as well as the wind results and clarification around what the real effect of this proposal would be on wind levels compared to what they were at present. The Interim Chief Planning Officer and Development Director reported that the height of the building had been the subject of extensive negotiations and had been negotiated downwards because of the view from Fleet Street where it may well have potentially impacted. He went on to report that the height had been assessed from a vast number of views where, as the Member noted, it would appear to be more of an outlier at this point in time in the cluster's development as opposed to subsumed within the Cluster. Officers were of the view that the height of the building now proposed was appropriate. Members were reminded that the height of 1 Undershaft is 305 meters, this proposal was for a 165-metre building.

In terms of the daylight/sunlight information, Officers reported that this had been distributed to the Committee as part of the addendums. With regard to wind conditions, Officers reported that this was a very good scheme, leading to no issues with the conditions in line with the City Corporation's guidelines. It was noted that a number of mitigating features such as the saplings were also to be implemented.

On the point around loss of retail, Officers reported that this had been the subject of much discussion but it was felt that this was a balanced approach in view of the size of the reception area needed for a building of this size and in view of the retail offer to be introduced at level 10 which would help to enliven the 10th floor terrace. Officers added that they had also looked at the retail provision onto the new open space and considered the strength of the retail market in that area at present and had come to the conclusion that there was not sufficient space within the building as it was designed to deliver significantly

more retail space and also retain the new open space benefit that the proposals offered.

Another Member spoke to state that he was very impressed by this application and that it was very clear, in his view, that the benefits significantly outweigh any minor harm. He then questioned the boiler Efflux velocities, referred to within paragraph 288 of the report, and why these were significantly below the City's minimum requirements. He asked what the implications of this was, whether it was the case that we could not have very tall chimneys and whether that meant that the public could be exposed to harmful emissions. The Interim Chief Planning Officer and Development Director reported that this was a very technical point which he would have to defer to colleagues in Environmental Health. However, he stated that provision of flues would not make a difference as there was a negligible impact on air quality.

A Member questioned whether there had been any assessment as to whether the removal of 1 or 2 storeys from these proposals would have had a significant impact in terms of daylight/sunlight for 120 Fenchurch Street. She went on to comment on the lifecycle of the building and that the argument of requiring more office space may be a short to medium-term need rather than longer-term and so wouldn't be reflected in a building not being built/completed for some years.

The Member went on to note that the report highlighted that carbon offsetting would be secured through the Section 106 offset and wanted to clarify whether the offsetting was just for the buildings emissions during the lifetime of the building and didn't include the whole-life carbon produced in the demolition and reconstruction process. She added that she also noted in the report that it stated that every effort should be made to achieve the remaining credits in the energy category and questioned how this might be made a requirement as opposed to a request. Finally, she questioned if the opening hours for the roof terrace of the new building could at least match those of 120 Fenchurch Street so as to preserve the public amenity in this way. She also questioned the City Corporation's understanding of the public realm on the ground floor, noting that the applicant had already clarified that this area would not be gated.

The Interim Chief Planning Officer and Development Director reiterated that the scheme before Members today had been significantly amended with respect to the height of the building and also its width. He added that taking 1-2 storeys off of the height of the building would not make any discernible difference to the sunlight levels on to 120 Fenchurch Street.

In terms of public access on to the roof, Officers underlined that this was a much more enhanced offer/access arrangement than the one that was secured on 120 Fenchurch Street. This roof garden would therefore be open 7 days a week with closures on Christmas Day, Boxing Day and New Year's Day only. Opening hours would be from 10am-7pm or to nautical dusk, whichever was the later. In addition, this building has capacity for 350 people at level ten, whilst the capacity at 120 Fenchurch Street was 207, both borne out by fire and other safety issues.

In terms of energy strategy, Members were informed that the addendum to the report set out the London Plan requirements (which were also the City's Local Plan requirements) that 35% reductions in CO2 emissions are required with a condition also attached to ensure that this was secured. Currently, the proposals were designed to meet a 27% reduction, but Officers reported that the policy does allow for the remainder to be offset by carbon offsetting contribution which was also secured by a condition. The Member sought clarification as to whether this carbon offsetting contribution effectively got the building to carbon zero in terms of the emissions for the building during the life of the building and whether that did or did not include the carbon impact of the demolition and reconstruction. Officers responded to report that the 35% related only to the operation of the building and not the demolition or reconstruction.

The Deputy Chairman spoke to underline his support for what he referred to as a very imaginative and well-designed proposal. He went on to suggest that the building, whilst not technically in the Cluster, would nestle well within the nearby tall buildings that were. He focused in on two major points in planning terms – firstly the urban greening which was significant and very much in line with the direction the City Corporation was trying to take its buildings and planning policies and secondly, the offering up of a 36 fold increase in public realm gain which was an outstanding win for the City where public realm was at a premium. He referred back to the point made by another Member earlier in the debate around the demand/need for office space in the City in a post COVID-19 environment, something which this organisation would no doubt return to debate at length in coming months but he added that this was not a planning consideration for today with demand or otherwise being a commercial matter that fell outside the remit of this Committee. The Interim Chief Planning Officer and Development Director commented that there was a danger of speculating too soon on any post-COVID trends at present and that Officers were in constant discussion on this point with the CPA and developers where there was no constant/consistent thread at present.

The Comptroller and City Solicitor commented that demand was referred to within the report in terms of the need to maintain a pipeline for expected employment requirements so that was therefore considered material as referenced in Policy. In terms of anything emerging post COVID-19 she reiterated other Officer's points that any changes were speculative at present. She concluded by stating that the legal requirement is to give primacy to our policy which identifies anticipated demand and the importance of maintaining the status of the City as a leading business centre. This was therefore a primary consideration. If anything, evidence based was to emerge which would be material, this would be fed into any future decisions but, at present, it was too early to say with any certainty what trends would be emerging post COVID-19.

The Chief Commoner spoke in support of the proposals which he felt made the Walkie Talkie building at 20 Fenchurch Street appear less stark/severe in this

part of the City alongside all of the other positives articulated by Members thus far.

A Member commented that he very much welcomed the additional open space provided by the proposals although he stated that he was less pleased to not see any linkage made between the additional open space being provided to the additional city population that results from this building. This led him to question as to what this additional population would be, stating that the only reference within the report appeared to be to maximum capacity of the building but not how this related to the maximum capacity of the former buildings.

Secondly, on the issue of height, he recognised that a modest change to the height of the proposed building would not make a significant difference to the overshadowing of 120 Fenchurch Street but was not so clear as to whether a modest change in height would have made a difference to the viewing point from the scaffold inside the Tower of London. He added that this appeared to be the first ever breaching of the roofline of the Chapel Royal by a building as a result of its height and its vicinity to the Tower of London which seemed to be a significant precedent. He commented that he felt that the report was a little dismissive of the reservations of Historic England who were an independent body. Finally, he commented on the stopping up of Star Alley, noting that the report stated that the proposal of the developers to stop up the whole of Star Alley might conflict with policy but that there might then be some countervailing public benefits – he questioned what those were and stated that this needed to be better understood before a decision could be reached today.

The Interim Chief Planning Officer and Development Director reported that pedestrian flows/analysis was subject to rigorous and thorough assessment both in terms of the existing situation and the schemes already granted permission thus providing a good grasp of the future pressures on the pavement. The pedestrian modelling informed the large splay to facilitate entrances from Fenchurch Street Station, through the site and underneath 120 Fenchurch Street to the Cluster. The widening of the footway on Fenchurch Street was also in response to the forecast increase in population/pedestrian footfall here. In terms of this being the first building to breach views from the scaffold site and the silhouette of the church, Officers did not agree that this was the case. They commented that the presentation had depicted two breaches – the 1 Undershaft tower and 22 Bishopsgate. Officer reemphasised that this was a very kinetic view.

With regard to Historic England, Officers reported that they had a very constructive liaison with them on these proposals and had met with them to discuss the concerns they had. They hoped that most Members felt that the need to address and balance those concerns had been covered adequately in the report.

On the point of stopping up, the Comptroller and City Solicitor responded to reassure Members that there was no attempt to pre-empt anything in paragraph 250 of the report - it was simply intended to flag up a possible application and not to seek any in principle decision on this matter which would need to be

decided if and when such an application was received. It was noted that there was a recommendation in reference to in principle stopping up but that that referred only to land that there is going to be built structure located on and did not therefore apply to the area of Star Alley that was not going to be built on.

Another Member spoke to share the concerns of earlier speakers regarding the height of the building, he added that he had been persuaded by the response of Officers on both daylight/sunlight and wind condition impact that height was probably appropriate in both of those respects, however, he went on to outline concerns for the future in terms of creating an outlier high rise building on the edge of the City cluster and its impact on sightlines from the Tower of London. He sought reassurances that this would not be an increasing trend and set any unwelcome precedent. Officers responded by stating that they had done a very complex three dimensional city modelling to understand what the scope for growth in the cluster is and this was absolutely informed by views from the Tower of London and views of St Paul's and so on. The results of this were also beginning to emerge in the new City Plan 2036 where there were two areas identified where there was potential for an expansion to the cluster. Members were further reassured that Officers had never approached this scheme in isolation and had never viewed it as an outlier. They were very conscious that there were other schemes coming forward on the western end of Fenchurch Street Avenue which will contextualise this proposal and provide a bigger picture/vision for this part of the Square Mile.

A Member spoke to comment that he was of the opinion that this Committee had made a huge error in approving the Walkie Talkie building a decade ago given that it was an errant and dominant structure. He added that he feared that approving these proposals for another very tall building would compound that error and cause the designated cluster area, within which this site did not fall, to creep southwards. He noted that some previous speakers had referred to these proposals as 'filling in' the space between the actual cluster and the Walkie Talkie building and that this would be desirable, but he argued that this was contrary to policy. He added that a particular consequence of this 'filling in' would be a very serious and adverse effect on certain views from the Tower of London including one which does appear in the HIA but was not shown in today's presentation – the view from the inner wall, east of Devereaux Tower where the proposed building looked uncomfortably close. He concluded by stating that if this Committee were to continue to approve applications to infill spaces between errant buildings, they would creep increasing closer to the World Heritage Site of the Tower of London. He agreed with the fact that he did not feel that the Committee report gave due weight to a very important issue but gave too much weight to fairly minor issues – whilst the church tower and the crypt were of historical interest they were not of the same importance as the Tower of London – and he therefore had grave reservations about this application.

The Interim Chief Planning Officer and Development Director underlined that these proposals were not contrary to policy and highlighted that the policy was worded to ensure flexibility and not be over prescriptive. There were sites within the cluster that were inappropriate for tall buildings and there were sites around

the periphery of the cluster which could be appropriate for tall buildings. Each site was reliant on a very robust and comprehensive assessment which had been carried out in this instance and it was considered that there was justification and rationale for a building of this height at this location.

Another Member, in contrast to the previous speaker, reminded the Committee that the origins of the cluster were to meet the growing demands placed on the City in previous decades. He stated that he very much supported the scheme today and viewed it as a great contribution to improving and developing the office needs of the City in general. He added, however, that he was concerned about the impact of the building on the roof garden at 120 Fenchurch Street which was unavoidable and regrettable. He stated that it should be made clear to other developers going forward that creating roof spaces is to create open spaces for the public to enhance the City's public open space offer and not to produce protected views of the River or other buildings in the immediate surroundings.

A Member commented that some of the wind mitigation measures proposed were living elements such as hedges and trees and questioned whether their maintenance would be perpetually conditioned. He went on to commend Officers on this application, stating that some Members had seen an earlier iteration of this that proposed a taller and more intrusive scheme. He added that he felt that this was now a very well thought out proposal, particularly in terms of the treatment of the tower and the crypt at this site. He commented that he, Officers and the Committee took quite seriously the significance of the Tower of London and views from it but, on balance, this scheme did not cause significant harm to those. He continued to state that there had already been some approved but not yet built projects that did slightly breach views in a static view. Finally, he stated that he was a little surprised that 35% reduction in emissions could not be achieved without offsetting.

Officers responded to comment that the green elements, as mentioned, would have a beneficial impact on wind but are not required to mitigate unacceptable wind conditions. He added that there were conditions attached to the maintenance of all of the green infrastructure/elements of the scheme. Members were informed that the saplings were actually solid structures with trailing plants on them.

A Member commented that this application was within her Ward. She highlighted that the report stated that virtually no major development proposal is completely compliant with all policies and that, therefore, in arriving at a decision, Members had to balance everything. She added that she was quite struck by the design of this new scheme which took the theme of both office and retail use forward for the future whilst also, for the first time, providing really accessible public open space in this part of Fenchurch Street. She commented that Star Alley was a very small cut through at present which was not very well kept and to be able to open up that vista for people to walk straight through from Mark Lane into Fenchurch Street would, in her view, be extremely beneficial. She was also pleased to see the heritage on this site being given the respect it deserves by providing protection and enhancement for this. In terms

of the perceived impact of the Tower of London, the Member commented that she had previously spoken out at this Committee against designs and schemes that impacted on the scaffold site but was confident that these proposals, on balance and given the design of the building, the public accessibility and public realm elements/widening of the pavements on Fenchurch Street which were so needed, would futureproof this corner of her Ward.

A final Member spoke to congratulate the applicant on the lengths that they had clearly gone to on matters of strategy and outline to meet our policies. He commented particularly on the increase in public realm. He added that his personal view was that the infilling of the gap between the Walkie Talkie and the cluster improved matters.

The Committee then proceeded to vote on the three different recommendations before them. The vote was conducted by rollcall led by the Town Clerk with those Members present and eligible to vote asked to also confirm that they had been present for and able to hear the entirety of this item.

Votes were cast as follows: IN FAVOUR – 29 votes
 OPPOSED – 0 votes
 There was 1 abstention.

RESOLVED – That:

1. planning permission be granted for the above proposal in accordance with the details set out in the attached schedule subject to:
 - a) planning obligations and other agreements being entered into under Section 106 of the Town & Country Planning Act 1990 and Section 278 of the Highway Act 1980 in respect of those matters set out in the report, the decision notice not to be issued until the Section 106 obligations have been executed and;
2. Members agree in principle that the land affected by the proposal which is currently public highway and land over which the public have right of access (comprising small areas of Fenchurch Street, Mark Lane, Mincing Lane and Star Alley that would be built upon if the development were implemented) may be stopped up to enable the development to proceed and, upon receipt of the formal application, officers be instructed to proceed with arrangements for advertising and making of a Stopping-up Order for the various areas under the delegation arrangements approved by the Court of Common Council; and

3. Listed building consent be granted for the dismantling, relocation and reconstruction of the Grade II listed Lambe's Chapel Crypt to basement level one including the provision of public access and associated exhibition (Sui Generis) in accordance with the details set out on the attached schedule and;
4. Listed building consent be granted for alterations to and conservation of the Grade I listed tower of All Hallows Staining in accordance with the details set out on the attached schedule.
5. **61-65 HOLBORN VIADUCT LONDON EC1A 2FD**
Members considered a report of the Interim Chief Planning Officer and Development Director in respect of 61-65 Holborn Viaduct, London, EC1A 2FD. At the Planning and Transportation Committee on 28th January 2020 it was resolved that the application be approved, subject to Planning obligations and other agreements being entered into under section 106 of the Town & Country Planning Act 1990 and Section 278 of the Highways Act 1980, and the decision notice not being issued until the Section 106 obligations had been executed.

The Chair stressed that the Committee would normally expect to receive the consultation response from the GLA well in advance of bringing any application before the Planning and Transportation Committee, thereby incorporating their comments into the report. However, in this rare instance, Officers had only just received the response from the GLA and therefore considered it appropriate to report this back to Members, to ensure that they could be taken into account, and to confirm that the Officer's recommendation to grant permission remained the same. Members were asked to note that Officers were in constructive liaison with the GLA to ensure there would not be a repeat in delays in receiving their Stage 1 letters on other schemes.

A Member noted that the GLA had requested that affordable workspace be secured as part of Section 106 and questioned why, procedurally, the City did not intend to do this already and whether it was normally something that would be done as a matter of course. Officers responded that this point was picked up when the application was originally considered and was set out in the Committee report of January 2020. Some form of affordable workspace would be sought, space for SMEs would be at a discounted rate or for a free period at the outset.

RESOLVED - That:

That planning permission be granted for the above proposal in accordance with the details set out in the attached schedule, subject to:

- (a) the Mayor of London being given 14 days to decide whether to allow the Corporation to grant planning permission as recommended, or to direct refusal, or to determine the application himself in accordance with Article 5(1)(a) of the Town & Country Planning (Mayor of London) Order 2008;
- (b) planning obligations and other agreements being entered into under

Section 106 of the Town & Country Planning Act 1990 and Section 278 of the

Highway Act 1980 in respect of those matters set out in this report and the original Committee Report dated 28 January 2020, the decision notice not to be issued until the Section 106 obligations have been executed.

6. **CONSULTATION ON AN APPLICATION FOR A NON-MATERIAL AMENDMENT TO THE THAMES TIDEWAY TUNNEL DEVELOPMENT CONSENT ORDER; DELEGATION OF POWERS TO OFFICERS TO RESPOND TO CONSULTATIONS IN RESPECT OF APPLICATIONS TO THE SECRETARIES OF STATE FOR NON-MATERIAL OR MINOR MATERIAL AMENDMENTS TO DEVELOPMENT CONSENT ORDERS**

Members considered a joint report of the Interim Chief Planning Officer and Development Director and the Director of the Built Environment in respect of Tideway's proposal to submit an application to the Secretaries of State for non-material amendments to the Thames Tideway Tunnel Development Consent Order 2014 at the beginning of May 2020. As local authority, the officers recommended that no objections be raised to the current application.

A Member stated that report seemed to be seeking delegated authority not just for a batch of imminent proposed changes to be requested in May but to be open ended. He questioned why this might be the case. He stressed that he was hopeful that this project would hopefully have a major beneficial impact in his Ward around Blackfriars and was therefore keen to have continuing visibility of it as changes proceed. Officers reported that this was referring only to non-material or minor material amendments to the scheme for the Secretary of State to decide. Members were assured that any material changes or matters of concern would be referred to the Planning and Transportation Committee.

RESOLVED – That Members:

- Endorse the recommendation of City officers that no objections be raised in response to the consultation on Tideway's application to the Secretaries of State for non-material amendments to the Thames Tideway Tunnel Development Consent Order 2014;
- Delegate authority to the Director of the Built Environment, and/or the City Planning Officer and Development Director and/or the Assistant Director (Development) and/or the Assistant Director (Planning Development) to respond to consultations in respect of applications pursuant to the Planning Act 2008, as amended, and Regulations thereunder for non-material or minor material amendments to Development Consent Orders.

7. **TEMPORARY CHANGES TO CITY CORPORATION STATEMENT OF COMMUNITY INVOLVEMENT**

The Committee considered a report of the Director of the Built Environment proposing temporary amendments to the City of London Corporation's Statement of Community Involvement arising from the circumstances of the Covid-19 pandemic.

The Director of the Built Environment introduced the report and drew Members' attention to the key points. Officers underlined that the report was prepared a few weeks ago and also set out how consultation could continue to be performed effectively in the City during the current movement restrictions. Members were reminded that the government had announced further changes to the planning system through regulatory changes that had come into force today and will remain in force until the end of 2020. For planning applications, the regulations had now given local authorities the flexibility to publicise applications electronically if they were not able to meet the statutory requirements for physical site notices, neighbour notifications or newspaper publicity. It was highlighted that the regulations also extend the minimum period for responding to consultations by 7 days. Officers drew Members' attention to Appendix 1 which demonstrated that the City Corporation was already effectively ahead of the game in this respect and had put in measures to ensure that they continued with the requirements on consultation and publicity and also to extend the response time by that 7 day period.

Officers went on to report that there was also new guidance around Local Plans, highlighting the ability for local authorities to undertake consultations electronically and using videoconferencing measures. They also referred to the potential introduction of public enquiries and examinations by virtual means. Members were reminded that, rather than trying to progress the City's Local Plan consultation electronically at this stage, the Committee had previously agreed to hold back on consultation until after the summer recess in the hope that, by this stage, a more effective and normal consultation that could be engaged with widely would be possible.

In response to a query from a Member, Officers confirmed that site notices continued to be placed on display, facilitated at present by the City Corporation's Cleansing Teams who continued to be active in the City. In addition, Officers continued to write to neighbours and, where necessary, extend the range of neighbours written to directly to inform them of planning applications. Essentially, it was confirmed that Officers were doing all that they could in the current circumstances to ensure that copies of documentation was available to all relevant parties and that everyone still had the full opportunity to comment on and contribute to planning applications and policy documents as and when they came forward.

Another Member stated that it would have been helpful for this information to be clarified in the report but was pleased to note that this was the case.

RESOLVED – That the Planning & Transportation Committee:

- a) Agree to the temporary suspension of those provisions of the City Corporation's Statement of Community Involvement which require physical meetings, the physical display or the physical provision of documents; and

b) Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chairman:

- to review this suspension of SCI provisions following the summer recess, extending the suspension for a further temporary period if required; and
- to agree the reinstatement of SCI provisions earlier than set out above if consistent with Government health guidance.

8. **CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY**

The Committee considered a late, separately circulated report of the Director of the Built Environment relative to the City Streets and the Transportation response to support the COVID-19 recovery.

The Acting Assistant Director – City Transportation explained that this report set out the City Corporation's approach to facilitating social distancing on the City's streets, ensuring that residents, workers and visitors are safe when travelling in the City and supporting businesses as their workers return to workplaces. Members were informed that there was still uncertainty around exactly what that return will look like, but Officers underlined that it was important that the City was well prepared and able to ensure businesses that appropriate measures were in place.

Members were asked today to approve the aims and objectives of this work, the overall approach and the first phase of delivery. They were informed that this work was proceeding at pace in response to an evolving situation. With that in mind, delegated authority on detailed design and approval to deliver the first phase was also sought to enable Officers to continue to move quickly whilst also taking account of any emerging issues, for example, the final proposal for Cannon Street will need to take account of TfL's proposals for Bishopsgate and Gracechurch Street.

Officers clarified that should proposals be agreed here today, they would then be considered by the Resource Allocation Sub Committee later this month and then by the Policy and Resources Committee itself under urgency procedures.

The Chair underlined the high strategic importance of this project and thanked Officers for an exceptional piece of work so far that had been produced at pace and in challenging circumstances.

A Member commented, in his capacity as Chair of the Streets and Walkways Sub Committee, that this was obviously a very fast moving/changing scenario but that he and other Members and Officers had been working consistently for some weeks now to ensure that people are safe. He outlined one or two core principles that were being adhered to. The first being that, although there had been a recent increase in the use of cars by keyworkers, there is no opportunity and no justification for persisting in car use on either this or an increased scale. He added that this was a matter of public safety for those leaving home to get

to and from work. Secondly, he highlighted that this could be an enormous opportunity to do what the organisation had set out within its Transport Strategy but at a faster pace and to ultimately make the City's streets more congenial, safer, quieter and cleaner for ordinary people, many thousands of whom were likely to feel quite anxious about returning to work.

Finally, the Member commented on consultation stating that this work would be consulted on as widely as possible with people invited to come forward with suggestions and underlined that plans would also need to be flexible relying on the co-operation of others to highlight where measures were not operating effectively. He thanked Officers for a first class start to this process which, in his judgement, was way ahead of any other London borough and added that TfL were also absolutely supportive of the City's ambitions here.

The Deputy Chairman endorsed what the previous speaker had said and highlighted this an extremely important decision and was fundamentally about the health and safety of those returning to the City to work. It was recognised that there would be great anxiety amongst those returning and having the confidence to know that social distancing could be maintained on the City's streets and that there is less traffic around would help to provide reassurances. In response to some criticisms levelled against the plans, labelling them as not employer/business friendly, the Deputy Chairman suggested that they were quite the opposite and were not only business friendly but business essential. He concluded by adding that he hoped that Members would join together as a Committee to sell these proposals to the wider community, including the business community, who were fundamentally going to be the beneficiaries of this. He recognised the strange and possibly unique scenario in the City in that there were two highways authorities – the City Corporation and TfL so it was absolutely necessary for the two to work in partnership in introducing these proposals that were entirely consistent with the recently adopted long-term Transport Strategy. It was further underlined that these were interim measures – some of which would work, others would not – the proposal was therefore that the initiatives be introduced and then amended where they were not proving successful. Officers were once more commended on bringing together a complex paper and complex set of proposals.

The Chair reported that one matter that had arisen in conversations with TfL/the GLA was that should these recommendations be approved and implemented, there would be a likely period of time where there was pressure on the roads through motor vehicles yet the facilities that we were affording would not be fully utilised. He added that he was aware that TfL had put in various measures like this already and had had to change them through trial and error. The Chair reported that these proposals effectively accelerated many elements of the Transport Strategy.

Another Member, also the Deputy Chairman of the Streets and Walkways Sub-Committee commented that he was of the view that the highway was primarily for the use of vehicles and pedestrians and safe passage. He added that there seemed to be some confusion as to where decision and ownership for these matters lies. He added that he knew that tables and chairs licences were issued by Licensing but urged Officers to get a quick grasp on this so that two

Committees were not working at cross purposes here. He also spoke on the asset of the Guildhall Yard and asked Officers to ensure that this was opened as quickly as possible for workers to use. The Member went on to refer to a recent email which indicated that, because of the prevalence of working from home in the City, only approximately 20,000 workers out of 500,000 were expected to re-enter the City in the coming weeks which was worth remembering when thinking of the practicalities of the approach.

The Member reported that substantial Government funding had been approved for this sort of work and wanted assurances that the City Corporation received what it was entitled to in this respect. Finally, he questioned whether, as part of the various measures planned, one-way walking or conventions such as 'keep to the left' had been considered to facilitate effective social distancing.

At this point, the Chair sought approval from the Committee to continue the meeting beyond two hours from the appointed time for the start of the meeting, in accordance with Standing Order 40, and this was agreed.

Officers responded to the Members points by confirming that tables and chairs were dealt with by this Committee but that they were in discussion with colleagues in the Licensing Department as to how best to manage the situation and ensure that pavements were not obstructed by tables and chairs as these measures were delivered. On the point regarding Guildhall Yard, Officers stated that they would be happy to raise this point with appropriate colleagues in facilities management. Members were informed that details on funding were expected from TfL imminently in terms of what was available and how the City might get access to it. As with most central Government funding for transport in London, this tended to be distributed via TfL to London boroughs, but it was felt that the City Corporation were in a good position to get a fair share of this.

With regard to one-way walking systems, Officers commented that this was not necessarily practical, and neither was it enforceable and could well lead to tension on the streets or lead to inconvenience, particularly those with mobility issues. They added that this was not therefore under consideration. However, in terms of conventions such as keeping left, it was noted that TfL had put together a toolkit of messaging to use on-street around social distancing, both to remind people of the need and to address these kinds of issues and the City Corporation were intending to utilise this to ensure that they were part of a consistent message across London.

Another Member commented that it was a shame that the media had gone to print on these plans that were only just being considered today. He went on to state that what struck him when talking with both large and small businesses was that they needed to be able to give confidence to each person within their organisation, across all levels, that they could return to work safely. He recognised that the City, of course, could only influence part of those journeys but suggested that the first principal of our action therefore had to be based around creating this confidence and trust that the environment that people arrive in in the City is safe, sustainable and has their security at its heart.

The Member referred specifically to the proposed first phase of delivery and suggested that, had this been put to this Committee in early 2020, it would have been praised as a bold and ambitious statement of the organisations longer term ambitions and, in his view, an organic development off of the back of the Bank Junction scheme which he would have been very supportive of. However, he felt that recent months had altered perspectives and priorities for everyone and that the City Corporation would be doing a disservice to the 90% of the journeys that occur in the City on foot if this plan were followed. The Committee were well aware of the statistics and that the majority of City workers arrived by public transport, that cyclists and pedestrians had increased enormously year on year and, in the new normality, a congested web like this was not going to give businesses the confidence to open or individuals the feeling of safety that they crave. The Member went on to refer to the City of London Streets Hierarchy Map within the report which highlighted 16 major commuter stations, spread across the entire Square Mile and suggested that the City's network of tube and railway stations should be at the heart of any plans – without this, people would be encouraged to get in their cars and drive even if congestion charges were reinstated or raised. By closing streets in the heart of the City around Bank, the Member stated that there was a risk that traffic and congestion would be pushed up to the very areas where rail services will deliver commuters. Furthermore, by phasing the increase of street closures over time as the plan indicates, there was also the risk of adding confusion and increasing difficulty in then having to alter negative behaviours. Instead, he proposed that he would like to see a true prioritisation of pedestrians and cyclists just as set out in the Transport Strategy longer term. At present, the City was relatively empty, and this would therefore be a perfect opportunity for major pedestrianisation around each of the 16 stations highlighted. We should then see the emergence of street closures to allow increased footfall over time from those transport delivery hubs. That way, employers and employees could see that pedestrian safety was a real priority and allow those arriving at these stations to feel more secure. He concluded by stating that these sites were, undeniably, the main channels for getting people in and out of the City and, whilst Members could not control the wider debates around transport into the City, what they could do, with confidence, is send a message to the Mayor of London and TfL that they did not want a regression to private vehicle use but wanted existing and future public transport network to be at the heart of our plans, starting now, with this Committee setting an example on what the new normal should look like and re-setting the scene in the City. He therefore sought support from the Committee to reconsider the recommendations before them today and for Officers to then review this approach with the 16 identified transport delivery points as a nuclei from which pedestrianisation then spawns in the City.

The Acting Assistant Director – City Transportation reflected on how the proposed phase one works had been arrived at. He drew Members' attention to the indicative map of tier 1, 2 and 3 streets and commented that Officers were progressing these works as quickly as possible with the intention being to bring proposals for the next phase of works which would cover all remaining tier 2 streets to the next meeting of this Committee on 2 June. Tier 1 streets would provide a connecting network of streets from pretty much all of those public

transport hubs and help people navigate the City. He added that Officers could look to roll this out from the transport hubs and thanked the Member for this excellent suggestion. He went on to report that the reason that these streets had been prioritised the streets within phase 1, was because, subject to all of the necessary approvals, work could begin to be delivered here in the week beginning 25th May. It was also hoped that these works could be completed within a week and followed in very close succession, subject to approval, by a second phase/other streets. The Phase 1 streets had been selected based on the streets that historically (and presumably in future) had the highest flows of pedestrians and also some of the narrowest pavements. They also connected some of the City's main transport hubs including Liverpool Street Station down Old Broad Street and across Wormwood Street, they help people get from Cannon Street and from the underground station at Bank. These streets also helped pedestrian issues in the City Cluster which would be one of the busiest parts of the City as people began to return to work and they also encompassed Cheapside, the City's primary shopping street. He concluded by stating that the first phase was based on the data and analysis available to Officers but would be followed very closely by subsequent phases.

The Chair added that the City Corporation were being the boldest in London with these proposals which were more far reaching than any proposed by others at present.

A Member referred to a letter received from the Chief Executive of Barts Hospital which referenced hospital staff increasingly opting to walk or cycle to work in response to the pandemic and the many benefits that this brings. She went on to refer to tables and chairs and noted that the proposed tier one streets included Fleet Street but that this did not form part of stage one. She commented that she was conscious of a number of businesses within her Ward (small restaurants for example) , along Fleet Street that might benefit from a potential tables and chairs licence to continue to operate. She questioned whether these sorts of businesses might be proactively contacted on this point to give them sufficient time to apply for licences if it were felt that they were appropriate located, bearing in mind the priority for cyclists and pedestrians.

Officers responded to state that thought had already been given to how food outlets might be supported and whether there would be opportunities to create space for outdoor seating (even temporarily) if carriageway was to be reclaimed for other purposes for example or streets closed to through traffic. He stressed that the approvals for these may, however, be slightly different and that they may not necessarily need to be covered by tables and chairs licences.

Another Member asked Officers to bear in mind that tables and chairs inhibited the passage of those with mobility problems and also those with infants in pushchairs.

The Chair reported that the conversations he had had to date with TfL at Member level had stressed that all space needed to be prioritised for social distancing and that, for the time being, we needed to be very cautious about dedicating carriageway space to food and beverage use.

A Member commented that some of the routes, particularly Poultry and Cheapside, are the routes of national public processions such as the Lord Mayor's Show and sought reassurance that the barriers and bollards referred to in the report would be implemented on these routes in a way which did not hinder these processions. Officers confirmed that they would be working alongside Highways colleague on final designs and stressed that they were well aware of the requirements for the Lord Mayor's Show and processional routes. The streetwear installed here would be removable when required.

A Member stressed his support for the proposals and was very keen that polluting vehicles be kept out of the City. However, he raised some concerns around the governance process, highlighting that this was not fully costed out at present with TfL's financial contributions still unclear. He highlighted that this element would need to be bottomed out before the next report was considered by the next Committee cycle. The Chair reported that he had already discussed this at length with Officers and had been made aware that there was funding available via the LIP, the funding made available by central Government via London Councils and also the City Corporation's COVID-19 Contingency Fund. Officers hoped that this would be set out in full in the paper to this Committee on 2 June.

Another Member referred to Fleet Street and Ludgate Hill, both earmarked as Tier 1 streets, but not in the first phase of delivery. He added that he thought that the Ludgate Hill junction, particularly the eastern corner where people exit the station was going to be problematic in terms of overcrowding. He went on to question the point at which it was proposed that Cheapside be closed and asked why this closure was not positioned at the far end of Cheapside towards St Paul's gyratory. Officers reported that Ludgate Circus, Fleet Street and Ludgate Hill were not in phase one but would feature in phase 2. There were, however, separate discussions happening with TfL around signal timings at Ludgate Circus and as many other crossings as possible to address issues of crowding. TfL were also now actively looking at Bishopsgate, Gracechurch Street, Farringdon Street and Blackfriars and working alongside the City Corporation on these locations. With regard to Cheapside, the location for the closure was based on the positive experience of businesses on Cheapside of recent gasworks closures which had been situated here. This location also allowed vehicles to still enter to service One New Change whose loading bay needs to be accessed from Bread Street also. The closure would stop the use of Cheapside for through traffic.

A Member raised concerns at the fact that there seemed to be no relation between the desire for urgency being articulated here and what was being said nationally at present. He questioned whether it was being assumed that public transport was now going to come back online very rapidly despite what rail unions and others were saying about safety concerns and whether the City were looking to encourage people to pour into stations and onto the streets to workplaces that had not been fully consulted or whether these proposals were being put forward now so that the City was well prepared for what he assumed

would be closer to the end of the Summer. He stressed that, if it were the latter, there was ample time to consult businesses before any works were necessary.

The Chair commented that his perception was that, in order to provide the reassurance that the City is open and is safe whenever people decided to return, discussions needed to take place now and this needed to be demonstrated now. He highlighted that there was statutory guidance now on how office interiors should be operating and the Department for Transport had now also provided statutory guidance on highways authorities providing social distancing so the City Corporation was now, in effect, now instituting what we are mandated to do by central government. He added that the organisation could not risk lagging behind on this front as lockdown was eased and would far prefer to have these proposals introduced on an experimental level if necessary.

Officers also stressed that this was about preparedness and providing the wider public with confidence. They referred to the Prime Minister's recent announcement calling for some to return to work and stressed that future announcements could also be made relatively quickly. They stressed that there would be proper scrutiny of the works throughout each phase at Committee level.

Another Member stressed the importance of consultation and flexibility. He questioned how Officers intended to bring people along with them on these proposals and undertake proper consultation/engagement. Officers reported that a communications plan was being worked up around the proposals and that a press release would be issued after today's meeting to begin to raise awareness. Officers were also looking at how they could introduce a digital platform to allow people to feedback both on the changes that have been made or indeed on areas where they feel they further change is needed. Specific communications would also be pushed out to businesses and premises along the streets affected by proposals. Information would also be released, as soon as possible, through channels such as the City Property Association. Silver and Gold Groups were also looking at business communications more generally and around how people can also plan ahead and understand the capacities of public transport.

A Member questioned parking restrictions and when these would be reinstated in the City. Secondly, she commented on cycling, given that levels were likely to increase, and how whilst many of the buildings given planning permission to or built recently have cycle parking, many do not have. She questioned whether thought had therefore been given to where cycles will be parked. She noticed that, at present, many cyclists using hire bikes were cycling on pavements and remarked that many cycle hire docks were also situated on pavements and were an impediment to walking. Officers reported that parking enforcement was scaled back in the early stages of the pandemic, partly due to resource issues with enforcement officers, but there were currently efforts afoot to get this reinstated. On cycles, Members were informed that Officers were looking to increase the amount of public cycling parking and also the amount of docking areas available to dockless cycle hire which would allow the City Corporation to

begin to let more operators in to the City as agreed by this Committee in December 2019. In terms of cycling on pavements, Officers stated that the City Corporation had always been very clear that cycling is not for the pavements. Members were informed that communications would be issued for all street users, reminding them that it was more important than ever to maintain space on the pavement and consider the needs of others which would be a further opportunity to reinforce the message that bicycles should use carriageway only. Finally, Officers confirmed that any new docking points would, wherever possible, be situated on carriageway and not on the pavements and the location of existing docking points would be reviewed as these proposals were rolled out to ensure that they were not causing unnecessary obstructions.

The Chair stressed that a large part of the communications around these proposals would be around the need for people to act considerately and responsibly in new and stressful scenarios.

A Member commented that a number of offices had empty cycle store space and questioned whether they would be contacted to see if this could be utilised, thereby freeing up space on the carriageway/pavements. She went on to comment on tables and chairs licences and commented that these could be suspended at any time. She recognised that when restaurants were permitted to reopen, they would require outdoor space which is something that would need consideration at the next phase. She added that it was hoped that these measures would not be required for too long but stressed that she would like to see the template put in place to remove traffic and increase space for cycling continues. Longer-term, carriageway might also be used for covered restaurant space, similar to Barcelona.

She went on to question whether 7am-7pm closures were long enough given that shops would eventually be reopening for longer hours and with fewer customers at any time allowed into them. The Member concluded to state that she would like to see these planned rolled out even further across the City with Officers being bold in their approaches.

The Chief Commoner praised the works being proposed but questioned why we ought to settle at being the boldest in London given that many other European cities had gone much further. He noted that this would involve other stakeholders such as TfL coming on board but pushed for an even more ambitious and far reaching approach in Phase II.

A Member stressed that it needed to be made abundantly clear on the pavements and highways the separation between cycle and pedestrian use.

In response to a question, the Chair commented that these plans were absolutely not about excluding anybody from the City and that there would be some rare exceptions to road closures where those with mobility issues required access from door to door which must be facilitated as part of our accessibility duties which would remain front and centre of these plans.

A Member welcomed the Chair's comments on accessibility. He went on to state that the City Corporation was going to have to think very creatively as to how to support restaurants in the Square Mile as a restaurant at 50% capacity would not necessarily be a survivable business. He concluded by congratulating Officers on the remarkable amount of detail in this work in such a short time and asked a detailed question on signage querying whether these could clearly state that private hire vehicles taking those with mobility issues directly to their door could pass through road closures. Officers commented that signage was a complex issue that had already been the subject of much debate. They outlined that it was possible to place informational signs on streets with timed access restrictions but stressed that there were also other effective ways to communicate these messages with the taxi and private hire trade and ensure that both the on-street and off-street messaging was very clear around this. This would be looked at in more detail in the coming weeks.

Ahead of the recommendations being considered, one Member voiced his opposition to them on the basis of comments he had made earlier in the debate about them being introduced unnecessarily hastily.

RESOLVED – That Members:

1. Approve the aims and objectives of the transportation response to Covid-19 recovery.
2. Agree:
 - a. The proposed Tier 1-3 approach to on-street interventions (Paragraphs 36- 40)
 - b. The staged approach to delivery of on-street interventions (Paragraph 41)
 - c. The proposed supporting measures (Paragraph 51)
3. Agree the proposed first phase of Tier 1 streets (Paragraph 48) and agree to delegate approval for design, for making of Orders and Notices and related procedures and for implementation and operation to the Director of the Built Environment in consultation with the Chair and Deputy Chairman of Planning & Transportation and the Chairman and Deputy Chairman of the Streets & Walkways Sub Committee.

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

Beech Street

A Member commented that he would be interested to receive an update on this now that the zero emissions scheme had been operational for a few months and that there had been decreasing levels of traffic in the City.

Officers reported that the zero emissions restrictions came into force on 18 March 2020 at Beech Street, just a matter of days before lockdown was announced. Members were informed that the restriction was still in place, operating 24/7. However, any motorists passing through this area in a non-zero

emission vehicle that had been picked up by cameras were receiving information letters to advise them of this and were not currently being issued with penalty charge notices. Officers were cognisant of the fact that, due to lockdown, there had been a huge reduction in traffic volumes in the City and that it was therefore not possible to truly monitor the impact of this experimental traffic order on either air quality or traffic on surrounding streets. The public were also not able to accurately feedback on how this experiment was impacting on them all of which would be very important when evaluating how successful the experiment is and making a decision as to whether it should be retained or not. Members were further advised that a decision had been made by the Director of the Built Environment, under delegated powers, to extend the public consultation period and the objection period beyond the initial six months previously agreed. Officers continued to monitor traffic flows to determine an appropriate period by which to extend. When a decision had been reached on this nearby residents would be advised via letter drops with the usual channels also being used to communicate plans more widely.

City Plan 2036

A Member sought clarity on the approval process for this and asked for confirmation that the document would be coming back to this Committee again after public consultation given that they had yet to agree that, following consultation, the Plan be submitted to the Secretary of State for examination and hadn't yet authorised the Director of the Built Environment, in consultation with the Chair and Deputy Chairman, to compile a list of further changes to the Plan in response to any public representations.

Officers stated that when the Plan came back after consultation, the expectation in the regulations is that the City Corporation would not make any substantive changes to the Plan and that it would then proceed to examination together with any comments received. If the Committee wanted to make substantive changes, they were able to do so but this would mean that the Plan had to go back out to consultation for a second time ahead of submission.

Affordable Housing – SPD

A Member questioned when the Committee could expect to receive the Supplementary Planning Document on Affordable Housing noting that it had originally been earmarked to come to this meeting. Officers responded to state that concerns around effective consultation during the pandemic meant that this document would now be deferred until the Autumn and to Committee in July to facilitate this. In response to further questions, Officers underlined that the SPD would not be gaining weight at present given that it had not yet been granted Committee approval.

The Member expressed concern at seemingly endless delays around this document over the past three years. The Chair suggested that he and Officers continue to discuss this in more detail outside of today's meeting and that Officers look to see how this might be accelerated.

Public Lifts

A Member noted that a number of the City's public lifts were not currently operating due to the inability to secure call out services for them in the present circumstances. He questioned whether it would be possible to reopen these in the near future given the Prime Minister's recent call for the public to return to work. The Chair requested a written response from the City Surveyor to the Member on this point given that the appropriate Officer was not in attendance for today's meeting.

Construction

A Member referenced the fact that the Minister for Housing had suggested that it was important for construction to get back underway, so much so, that it should be accelerated so that work could happen on sites some 12-13 hours per day. However, it did recognise that this could only happen unless there was good reason otherwise. He questioned whether Officers had had time to digest these comments and consider how best this might be handled in the City.

Officers recognised that this matter was causing significant distress to some residents in the City and were very cognisant of the fact that many people had been stuck at home now for many weeks, especially those in shielded categories who were unable to leave their homes entirely leading to additional mental and physical health impacts.

Officers went on to report that the City Corporation's standard hours for construction were clearly set out alongside a process on how to vary those hours which could be done at very short notice given the type of buildings in the City and the various needs the City had in terms of safety and engineering. Members were assured that there was therefore already a very flexible approach to construction hours in the City. What the City did not do was set hours through planning conditions rigidly and some of the comments made by the Housing Minister would therefore not be directly applicable to the City. What the Minister did not mention were the other powers that relate to construction sites which had not been relaxed such as the Environmental Protection Act Statutory Nuisance Provisions which contain a duty to act if a nuisance exists and the Control of Pollution Act which was the Act that sets hours within the construction industry.

Members were informed that Officers dealt with approximately 1,200 applications for extended construction hours each year. In places where there was no impact on residents or others 24-hour permissions were already in place. To date, approximately 4 applications to extend hours for social distancing had been received and Members were informed that many City sites had remained operational throughout this recent lockdown period.

In summary, Officers confirmed that there would not need to be a change in approach for the City as they already had the ability to act flexibly on these matters and had been doing so throughout this period to enable construction to continue. What Officers would not do is put the needs of social distancing on sites over the needs of residents' health. Each application was dealt with by an Environmental Health Officer and was site specific. All approved applications were now displayed on City Maps alongside approved hours and contact

numbers for both the site and pollution team officers should anyone wish to discuss or challenge any of these approvals.

In response to a further question, Officers confirmed that applications for extended hours for sites near residential sites had the same approval time as all other sites, but the outcome of assessments was likely to be different.

The Chair commented that a communications piece on this matter would be issued shortly after this meeting given that it had been raised as a concern by a number of City residents already. He added that Government guidance was very clear on the inappropriateness of extending hours in densely residential population areas.

Another Member added that she was extremely concerned and sought assurances that construction hours would not be extended for sites simply to help contractors because certain projects had run behind schedule. She commented that on Golden Lane there were sites on both sides and had questioned both the Chair of Policy and Resources and the Chairman of the Community and Children's Services Committee as to whether there had been any requests from the COLPAI site but recognised that the City Corporation had no power over Taylor Wimpey on the Denizen site.

The Chair cautioned against referring to specific sites but asked Officers to comment on the process and how residents throughout the City would be informed of any applications to extend hours ahead of their approval.

Officers reported that the Code of Construction Practice had a very strong chapter on consultation with residents and made a lot of reference to prior consultation with residents and Ward Members. Therefore, unless an emergency application was received, consultation was required through various channels.

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

There were no additional, urgent items of business for consideration.

11. **EXCLUSION OF THE PUBLIC**

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

Item No

12
13 – 14

Paragraph No(s).

3
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12. **NON-PUBLIC MINUTES**

The Committee considered and approved the non-public minutes of the meeting held on 6 March 2020.

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

There were no questions raised in the non-public session.

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

There were no additional, urgent item of business for consideration in the non-public session.

15. PUBLIC NOTES OF LAST INFORMAL, VIRTUAL MEETING

16. OUTSTANDING ACTIONS

17. PUBLIC LIFT REPORT

18. DELEGATED DECISIONS OF THE CHIEF PLANNING OFFICER AND DEVELOPMENT DIRECTOR

19. VALID PLANNING APPLICATIONS RECEIVED BY THE DEPARTMENT OF THE BUILT ENVIRONMENT

20. REPORT OF ACTION TAKEN

21. NON-PUBLIC NOTES OF LAST INFORMAL, VIRTUAL MEETING

The meeting closed at 5.10 pm

Chairman

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Agenda Item 4

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Committees: Planning & Transportation – for decision Projects Sub - for decision Culture, Heritage & Libraries – for information	Dates: 02 June 2020 25 June 2020 13 July 2020
Subject: Tower Bridge Service Trenches Refurbishment Unique Project Identifier: 12197	Gateway 3/4: Options Appraisal (Regular)
Report of: Director of the Built Environment Report Author: Mark Bailey	For Decision
<h1>PUBLIC</h1>	

1. Status update	Project Description: Refurbishment of the 320m length of service trenches to the footways of the fixed spans of Tower Bridge RAG Status: Green (Green at last report to Committee) Risk Status: Low (Low at last report to committee) Total Estimated Cost of Project (excluding risk): £ 425,000 Change in Total Estimated Cost of Project (excluding risk): Within the range of £300,000 to £500,000 at last report to Committee Spend to Date: £ 4,000 Costed Risk Provision Utilised: None Slippage: Not applicable
2. Next steps and requested decisions	Next Gateway: Gateway 5: Authority to Start Work Next Steps: <ol style="list-style-type: none"> 1) Complete investigations to test trenches for asbestos containing materials, confirm condition of existing seating frames and to map all existing services. 2) Confirm redundant services to be removed.

	<div>3) Carry out trial installation of 6no. covers, to demonstrate suitability (including to Local Planning Authority) before commitment to over 300m on new product.</div> <div>4) Gain statutory approvals (Local Planning Authority, Transport for London)</div> <div>5) Agree costs for recommended option, under the term contract for highway works</div> <div>Requested Decisions:</div> <div>1. That additional budget of £40,000 is approved for staff costs, fees, investigations and trial installations, to reach the next Gateway;</div> <div>2. Note the revised project budget of £50,000 (excluding risk);</div> <div>3. Note the total estimated cost of the project at £425,000 (excluding risk);</div> <div>4. Note that no Costed Risk Provision is requested at this stage, although £120,000 of costed risks against asbestos and contamination are identified in the Project Risk Register. These will be reviewed at the next gateway following completion of investigations.</div> <div>5. That Option 3 is approved (Replace covers with bespoke lightweight ductile iron alternative, within existing seating frames)</div>																					
3. Resource requirements to reach next Gateway	<div>Additional funding required, for recommended option 3:</div> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff Costs</td><td>Project Management</td><td rowspan="4">BHE 50-year plan</td><td>10,000</td></tr><tr><td>Fees</td><td>Statutory Approvals</td><td>4,000</td></tr><tr><td>Investigations</td><td>Risk Mitigation</td><td>6,000</td></tr><tr><td>Trial installation</td><td>Risk Mitigation</td><td>20,000</td></tr><tr><td>Total</td><td></td><td></td><td>40,000</td></tr></table> <div>Full breakdown of current spend and requested additional funding shown in Appendix 4</div>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs	Project Management	BHE 50-year plan	10,000	Fees	Statutory Approvals	4,000	Investigations	Risk Mitigation	6,000	Trial installation	Risk Mitigation	20,000	Total			40,000
Item	Reason	Funds/ Source of Funding	Cost (£)																			
Staff Costs	Project Management	BHE 50-year plan	10,000																			
Fees	Statutory Approvals		4,000																			
Investigations	Risk Mitigation		6,000																			
Trial installation	Risk Mitigation		20,000																			
Total			40,000																			

	Costed Risk Provision requested for this Gateway: 0 (as detailed in the Risk Register – Appendix 2)
4. Overview of project options	<p>4 principal options have been considered:-</p> <ol style="list-style-type: none"> 1) Retaining existing covers, after temporarily removing to remove silt and redundant services, 2) Replace existing covers on a like-for-like basis, in heavy steel/cast iron with concrete infill and mastic asphalt surfacing. This option requires breakout and replacement of the existing seating frames, to suit manufacturer's standard details/products, as well as in-situ concrete infill and mastic asphalt surfacing operations. 3) Replace existing covers using lightweight bespoke ductile iron covers, which are pre-surfaced before arriving on site. These covers do not require replacement of the existing seating frames, as the bespoke covers are manufactured to suit the dimensions and details of the existing frames (which are in good condition). 4) Replace existing covers using lightweight composite materials (e.g. glass reinforced plastic), which are manufactured with anti-slip surface. This option requires breakout and replacement of the existing seating frames, to suit increased bearing requirements and manufacturer's standard details/products
5. Recommended option	<p>This report recommends option 3, i.e. to replace the existing covers with bespoke ductile iron covers (recessed to accommodate a thin factory-applied surfacing) whilst retaining the existing seating frames which are built into the concrete walls of the service trenches.</p> <p>The existing iron seating frames are believed to be in good condition, with a life expectancy which matches the proposed replacement covers. It is therefore considered overly disruptive and an unnecessary use of funds and time to replace them, if this can be avoided and without compromising the project objectives.</p> <p>Unfortunately, these seating angles do not suit manufacturers details and dimensions for standard products currently available on the market, which dictates that they should be replaced if options 2 and 4 were pursued. The labour-intensive operations to remove and replace the seating frames add considerable cost to these options.</p>

	<p>As a result, option 3 represents the most economical way of replacing the existing covers, whilst offering technical advantages over the alternatives i.e.</p> <p>a) The covers will be significantly lighter than the existing covers (option 1) and those of option 2 and meet with H&S Manual Handling recommendations. This in turn affords ease of future maintenance of the service trenches, with the minimum of resources and cost</p> <p>b) The factory-applied anti-slip surfacing to these units will visually match similar surfacing to the bascule footways, which is proven to be acceptably hard-wearing. There is anecdotal evidence of composite covers (as option 4) losing their colour and anti-slip properties relatively quickly when used in other busy public areas, which may lead to premature replacement, as these materials do not lend themselves to over-surfacing.</p> <p>Option 1 is discounted as it does not ease future maintenance requirements and merely defers the inevitable, given that a number of existing covers have failed in recent years (upon removal) and that repairing them on an ad-hoc basis is not economical in the longer term.</p>
6. Risk	<p>Overall project risk: Low</p> <p>The risk profile of this project is considered to be low, as the project comprises only low complexity works to replace existing service trench covers, with associated silt removal and striping for redundant services from the service trenches</p> <p>The principal risks to the project, which will be investigated further and clarified prior to Gateway 5 and prior to recommending a Costed Risk Provision (CRP) for the construction stage of the project, include:-</p> <ul style="list-style-type: none"> • Presence of asbestos containing materials (ACM) within the service trenches • Damage/degradation of existing seating frames to covers, making their retention impractical <p>Further information available within the Risk Register (Appendix 2)</p>
7. Procurement approach	<p>As these highway works are of a non-specialist nature, they readily lend themselves to the use of the highways term contract, with the term contractor using its supply chain to procure the manufacture and installation of the bespoke units.</p> <p>Please refer to appended PT4 procurement report</p>

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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	PT4 Procurement Form
Appendix 4	Breakdown of current spend and requested funding

Contact

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Options Appraisal Matrix

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
1. Brief description of option	Retain existing covers.	Replace covers “like for like” using standard “off-the-shelf” service cover units.	Replace covers with bespoke lightweight ductile iron alternative, within existing seating frames.	Replace covers and seating frames with new lightweight composite alternative (e.g. glass reinforced plastic, or GRP).
2. Scope and exclusions	<ul style="list-style-type: none"> Includes only for removal of silt and redundant services from trenches. 	<ul style="list-style-type: none"> Includes for replacing heavy concrete-infilled covers on a like-for-like basis. Includes for replacing seating frames to suit new product Includes for removal of silt and redundant services from trenches. 	<ul style="list-style-type: none"> Includes for retaining existing seating frames and replacing existing covers with lighter ductile iron units, which are recessed to accept a thin surfacing material. Includes for removal of silt and redundant services from trenches. 	<ul style="list-style-type: none"> Includes for replacing seating frames and installing new lightweight composite (GRP) covers. Includes for removal of silt and redundant services from trenches.
Project Planning				
3. Programme and key dates	<ul style="list-style-type: none"> This option could be carried out at any time, consistent with other demands on the public highway network (including busy summer 	<ul style="list-style-type: none"> As this option involves multiple operations to install covers followed by concrete infill, curing and mastic surfacing, this would be one of the most 	<ul style="list-style-type: none"> As this option retains the existing seating frames and as the new cover units would be pre-surfaced, the operations to remove and replace the covers would 	<ul style="list-style-type: none"> As this option involves multiple operations to break out and replace existing seating frames, followed by concrete repairs and subsequent

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	<p>tourist periods), as it does not rely on new materials.</p> <ul style="list-style-type: none"> The works to desilt the trenches and remove redundant service could be carried out incrementally over several months, to suit other scheduled quarterly maintenance closures of Tower Bridge. 	<p>disruptive options, further complicated by the need to break out and replace the existing seating frames if standard manufacturers units are used.</p> <ul style="list-style-type: none"> A programme of 3 months is estimated to complete these works, which could be targeted towards the end of 2020, allowing for lead-in of materials. 	<p>be very efficient and could be conducted over a number of nightly closures of Tower Bridge, using lifting plant located in the adjacent carriageway, potentially during scheduled quarterly maintenance closures.</p> <ul style="list-style-type: none"> Allowing for the lead-in times to manufacture bespoke cover units, programme of 4 weeks near the end of 2020 (to include desilting works) is considered feasible. 	<p>installation of the new covers – but does not involve subsequent surfacing operations - the programme for these works would lie somewhere between that of options 2 and 3.</p> <ul style="list-style-type: none"> A programme of 2 months is estimated to complete these works, which could be targeted towards the end of 2020, allowing for lead-in of materials.
4. Risk implications	<ul style="list-style-type: none"> Overall project option risk: Medium This option carries the risk of ongoing sporadic failure of the ageing brittle units and associated annual maintenance costs to remediate in an ad-hoc fashion. 	<ul style="list-style-type: none"> Overall project option risk: Low Risks of silt contamination and asbestos are common to all options equally. 	<ul style="list-style-type: none"> Overall project option risk: Low Risks of silt contamination and asbestos are common to all options equally. Risks relating to existing frame condition will be investigated and clarified prior to Gateway 5. 	<ul style="list-style-type: none"> Overall project option risk: Medium This option carries the added risk of premature wear of the anti-slip profile to GRP covers under the concentrated and heavy footfall typical of Tower Bridge.

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	<ul style="list-style-type: none"> Risks of silt contamination and asbestos are common to all options equally. 		<ul style="list-style-type: none"> Residual planning risks to be resolved prior to Gateway 5. Further information available within the Risk Register (Appendix 2). 	<ul style="list-style-type: none"> Highest planning risk of the options presented. Risks of silt contamination and asbestos are common to all options equally.
5. Stakeholders and consultees	<ul style="list-style-type: none"> Tower Bridge Exhibition Tower Bridge Operations Transport for London 	<ul style="list-style-type: none"> Local Planning Authorities (Southwark & Tower Hamlets) Historic England Tower Bridge Exhibition Tower Bridge Operations Transport for London 	<ul style="list-style-type: none"> Local Planning Authorities (Southwark & Tower Hamlets) Historic England Tower Bridge Exhibition Tower Bridge Operations Transport for London 	<ul style="list-style-type: none"> Local Planning Authorities (Southwark & Tower Hamlets) Historic England Tower Bridge Exhibition Tower Bridge Operations Transport for London
6. Benefits of option	<ul style="list-style-type: none"> Lowest initial capital cost (no new materials). 	<ul style="list-style-type: none"> Visually, an exact like-for-like replacement of the covers, with concrete filled units surfaced with mastic asphalt, which mitigates planning risks (although formal consultation still recommended). 	<ul style="list-style-type: none"> Most cost-effective option. Retains the existing seating frames. New lightweight covers are recessed to accept a thin aggregated epoxy surfacing which is very similar to the footway surfacing to the bascule footways and easily 	<ul style="list-style-type: none"> New lightweight covers would meet Manual Handling H&S recommendations and lend themselves to regular future maintenance of the service trenches with minimal personnel.

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
			<p>maintained. This would be visually consistent with other areas of the bridge.</p> <ul style="list-style-type: none"> • Meets Manual Handling H&S recommendations, which lends itself to regular future maintenance of service trench with minimal personnel. 	
7. Disbenefits of option	<ul style="list-style-type: none"> • Retains existing units which, at 170kg each, are very difficult to lift and do not conform with manual handling H&S recommendations. • This does not lend itself to easy and regular future maintenance of the service trenches. • This option carries the risk of ongoing sporadic failure of the ageing brittle units and associated annual maintenance costs to 	<ul style="list-style-type: none"> • Like-for-like replacement units would be of a similar weight (approximately 170kg), which would continue to be very difficult to lift and which do not conform with manual handling H&S recommendations. • This does not lend itself to easy and regular future maintenance of the service trenches. • Unless bespoke products are manufactured to suit existing seating frames, 	<ul style="list-style-type: none"> • Slight change in surfacing material (from mastic asphalt to epoxy/aggregate thin surfacing), but consistent with footway surfacing on bascules. • May require LPA approval 	<ul style="list-style-type: none"> • Requires breakout and replacement of existing seating frames, to accommodate increased bearing requirements of composite covers, which is not economic. • High risk of premature wear of the raised anti-slip profile of composite materials under the aggressive footfall conditions of Tower Bridge (evidenced by the performance of similar products at other UK public locations), resulting

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	remediate in an ad-hoc fashion.	<p>this option would also require the existing seating frames to be replaced (for more economic “off-the-shelf” mass-produced standard-length products).</p> <ul style="list-style-type: none"> As these covers require subsequent concrete infill, concrete curing and mastic asphalt operations, this is likely to be a time consuming and disruptive option. 		<p>in low design life and early replacement (as these materials do not readily lend themselves to over-surfacing).</p> <ul style="list-style-type: none"> Requires LPA approval.
Resource Implications				
8. Total estimated cost	<p>Total estimated cost (excluding risk): Less than £50,000, to merely remove silt and redundant services under a succession of quarterly maintenance closures of the bridge.</p> <p>Total estimated cost: (including risk): Approximately £170,000</p>	<p>Total estimated cost (excluding risk): Approximately £940,000.</p> <p>Total estimated cost: (including risk): Approximately £1,060,000 (including £120,000 costed risk to note for asbestos or</p>	<p>Total estimated cost (excluding risk): Approximately £425,000.</p> <p>Total estimated cost: (including risk): Approximately £ 545,000 (including £120,000 costed risk to note for asbestos or</p>	<p>Total estimated cost (excluding risk): Approximately £780,000.</p> <p>Total estimated cost: (including risk): Approximately £ 900,000 (including £120,000 costed risk to note for asbestos or</p>

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	(including £120,000 costed risk to note for asbestos or other contamination, post-mitigation).	other contamination, post-mitigation).	other contamination, post-mitigation).	other contamination, post-mitigation).
9. Funding strategy	The recommended option would be funded from the Bridge House Estates Bridge Repair & Maintenance Fund (the "50-year plan").			
10. Investment appraisal	Not applicable			
11. Estimated capital value/return	Not applicable			
12. Ongoing revenue implications	<ul style="list-style-type: none"> Unquantified in terms of cost, but the highest maintenance legacy of the options presented, due to ongoing sporadic failure of existing units, repaired in an ad-hoc fashion, combined with the inefficiencies of removing very heavy covers to adequately maintain the service trenches. 	<ul style="list-style-type: none"> Ongoing revenue costs are not minimised by this option, in spite of the new covers, as the heavy replacement covers make future lifting and maintenance very difficult and inefficient. 	<ul style="list-style-type: none"> Minimal ongoing revenue costs, as improves efficiency of future maintenance operations (compared with existing) due to lightweight covers which lend themselves to safe manual handling with minimum labour requirements. 	<ul style="list-style-type: none"> Minimal ongoing revenue costs, as improves efficiency of future maintenance operations (compared with existing) due to lightweight covers which lend themselves to safe manual handling with minimum labour requirements.
13. Affordability	<ul style="list-style-type: none"> Ample funds are identified in the 50-year plan, 	<ul style="list-style-type: none"> The most expensive option, whilst not 	<ul style="list-style-type: none"> Considered to be the most cost-effective and 	<ul style="list-style-type: none"> Mid-range cost (between options 2 and 3) but

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	although this option is not sustainable in the long-term due to ageing materials. It merely defers replacement of the covers to a later date, whilst attracting increased maintenance costs in the interim.	delivering a solution which aids efficient future maintenance (and reduced costs) by using lightweight materials.	responsible option, by re-using existing seating frames (which are believed to be in sound condition) and providing a lightweight and robust solution which reduces future maintenance costs and has a long life-expectancy.	longevity of the available products on the market (due to surface wear of composite materials) and increased life-cycle costs are a concern.
14. Legal implications	<ul style="list-style-type: none"> Statutory Approval from Planning Authority not required 	<ul style="list-style-type: none"> Statutory Approval from Planning Authority probably not required, although consultation recommended to confirm, if option selected. 	<ul style="list-style-type: none"> Statutory Approval from Planning Authority required due to change in materials 	<ul style="list-style-type: none"> Statutory Approval from Planning Authority required due to change in materials
15. Corporate property implications	<ul style="list-style-type: none"> The proposals in this report meet key objectives of the Corporate Property asset Management Strategy; Operational assets remain in a good, safe and statutory compliant condition. Operational assets are fit for purpose and meet service delivery needs. 			
16. Traffic implications	<ul style="list-style-type: none"> Minimal traffic implications, as the works to remove silt and redundant services can be programmed incrementally over many months, to align with other pre- 	<ul style="list-style-type: none"> As these covers require subsequent concrete infill, concrete curing and mastic asphalt operations, this is likely to be a time consuming and disruptive option, particularly if the 	<ul style="list-style-type: none"> As the existing seating frames are to be re-used, the existing covers could be quickly removed and replaced within nightly road closures using lifting 	<ul style="list-style-type: none"> As this option requires breakout & replacement of seating frames and an increased programme to accommodate this, this would be considerably

Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
	scheduled quarterly maintenance closures of Tower Bridge.	seating frames need to be replaced as well to accommodate standard units. <ul style="list-style-type: none">Lengthy closures and/or restrictions of footway widths would be necessary.	plant located in the carriageway <ul style="list-style-type: none">Temporary restrictions to footway widths would be necessary. However, as the new units would be pre-surfaced, this further reduces on-site operations and disruption.As the new units meet Manual Handling requirements, they also lend themselves to easy and efficient removal without lifting plant in the carriageway, if desilting works are programmed to follow cover replacement.	more disruptive to pedestrians than option 3. <ul style="list-style-type: none">Lengthy closures and/or restrictions of footway widths would be necessary.
17. Sustainability and energy implications	Not applicable			
18. IS implications	Not applicable			
19. Equality Impact Assessment	Not applicable			

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Option Summary	Option 1	Option 2	Option 3 (Recommended)	Option 4
20. Data Protection Impact Assessment	Not applicable			
21. Recommendation	Not recommended	Not recommended	Recommended	Not recommended

Project Coversheet

[1] Ownership & Status

UPI: 12197
Core Project Name: Tower Bridge Service Trenches Refurbishment
Programme Affiliation To be coordinated with (or in advance of) the programme for Tower Bridge HV Replacement Scheme
Project Manager: Mark Bailey

Definition of need:

- The 320m length of service trench covers to the fixed spans of Tower Bridge have reached the end of their service life and are suffering from heavy corrosion.
- The existing covers are extremely heavy and difficult to lift manually and/or without damage.
- Temporary replacements to a number of covers have been necessary in recent years due to structural failure upon removal for isolated maintenance works
- Silt and detritus has accumulated within the service trenches over many years, due in part to the logistical challenges of lifting the covers for regular maintenance cleaning.
- The opportunity is being considered to replace the covers in low or zero-maintenance lightweight alternatives in composite materials, that will facilitate future maintenance and assist with compliance with modern manual handling regulations
- The opportunity will also be taken to remove accumulated silt, detritus and redundant services from the trenches, in the interests of future maintenance and resilience

Key measures of success:

1. Replacement of existing covers with lightweight alternatives that mitigate manual handling risks for maintenance operatives and facilitate regular future maintenance/cleaning of service trenches
2. Replacement of existing covers with low or zero maintenance alternatives which reduce future revenue life-cycle costs
3. Removal of redundant services and silt from service trenches to improve future servicing resilience

Expected timeframe for the project delivery: Construction late 2020

Key Milestones:

Gateway 1	Oct 2019
Gateway 2	Nov/Dec 2019
Gateway 3/4	Feb 2020
Gateway 5	June 2020
Compete works	Late 2020

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

G3/4 later than initially indicated above, but dates above are indicative and non-critical

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

Not as yet

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Briefing’ G1 report (as approved by Chief Officer 23/10/2019):

- Total Estimated Cost (excluding risk): £300,000 to £500,000
- Costed Risk Against the Project: £120,000
- Estimated Programme Dates: Construction late 2020

‘Project Proposal’ G2 report (as approved by PSC 16/12/2019):

- Total Estimated Cost (excluding risk): £300,000 to £500,000
- Costed Risk Against the Project: £120,000
- Estimated Programme Dates: Construction late-2020
- Approved budget to proceed to G3-4: £10,000

Scope/Design Change and Impact: n/a

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

Programme Affiliation [£]: N/A

City of London: Projects Procedure Corporate Risks Register

Project name:

Tower Bridge Service Trenches Refurbishment

Unique project identifier:

12197

Total est cost (exc risk)

£425000

PM's overall risk rating		Corporate Risk Matrix score table			
Avg risk pre-mitigation					
Avg risk post-mitigation					
Red risks (open)					
Amber risks (open)					
Green risks (open)					

Costed risks identified (All)	£670,000.00	158%	Costed risk as % of total estimated cost of project
Costed risk pre-mitigation (open)	£670,000.00	158%	" "
Costed risk post-mitigation (open)	£120,000.00	28%	" "
Costed Risk Provision requested	£0.00	0%	CRP as % of total estimated cost of project

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	2	4.5	£170,000.00	0	1	1
(2) Financial	1	6.0	£380,000.00	0	1	0
(3) Reputation	1	3.0	£0.00	0	0	1
(4) Contractual/Partnership	0	0.0	£0.00	0	0	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	2	6.0	£120,000.00	0	2	0
(10) Physical	0	0.0	£0.00	0	0	0

Issues (open)		Open Issues	
All Issues		All Issues	
Cost to resolve all issues (on completion)		Total CRP used to date	

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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

City Procurement Project Reference:	TBC		
Project / Contract Title:	Tower Bridge – Trench Refurbishment		
Project Lead & Contract Manager:	Mark Bailey	Lead Department:	DBE
Category Manager:	Hirdial Rai	Other Contact:	Paul Monaghan
Total Contract Value (excluding VAT and inc. extension options):	£375,000	Contract Duration (inc. extension options):	6 – 8 weeks including lead in time for materials
Budget approved Capital/Revenue:	No Capital	Capital Project reference (if applicable):	728000021
Gateway Approval Process - Is this project subject to the Gateway process? Yes - If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval? Next Gate report is scheduled for committee approval on the 14/04/20			
Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)? No			

Procurement Strategy Recommendation

City Procurement team recommended option
Traditional approach

Route to Market Recommendation

City Procurement team recommended option
Term Maintenance Contract – Has provided competitive quotes for providing the lids and has the supply chain to carry out the works.

Specification and Evaluation Overview

Summary of the main requirements: <ul style="list-style-type: none">The 320m length of service trench covers to the fixed spans of Tower Bridge have reached the end of their service life and are suffering from heavy corrosion.The existing covers are extremely heavy and difficult to lift manually and/or without damage.Temporary replacements to a number of covers have been necessary in recent years due to structural failure upon removal for isolated maintenance worksSilt and detritus has accumulated within the service trenches over many years, due in part to the logistical challenges of lifting the covers for regular maintenance cleaning.The opportunity is being considered to replace the covers in low or zero-maintenance lightweight alternatives in composite materials, that will facilitate future maintenance and assist with compliance with modern manual handling regulationsThe opportunity will also be taken to remove accumulated silt, detritus and redundant services from the trenches, in the interests of future maintenance and resilience Key measures of success: <ol style="list-style-type: none">Replacement of existing covers with lightweight alternatives that mitigate manual handling risks for maintenance operatives and facilitate regular future maintenance/cleaning of service trenchesReplacement of existing covers with low or zero maintenance alternatives which reduce future revenue life-cycle costsRemoval of redundant services and silt from service trenches to improve future servicing resilience
Technical and Pricing evaluation ratio

60% (Technical) / 40% (Price)	
Overview of the key Evaluation areas (if known at this stage): n/a	
Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy? <ul style="list-style-type: none"> No 	
Are there any accompanying documents with this report? e.g. PTO/outlined project plan identifying roles and responsibilities as appropriate If yes, please include information in the appendices section below.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Will this project require the winning supplier(s) to process personal data on our behalf?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If yes, please make sure you've 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 category board (for information).	
Evaluation Panel – Please enter Names and Departments below (if known)	
n/a	

Procurement Strategy Options This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.

Option 1: Traditional – Client Led (Single Stage)
Advantages to this Option: <ul style="list-style-type: none"> Cost certainty before commitment to build Client responsible for the design development and maintain control over design Contractor is wholly responsible for achieving the stated quality Full design pre-tender
Disadvantages to this Option: <ul style="list-style-type: none"> Contractor involvement in design development in this process is minimal. This was an issue in working out the method and effects of the bearing replacement works. This was resolved by including a bearing replacement contractor in the design team in a purely advisory role. Procurement method is associated with greater proportion of risk carried by the client
Please highlight any possible risks associated with this option:
Option 2: Design & Build (Single Stage)
Advantages to this Option: <ul style="list-style-type: none"> Useful method if you anticipate some design requirements which is allowed for in this contract Single point of responsibility Novation can benefit quality Low risk to client
Disadvantages to this Option: <ul style="list-style-type: none"> Design flexibility – request for changes will have cost/time implications No flexibility for client once the contract has been signed without heavy penalties Contractor can over evaluate the risk involved in a project with increased costs The contractor may not have the relevant in-house experience to provide the design to the finished requirement
Please highlight any possible risks associated with this option:

Route to Market Options: Route to market is the way in which the City will invite suppliers to bid for the procurement.

Option 1: Sub OJEU
Advantages to this Option: <ul style="list-style-type: none"> Advertise opportunity gain Interest from a greater pool of suppliers Approaching the open market more likely to attract suitable specialist contractors Increased probability that adequate competition will be realised
Disadvantages to this Option: <ul style="list-style-type: none"> Possible large number of responses to evaluate Higher level of resources required to deliver the procurement process

Please highlight any possible risks associated with this option:
Option 2: Term Maintenance Contract (MTC)
Advantages to this Option: <ul style="list-style-type: none"> • OJEU compliant contract • Single contractor who has a reliable supply chain • All costs can be predicted and standardised and easier to budget • One main contractor carrying out all the works under MTC this negates the need to go out to tender • Each job can begin much faster as you don't need to go through a tender process
Disadvantages to this Option: <ul style="list-style-type: none"> • May not be able to carry out the works • No option to go to another supplier if main supplier is unable to carry out the works • May not be a competitive quote
Please highlight any possible risks associated with this option:

Option 3: Sole Supplier Waiver
Advantages to this Option: <ul style="list-style-type: none"> • CoL have a long-term working relationship with the Term Contractor • Single contractor who has a reliable supply chain who can prove the bespoke lids to required specification • The trench lids are bespoke by replacing the lids is more cost effective than replacing the whole trench • All costs can be predicted and standardised and easier to budget using term rates • One main contractor carrying out all the works under MTC this negates the need to go out to tender • Each job can begin much faster as you don't need to go through a tender process
Disadvantages to this Option: <ul style="list-style-type: none"> • May not obtain competitive quotes
Please highlight any possible risks associated with this option:

Outline of appendices

<ul style="list-style-type: none"> • Please list appendices here or mark 'Not applicable' if there is none. • Items to consider appending: <ul style="list-style-type: none"> ○ PTO (Project Plan with Roles and Responsibilities) ○ Data Protection Impact Assessment ○ risk matrix here
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Report Sign-offs

Senior Category Manager Chamberlain's Department		Date	Click here to enter a date.
Departmental Stakeholder Department		Date	Click here to enter a date.

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Appendix 4 - Breakdown of existing spend and requested funding

Table 1: Expenditure to date - Tower Bridge Service Trenches Refurbishment - 72800021			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
DBE Structures Staff	4,000	4,000	-
Investigations	6,000	5,017	983
TOTAL	10,000	9,017	983

Table 2: Revised Budget to reach next Gateway			
Description	Approved Budget (£)	Resources required to reach next Gateway (£)	Revised Budget to next Gateway (£)
DBE Structures Staff	4,000	10,000	14,000
Investigations	6,000	6,000	12,000
Trial Installation	-	20,000	20,000
Fees	-	4,000	4,000
TOTAL	10,000	40,000	50,000

Table 3: Funding Source	
Funding Source	Amount (£)
BHE 50 year plan	50,000
TOTAL	50,000

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Committee(s)	Dated:
Planning & Transportation Committee – For Information	02062020
Subject: Department of the Built Environment Risk Management – Quarterly Report	Public
Report of: Director of the Built Environment	For Discussion
Report author: Richard Steele	

Summary

This report has been produced to provide the Planning & Transportation Committee with assurance that risk management procedures in place within the Department of the Built Environment are satisfactory and that they meet the requirements of the corporate Risk Management Framework.

This report only considers risks managed by the Department of the Built Environment that fall within the remit of the Planning & Transportation Committee. Parallel reports regarding risks that fall within the remit of the Port Health & Environmental Health Committee are submitted to that Committee.

Risk is reviewed regularly as part of the ongoing management of the operations of the Department of the Built Environment. In addition to the flexibility for emerging risks to be raised as they are identified, a process exists for in-depth periodic review of the risk register.

Since the last report to Members there has been no change in the list of Corporate risks managed by the department and no new Departmental risks have been identified.

There is one Corporate Risk managed by the Department of the Built Environment:

- CR20 - Road Safety (Current risk: RED)
[Planning & Transportation Committee]

There are no Departmental RED Risks managed by the Department of the Built Environment.

The Department has identified a number of risks in relation to COVID 19. The Departmental level risks are listed at Appendix 3 and are being reported to both this Committee and the Port Health & Environmental Services Committee.

Recommendation

Members are asked to:

- Note the report and the actions taken in the Department of the Built Environment to monitor and manage effectively risks arising from the department's operations.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the risks faced in their department.
2. Risk owners are consulted and risks are routinely reviewed with the updates recorded in the corporate (Pentana) system.
3. Each risk managed by the Department of the Built Environment is allocated to either the Planning & Transportation Committee or the Port Health & Environmental Services Committees. **This report only considers risks managed by the Department of the Built Environment that fall within the remit of the Planning & Transportation Committee.**

Parallel periodic reports are submitted to the Port Health & Environmental Services Committee.

Current Position

4. This report provides an update on the current risks that exist in relation to the operations of the Department of the Built Environment that fall within the remit of the Planning & Transportation Committee.
5. In order to reduce the volume of information presented, and accordance with the Corporate Risk Management Strategy, this report includes all Corporate and Departmental level risks but not Service Level risks (unless there are changes which are considered to be likely to be of interest to Members).
6. The risk register captures risk across all four divisions within the department, (Transportation & Public Realm, District Surveyor, Development and Policy & Performance) but risks relating to the City Property Advisory Team are managed by the City Surveyor. The department provides advice relating to the City bridges to the City Surveyor's department but the risks are owned by the City Surveyor.

Risk Management Process

7. Risk and control owners are consulted regarding the risks for which they are responsible at appropriate intervals based on the level of risk and the likelihood that this level will change. In general, RED risks are reviewed monthly; AMBER risk are reviewed quarterly; and GREEN risks are reviewed quarterly, 6 monthly or annually depending on the likelihood of change.
8. Changes to risks were, historically, reported to Members as part of the Business Plan report. Members now receive this report quarterly in accordance with the Corporate Risk Management Strategy.

9. All significant risks (including Health & Safety risks) identified by the Department are managed through the Pentana Corporate Risk Management System.
10. Members will notice that some risks reported are already at the Target Risk Rating & Score and are only subject to Business As Usual actions. These risks are included in accordance with the Corporate Guidance "Reporting Risk Information to Grand Committees" to assist this committee to fulfil the role of Service Committees (as defined in the Corporate Risk Management Strategy) to "Oversee the significant risks faced by the Departments in the delivery of their service responsibilities." The annual target date for Business As Usual actions, and risks where we are at Target Risk, will be updated prior to the next report.

Significant Risk changes and other items of particular interest to Members

11. The one Corporate risk has been reviewed and remains RED. Further details are below in Summary of Key Risks
12. Regular review of risks has identified one Departmental Level risk where the Current Risk score has changed.

The Risk Score for **DBE-TP-03 (Major Projects and key programmes not delivered as TfL funding not received)** has increased from 6 (AMBER) to 8 (AMBER). The likelihood has been increases from 3 (Possible) to 4 (Likely). This reflects TfL's decision to suspend the annual LIP allocation and Liveable Neighbourhood funding in response to COVID-19.

Members will remember that this follows an increase reported to Committee in March when the impact increased from 1 (Minor) to 2 (Serious). Which reflected the deferral of the City Cluster Phase 2 capital bid and the increased reliance on TfL Liveable Neighbourhood funding to deliver transport and public realm improvements in the City Cluster during 2020/21.

13. **DBE-PL-02 (Not being alive to the needs/requirements of the world business centre and the political environment)** has been reviewed and whilst there is an increased likelihood as result of COVID-19 the increase is not currently sufficient to warrant in increase in likelihood to Likely and therefore the risk score is unchanged. There continues to be uncertainty regarding the wider economic situation, post-Brexit negotiations and COVID-19. Given the increase in uncertainty meeting with stakeholders have increase in frequency.
14. The Target Risk Ratings/Scores have also been reviewed since the last report to Members and no changes have been identified.

Identification of New Risks

15. New risks may be identified at the quarterly review of all risk; through Risk reviews at the Department Management Team; or by a Director as part of their ongoing business management.
16. An initial assessment of all new risks is undertaken to determine the level of risk (Red, Amber or Green). Red and Amber risks will be the subject of an

immediate full assessment with Red risks being report to the Department Management Team. Green risks will be included in the next review cycle.

17. The Department has identified two departmental risks arising from the impact of COVID19. These are held on the Public Services SILVER group risk register. Exceptionally these risks are being reported both to this Committee and to the Port Health & Environmental Services Committee.

- CVD19 SGPS 27 Failure to deliver the New DBE – Finance
- CVD19 SGPS 28 Failure to deliver the New DBE – Business Plan

The Department has established three BRONZE groups, two of which (Highways, Parking & Enforcement and Development & Construction) relate to the work of this Committee. Each of these BRONZE groups has identified a service risk relating to their (potential) failure to deliver the services required by SILVER. Whilst service risks are not routinely reported to Committees these two risks are included in Appendix 3 because they are likely to be of interest to Members in the present situation.

18. No other new risks that fall within the remit of the Planning & Transportation Committee have been identified since the last report.

Summary of Key Risks

19. The Department of the Built Environment is responsible for one Corporate Risk. This is:

Road Safety (CR20) which is RED

This is the risk related to road traffic collisions.

This risk score remains assessed as 24 (RED) with a Likelihood of Probable (3) and an Impact of Extreme (8). This is above the Target Risk score of 16.

- Delivery of Bank on Safety interim scheme is underway and expected to complete July 2020, this has been delayed by a month due to COVID-19 pausing work.
- Preparing 15mph request to DfT, with target submission date of June 2020.
- Safety improvements to Gresham Street/Old Jewry/Basinghall Street have been completed and locations for future improvements are being reviewed.
- Working with TfL to explore temporary interventions to improve safety and enable social distancing on Bishopsgate and Gracechurch Street, this may lead to an accelerated delivery of permanent changes.
- A range of on-street measures to enable the safe return of the City's workforce and support COVID-19 recovery are being developed and delivery is expected to begin in late May.
- Working with City of London Police on engagement and enforcement to support COVID-19 measures. Developing campaigns to encourage safe and considerate behaviours by all street users while temporary changes and social distancing requirements are in place.

Conclusion

20. Members are asked to note that risk management processes within the Department of the Built Environment adhere to the requirements of the City Corporation's Risk Management Framework and that risks identified within the operational and strategic responsibilities of the Director of the Built Environment are proactively managed.

Appendices

- Appendix 1 – City of London Corporation Risk Matrix
- Appendix 2 – Register of DBE Corporate and Departmental risks (Planning & Transportation Committee)
- Appendix 3 – Register of DBE COVID19 SILVER group risks (Planning & Transportation Committee)

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City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

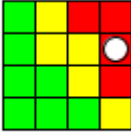
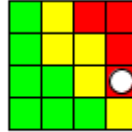

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DBE Corporate & Departmental Risks (Planning & Transportation Committee)

APPENDIX 2

Report Author: Richard Steele

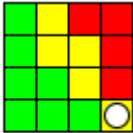
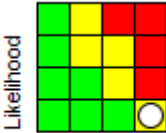

Generated on: 15 May 2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR20 Road Safety <div>Page 65</div> 23-Oct-2015 Carolyn Dwyer	<p>Cause: Limited space on the City's medieval street network to cope with the increased use of the highway by vehicles, pedestrians and cyclists within the City of London. Interventions and legal processes take time to deliver SAFELY AND EFFECTIVELY</p> <p>Event: The City Corporation's statutory duties and the measures outlined in the Transport Strategy are not fully and effectively implemented.</p> <p>Effect:</p> <ul style="list-style-type: none"> •The number of casualties occurring on the City's streets rises or remains unchanged instead of reducing •The safety and feeling of safety of the City's communities is adversely affected (Corporate Plan Outcome 1) •Physical or mental harm suffered by those involved in collisions and their associates •Economic costs of collisions impact on INDIVIDUALS, City businesses and wider society •The City Corporation's ABILITY TO IMPROVE ROAD SAFETY is adversely impacted with businesses and/or the public BY VIRTUE OF A LOSS OF CREDIBILITY AND/OR AUTHORITY <p>(revised risk description 27/6/19)</p>	<div>Likelihood</div>  <div>Impact</div>	24	<p>The risk assessment is unchanged, reflecting the probability that a fatality is fairly likely to occur while mitigation measures are being implemented. The Road Danger Reduction Delivery Plan for 2020/21 - 2022/23 which was due to go to Committee in May 2020 is on hold while the impacts of COVID-19 on budget and future transport need are reviewed. A range of measures to enable the safe return of the City's workforce and support COVID-19 recovery are being developed.</p> <p>15 May 2020</p>	<div>Likelihood</div>  <div>Impact</div>	16	31-Mar-2022	 Constant

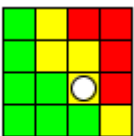
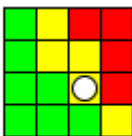

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR20l Road danger reduction and Vision Zero	<p>A programme of projects to reduce road danger on the City's streets including:</p> <ul style="list-style-type: none"> • Bank on Safety and All Change at Bank • RDR engineering programme • 15mph traffic limit • Ludgate Circus (lead by TfL) 	<p>Delivery of Bank on Safety interim scheme is underway and expected to complete July 2020, this has been delayed by a month due to COVID-19 pausing work. Preparing 15mph request to DfT, with target submission date of June 2020. Safety improvements to Gresham Street/Old Jewry/Basinghall Street have been completed and locations for future improvements are being reviewed. Working with TfL to explore temporary interventions to improve safety and enable social distancing on Bishopsgate and Gracechurch Street, this may lead to an accelerated delivery of permanent changes. A range of on-street measures to enable the safe return of the City's workforce and support COVID-19 recovery are being developed and delivery is expected to begin in late May.</p>	Zahur Khan	15-May- 2020	31-Mar- 2022
CR20m Road Danger Reduction campaigns and engagement	<p>Campaigns and engagement activities to encourage safe behaviours and promote safe vehicles, including:</p> <ul style="list-style-type: none"> • Active City Network • User and stakeholder liaison • Schools programme 	<p>Working with City of London Police on engagement and enforcement to support COVID-19 measures. Developing campaigns to encourage safe and considerate behaviours by all street users while temporary changes and social distancing requirements are in place.</p>	Zahur Khan	15-May- 2020	31-Mar- 2022

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-PP-01 Adverse planning policy context <div>06-Mar-2015</div> <div>Paul Beckett</div>	Cause: A desire in Government and others to change the existing planning system in a way which may be detrimental to the City Event: Changes detrimental to the City are implemented Impact: Adverse changes cannot be prevented using local planning control	<div> <div>Likelihood</div> <div>Impact</div> </div>	12	Both Impact and Likelihood have been reviewed and are unchanged. Whilst this risk (at 12) is above appetite (8) to reduce the risk to appetite would require increased engagement by the City Corporation's Senior Members with Government, Opposition and the GLA to ensure that national and strategic policy is always appropriate for the City. We continue to monitor draft regulations to ensure they reflect or adapted to accord with City Corporation priorities. The City Corporation has made its case on outstanding matters in the Draft London Plan at the Examination in Public earlier this year. The Inspectors' Panel Report has been published and recommended changes are broadly favourable. The National Planning Policy Framework (NPPF) published in July 2018 did not address all the City's concerns and subsequent proposed relaxations of Permitted Development Rights cause further concerns. These have been reiterated to Government in response to the public consultation. A Planning White Paper is due in 2020. The Housing Delivery Test is not appropriate to the City's circumstances. However, it was applied to the City and recent housing delivery has not met Government targets. The City Corporation agreed an Action Plan in July 2019 and a further Action Plan will be prepared in 2020. The City Corporation is discussing difference in housing delivery data with the Government. The Government recognises that the data is inaccurate but is not willing to make any retrospective changes. Therefore the presumption in favour of sustainable development applies in the City during 2020, but the data inaccuracies remain a relevant consideration when applying the presumption. 11 May 2020	<div> <div>Likelihood</div> <div>Impact</div> </div>	12	31-Dec-2020	<div> <div>Constant</div> </div>

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-PP-01a Business as usual mitigating controls	(1) Ongoing monitoring of government regulations; (2) continue monitor progress of, and seek to influence, forthcoming legislation	<p>Whilst this risk (at 12) is above appetite (8) to reduce the risk to appetite would require increased engagement by the City Corporation's Senior Members with Government, Opposition and the GLA to ensure that national and strategic policy is always appropriate for the City.</p> <p>We continue to monitor draft regulations to ensure they reflect or adapted to accord with City Corporation priorities.</p> <p>The City Corporation has made its case on outstanding matters in the Draft London Plan at the Examination in Public earlier this year. The Inspectors' Panel Report has been published and recommended changes are broadly favourable.</p> <p>The National Planning Policy Framework (NPPF) published in July 2018 did not address all the City's concerns and subsequent proposed relaxations of Permitted Development Rights cause further concerns. These have been reiterated to Government in response to the public consultation. A Planning White Paper is due in 2020.</p> <p>The Housing Delivery Test is not appropriate to the City's circumstances. However, it was applied to the City and recent housing delivery has not met Government targets. The City Corporation agreed an Action Plan in July 2019 and a further Action Plan will be prepared in 2020. The City Corporation is discussing difference in housing delivery data with the Government. The Government recognises that the data is inaccurate but is not willing to make any retrospective changes. Therefore the presumption in favour of sustainable development applies in the City during 2020, but the data inaccuracies remain a relevant consideration when applying the presumption.</p>	Paul Beckett	11-May-2020	31-Dec-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-02 Service/Pipe Subways 02-Dec-2015 Ian Hughes; Giles Radford	Cause: Provide safe access and egress for utilities and maintenance functions, whilst having operatives entering the confined space to undertake checks. Event: A lack of Oxygen, poisonous gases, fumes and vapour, liquids and solids that suddenly fill spaces, Fire and explosions, hot conditions, Entrapment and falling debris. Impact: Fatality / Major Injury / Illnesses	 Likelihood Impact	8	Since the 23rd March, all access to the subways has been restricted to emergency cover only. Inspectors on call. If required, social distancing can be adhered to by opening cover and checking docs whilst social distancing. 15 May 2020	 Likelihood Impact	8	31-Dec-2020	 Constant

Action no, Title, Owner	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-02a Business As Usual Mitigations	<p>Confined space working is avoided when possible.</p> <p>All PPE and other equipment required for a SSOW shall be suitable and sufficient for the tasks identified. The following PPE and equipment shall be provided, as stated in the approved code of practice</p> <p>All openings are controlled through a central booking system. A subway must not be entered if permission to do so has been refused.</p> <p>No booking will be granted to parties who are not on the database. If the contractor is not on the database they must seek approval from CoL regarding their works. Once confirmed, the contractors will be added to the system before agreeing access.</p> <p>All works and operatives entering the pipe subway must comply with the code of practice for access and safe working in local authority subways.</p> <p>Regular inspections of the structure, covers, condition and asbestos surveys are undertaken.</p> <p>The Permit to enter form must be completed and contractors checked to ensure they have suitable and sufficient equipment to enter a confined space.</p> <p>No smoking is allowed at any time.</p>	All business as usual mitigations have been reviewed, they are very much current and continue to work effectively.	Giles Radford	19-Feb-2020	31-Dec-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-DS-01 The District Surveyor's (Building Control) Division becomes too small to be viable 25-Mar-2015 Gordon Roy P.	Cause: Reduced Income causes the service to be unviable Event: Development market fails to maintain momentum or our market share shrinks Impact: Reduced staffing levels do not provide adequate breadth of knowledge and experience	 Likelihood Impact	8	The risk is unchanged. The plans to create of a Local Authority Trading Company are still on hold and will be reviewed in the light of any changes in the Building Control Regulation regimen that arise following the publication of the Hackett Report following the Grenfell fire (expected by late Summer 2020). The City of London is working with MHCLG to ensure that we are a Centre of Excellence in accordance with the anticipated Building Safety Act. 06 May 2020	 Likelihood Impact	8	31-Dec-2020	 Constant

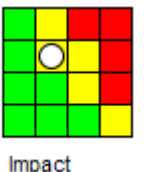


Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-DS-01a Business as usual mitigating controls	(1) Continue to provide excellent services [evidenced by customer survey]; (2) Maintain client links with key stakeholders; (3) Continue to explore new income opportunities; (4) Continue to undertake cross-boundary working.	Business as usual controls have been reviewed and are still appropriate and effective.	Gordon Roy	06-May-2020	31-Dec-2020
DBE-DS-01c Business Plan development	Following approval of Summit Group, a Business Plan is being developed and to be presented to members for consideration later this year.	The plans to create of a Local Authority Trading Company are still on hold and will be reviewed in the light of any changes in the Building Control Regulation regimen that arise following the publication of the Hackett Report following the Grenfell fire (expected by late Summer 2020). The City of London is working with MHCLG to ensure that we are a Centre of Excellence in accordance with the anticipated Building Safety Act.	Gordon Roy	06-May-2020	31-Oct-2020

[illegible]

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-PL-06b Ensure sufficient resources are available	Obtain approval for data capture.	<p>A S106/CIL report was presented to the October 2019 Planning & Transportation Committee (P&T). This resulted in a number of questions including public access/transparency and further report confirming the S106 & CIL governance process was presented to P&T in December.</p> <p>The Exacom system is now acknowledged as representing the best means of achieving public access/transparency and the method of implementing this is being sought. It is anticipated that historic data will be added to Exacom during the summer.</p>	Gwyn Richards	13-May- 2020	30-Sep- 2020

DBE-PL-06c Interaction with software supplier & Chamberlain's Finance	There is a need to (a) import data from CBIS into Exacom to ensure that it contains up to date expenditure and allocation information; and (b) prepare the necessary budget reports from Exacom.	<p>Due to the mechanisms within the Chamberlain's department whereby expenditure is apportioned to S106 and CIL annually and not in real time the recommendations relating to this in the Internal Audit report are not deliverable at present. This is to be the subject of a discussion between the Chamberlain's finance staff for DBE and Internal Audit to consider if the recommendations need to be reviewed. Once this is complete we will review the need for interaction between Exacom and CBIS and the options for reporting.</p> <p>This work has been delayed by workstreams required to adjust to the new methods of working with COVID-19 have taken priority. There is a significant possibility that the September 2020 target for this will not be achieved.</p>	Gwyn Richards	13-May- 2020	20-Dec- 2020
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-TP-03a Annual Spending Submission	Send Annual Spending Submission to TfL	2021/22 Annual Spending Submission will be considered by Committee and submitted to TfL in November.	Bruce McVean	15-May- 2020	29-Nov- 2020
DBE-TP-03b TfL meetings	Conduct quarterly meetings with TfL-	Regular quarterly meetings with TfL, additional meetings and calls to discuss COVID-19 funding implications are being arranged as necessary.	Bruce McVean	15-May- 2020	31-Mar- 2021
DBE-TP-03c TfL Bid Process	Submit bid(s) in line with TfL timetable (e.g. Liveable Neighbourhoods)	Opportunities to participation in future bidding rounds will be kept under review.	Bruce McVean	15-May- 2020	30-Nov- 2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-PL-02 Not being alive to the needs/requirements of the world business centre and the political environment 23-Mar-2015 Page	Cause: Staff are badly briefed in relation to the planning development needs of the City as a world business centre Event: Perception that we are not responsive to the planning development needs of the City as a world business centre Impact: The City's reputation suffers and we fail to deliver buildings that meet the needs of the City as a world business centre		6	The risk has been reviewed and whilst there is an increased likelihood as result of COVID-19 the increase is not currently sufficient to warrant in increase in likelihood to likely and therefore the risk score is unchanged. There continues to be uncertainty regarding the wider economic situation, post-Brexit negotiations and COVID-19. Given the increase in uncertainty meeting with stakeholders have increase in frequency. 12 May 2020		6	31-Dec-2020	 Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DBE-PL-02a Business as usual mitigating controls	(1) Continue to work closely with other parts of the department; the City Property Advisory Team; other City of London Departments; & the Greater London Authority. (2) To work closely with the development industry, the City Property Association and hold regular meetings with City agents. (3) Participation at MIPIM.	The Business As Usual controls have been reviewed in the light of COVID-19 and we continue to work closely, meeting remotely, with the development industry, the City Property Association and hold regular meetings with City agents. MIPIM 2020 has been put on hold as a result of COVID-19, as have other networking events. The (non-MIIM) controls, which have been implemented, are appropriate and effective.	Gwyn Richards	12-May-2020	31-Dec-2020

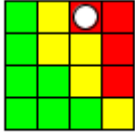
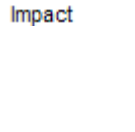
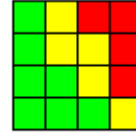
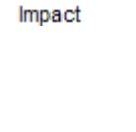
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DBE COVID-19 (Planning & Transportation Committee)

APPENDIX 3

Report Author: Richard Steele

Generated on: 15 May 2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS 27 Failure to deliver the New DBE - Finance (DBE) 17-Apr-2020 Carolyn Dwyer; Elizabeth Hannah	Cause: The pandemic has changed the traffic (both people and vehicular) of the working City <ul style="list-style-type: none"> drastically reducing the number of visitors and workers making trips closing down building sites for periods of time until safe working practises can be established reduction in development activity Event: Departmental income reduced by approximately £8.4m and approx. £800k in project recoverable charges. Impact: Department unable to operate in line with base budget, as well as meeting Fundamental Review targets as agreed by RASC. Shortfall of approx. 30% of the 20/21 net departmental budget of £27,274,000. On street parking account finances will be reduced.	Likelihood  Impact 	16	The risk has been reviewed and remains unchanged. Regular finance reviews are being undertaken, and in depth reviews conducted in association with Chamberlains teams. 13 May 2020	Likelihood  Impact 			Constant

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SGPS 27a Budget Monitoring	Weekly budget monitoring to inform current position and budget profiling [Due date added as 31/12/2020 due to unknown timescales]	Review on income and business levels underway			Elizabeth Hannah	12-May-2020	31-Dec-2020

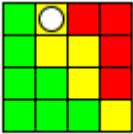
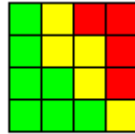

CVD19 SGPS 27b Affordability	Review affordability of projects which rely on 'on street parking account' funding	This will be assessed as part of the Departmental Recovery Board.	Ian Hughes	14-May-2020	01-Jul-2020
CVD19 SGPS 27c Recovery	Focus on recovery in the second half of 20/21 in relation to departmental budget and wider economy and planned fee increases	City Streets: Covid-19 recovery report presented to Planning and Transportation Committee on 14th May. Transport Response - Bronze Group continues to meet Monday, Wednesday, Friday each week to continue recovery work at pace across the City.	Ian Hughes	14-May-2020	01-Jul-2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
CVD19 SGPS 25 Failure by BRONZE to deliver the Highways, Parking & Enforcement service required by SILVER (DBE) 17-Apr-2020 Ian Hughes	<p>Cause:</p> <ul style="list-style-type: none"> The pandemic leads to a critical number of staff (employed by our highway term contractor J B Riney) being unable to attend work due to illness/self-isolation/caring responsibilities. The pandemic leads to a critical number of staff (employed by our parking contractor Saba) being unable to attend work due to illness/self-isolation/caring responsibilities. The pandemic leads to a critical number of City of London staff being unable to attend work due to illness/self-isolation/caring responsibilities. The pandemic leads to a failure of the supply chain of our highway term contractor (J B Riney) <p>Event: Our contractors and/or City of London staff are unable to provide a highway maintenance and/or parking service.</p> <p>Impact:</p> <ul style="list-style-type: none"> Failure to maintain the highway in a safe state leading to personal damage injuries. (1, 3 and 4) Increased inability to manage car parks leading to increases potential for crime and anti-social behaviour, increased fire risk and associated loss of income (2 and 3). Failure to manage on-street parking leading to loss of access by emergency services to residential and business premises (2 and 3). Failure to monitor 3rd party on-street activities licenced by the City of London leading to unsafe systems of work. 	<div> <div>Likelihood</div> <div>Impact</div> </div>	<div> <div>8</div> <div>14 May 2020</div> </div>	<div> <div>No further changes to this risk as of 14th May 2020</div> <div> <div>Likelihood</div> <div>Impact</div> </div> </div>		<div> <div>Constant</div> <div></div> </div>

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 25a Contractor liaison	Working with contractors to ensure that they are adequately forecasting staff or supply chain issues to ensure that the City received adequate warning of the need to decrease service levels any further allowing decisions to be taken in a timely and reasonable manner. Where works are continuing we have worked with the contractor to ensure that they have adequate risk assessments and method statements in place to minimise the infection and other risks to staff. [Due date added as 31/12/2020 due to unknown timescales]	Works are continuing as scheduled.	Ian Hughes	14-May- 2020	31-Dec- 2020
CVD19 SGPS 25b City staff resilience	Reducing the overall number of City of London staff on duty in the City at any one time. This reduces the risk to individual members of staff and therefore the risk of staff shortage in the future. Monitoring of the full range of on-street activities is being achieved by sharing of resource between teams on a rota. [Due date added as 31/12/2020 due to unknown timescales]	Limited rota of staff involved in surveillance is continuing (1 person per day)	Ian Hughes	14-May- 2020	31-Dec- 2020
CVD19 SGPS 25c Saba staff resilience	Enforcement of the Bank on Safety scheme traffic order transferred to working from home. Appropriate policies and procedures have been put in place to ensure compliance with data protection legislation. [Due date added as 31/12/2020 due to unknown timescales]	Measures still remain in place.	Ian Hughes	14-May- 2020	31-Dec- 2020
CVD19 SGPS 25d Car park rationalisation	As a result of a reduction in staff availability by the contractor the Tower Hill and Minories car parks have been opened for unfettered access to ensure that the remaining car parks can be staffed on a 24x7 basis. Safety inspections of the Tower Hill and Minories car parks (e.g. fire) are being undertaken by roving patrols. [Due date added as 31/12/2020 due to unknown timescales]	Measures remain in place.	Ian Hughes	14-May- 2020	31-Dec- 2020
CVD19 SGPS 25e Public communication of change	Where there are alterations to services have been authorised by Members/GOLD we are issuing clear public communications on the City website, social media and email to interest groups. [Due date added as 31/12/2020 due to unknown timescales]	Comms updated as and when required.	Ian Hughes	14-May- 2020	31-Dec- 2020

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 26a Alternative methods of planning site visits	Officers are requesting site photos or video footage/tours of sites where necessary/possible for planning applications. [Due date added as 31/12/2020 due to unknown timescales]	No change from last week re applications and site visits. Today the Government has issued guidelines on planning applications and consultations on planning applications. The CoL is either already working as per the recommendations or exceeding them. On 14 May the government will be issuing regulations giving LPAs flexibility to take all reasonable steps to publicise planning applications if the LPA cannot discharge the statutory requirement for sites notices, neighbour notifications or newspaper publicity. A verbal update on the guidance will be given to P&T Committee on 14 May.	David Horkan	13-May- 2020	31-Dec- 2020
CVD19 SGPS 26b Risk based inspections	District Surveyors officers are increasing requirements for records of site QA checks and third party inspections in lieu of physical inspections. [Due date added as 31/12/2020 due to unknown timescales]	Last week BC introduced a new Site Inspection protocol as building sites have begun to open up. As previously, if possible the site inspection will be carried out remotely but a physical inspection will be carried out if that is not possible. Physical site inspections have now been successfully carried out several times since the protocol was introduced.	Gordon Roy	06-May- 2020	31-Dec- 2020
CVD19 SGPS 26c Alternative methods of DS Inspections	Officers are requesting site photos or video footage/tours of sites where necessary/possible for building control applications. [Due date added as 31/12/2020 due to unknown timescales]	Yesterday the Government issued guidance on working safely with COVID-19 on constructions sites. BC has incorporated the relevant parts in the site visit protocol for site inspections which have continue but not in large numbers.	Gordon Roy	13-May- 2020	31-Dec- 2020

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SGPS 28 Failure to deliver the New DBE – Business Plan (DBE) 17-Apr-2020 Carolyn Dwyer; Elizabeth Hannah	Cause: The pandemic has transformed the look and feel of the working City and will likely mean the City will look a different place when recovery is finished. Event: Considerable uncertainty of the future needs of City. Department unable to deliver 20/21 Business Plan aims and objectives as agreed by Committee's. Business Plan will be out of date with what a 'new' City needs for recovery and growth. Impact: Realign Member expectations of the Business Plan, and expectation of the 'new future City'. Establish change ready, flexible staff and services.	 Likelihood	8	The risk has been reviewed and remains unchanged. 13 May 2020	 Likelihood	Impact		 Constant

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CVD19 SGPS 28a Recovery	Establish departmental BRONZE recovery group. Identify the 'new' Business City needs and ambitions	group membership agreed, first meeting still to be held		Elizabeth Hannah	22-Apr-2020	01-May-2020
CVD19 SGPS 28b Business Plan	Refocused Business plan to facilitate business recovery	recover action plan being prepared		Elizabeth Hannah	13-May-2020	01-Jun-2020
CVD19 SGPS 28c Development	Regular reviews with City Property Association to facilitate growth [Due date added as 31/12/2020 due to unknown timescales]	Weekly liaison meetings continue with the City Property Association and other key stakeholders. Pre-application development pipeline is very healthy.		Gwyn Richards	24-Apr-2020	31-Dec-2020

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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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