



## **Streets and Walkways Sub (Planning and Transportation) Committee**

**Date:** TUESDAY, 26 MAY 2020

**Time:** 11.00 am

**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:** Oliver Sells QC (Chairman)  
Graham Packham (Deputy Chairman)  
Randall Anderson  
Peter Bennett  
Deputy Keith Bottomley  
Sheriff Christopher Hayward  
Deputy Jamie Ingham Clark  
Shravan Joshi  
Deputy Alastair Moss  
Alderman Alison Gowman (Ex-Officio Member)  
Christopher Hill (Ex-Officio Member)  
Paul Martinelli (Ex-Officio Member)  
Barbara Newman (Ex-Officio Member)

**Enquiries:** Joseph Anstee  
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### **Accessing the virtual public meeting**

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/1tvabDvUDrI>

**John Barradell  
Town Clerk**

# **AGENDA**

## **Part 1 - Public Agenda**

**1. APOLOGIES FOR ABSENCE**

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

**3. MINUTES**

To agree the public minutes and non-public summary of the meeting held on 25 February 2020.

**For Decision**  
(Pages 1 - 10)

**4. BANK JUNCTION IMPROVEMENTS - ALL CHANGE AT BANK**

Report of the Director of the Built Environment

**For Decision**  
(Pages 11 - 46)

**5. CITY CLUSTER AREA PROGRAMME - UPDATED DELIVERY PLAN (TO FOLLOW)**

Report of the Director of the Built Environment

**For Decision**

**6. CITY PUBLIC REALM PROJECTS CONSOLIDATED OUTCOME REPORT, GATEWAY 6**

Report of the Director of the Built Environment

**For Decision**  
(Pages 47 - 50)

a) Frederick's Place Environmental Enhancements (Pages 51 - 56)

b) 8-10 Moorgate Area Improvements (Pages 57 - 62)

c) 1 Angel Court Area Improvements (Pages 63 - 70)

d) 11-19 Monument Street Area Improvements (Pages 71 - 76)

e) Monument and Lower Thames Street Junction - Public Realm Enhancement Project (Pages 77 - 82)

f) Fenchurch Place (Pages 83 - 88)

g) Lime Street and Cullum Street Area Project (Pages 89 - 92)

7. **20 FARRINGDON/OLD FLEET LANE GATEWAY 6**  
Report of the Director of the Built Environment

**For Decision**  
(Pages 93 - 96)

8. **ANY OTHER BUSINESS**

9. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

**Part 2 - Non-Public Agenda**

10. **ANY OTHER BUSINESS WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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

**Tuesday, 25 February 2020**

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 25 February 2020 at 10.30 am

### **Present**

#### **Members:**

Oliver Sells QC (Chairman)	Shravan Joshi
Graham Packham (Deputy Chairman)	Deputy Alastair Moss
Randall Anderson	Alderman Alison Gowman (Ex-Officio Member)
Peter Bennett	Christopher Hill (Ex-Officio Member)
Sheriff Christopher Hayward	Barbara Newman (Ex-Officio Member)
Deputy Jamie Ingham Clark	

#### **Officers:**

Joseph Anstee	- Town Clerk's Department
Zahur Khan	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Patrick Hegarty	- Open Spaces Department
Clarisse Tavin	- Department of the Built Environment
Tom Noble	- Department of the Built Environment
Sarah-Jane Enson	- Department of the Built Environment
Simon Owen	- Chamberlain's Department
Giles Radford	- Department of the Built Environment
Bruce McVean	- Department of the Built Environment
Sam Lee	- Department of the Built Environment
Shani Annand-Baron	- Town Clerk's Department

The Chairman welcomed all those in attendance to the meeting.

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Deputy Keith Bottomley and Paul Martinelli.

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

Deputy Alastair Moss declared an interest in Item 6 – Bernard Morgan House Public Realm, and advised that he would withdraw from the meeting during consideration of this item.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 3 December 2019 be agreed as a correct record.

4. **150 BISHOPSGATE (HERON PLAZA)**

The Sub Committee considered a report of the Director of the Built Environment relating to the development of 150 Bishopsgate, also known as Heron Plaza. The Director of the Built Environment introduced the report and drew Members' attention to the key points. The Director of Open Spaces advised that the replanting of trees was a positive step as the current trees on the site were failing.

**RESOLVED** – That the Streets & Walkways Sub Committee:

- 1) Authorise officers to update the existing Section 278 agreement via exchange of letters;
- 2) Approve the budget of £954,856 for implementation of the works, to be funded through a Section 278 agreement;
- 3) Approve the revised total estimated cost of the project at £1,273,528 (excluding risk); and
- 4) Authorise the extension of the Section 8 agreement and the making of a Traffic Management Order to amend parking, waiting and loading restrictions, subject to addressing any objections.

5. **GREENING CHEAPSIDE: SUNKEN GARDEN (PHASE 1B); ST. PAUL'S TUBE STATION AREA IMPROVEMENTS (PHASE 1)**

The Sub Committee considered a report of the Director of the Built Environment in respect of the Greening Cheapside project. The Director of the Built Environment introduced the report and gave Members an update on the project. Noting that the installation of a Blue Plaque was part of the proposals, a Member advised that there was a slow pipeline for Blue Plaques and it may take some time for it to be delivered.

**RESOLVED** – That the Streets & Walkways Sub Committee agree:

1. That an additional budget of £200,000 is approved for delivering Phase 1b of which an initial sum of £55,000 is allocated to reach the next Gateway. The full amount is to be funded from C Hoare & Co through a voluntary S278 contribution;
2. Approve the revised total project budget of **£580,154** (£380,154 allocated for Phase 1, and £200,000 allocated for Phase 1b) subject to receipt of funding; and

3. Authorise completion of one or more agreements between the City and C Hoare & Co for the provision of funding by C Hoare & Co for enhancements to the Sunken Garden.

*At this point Deputy Alastair Moss withdrew from the meeting.*

6. **BERNARD MORGAN HOUSE PUBLIC REALM**

The Sub Committee considered a report of the Director of the Built Environment on the delivery of public realm enhancements in the area surrounding the new development at Bernard Morgan House. The Director of the Built Environment introduced the report and drew Members' attention to the key points, confirming that Option 1 was the officer's recommendation.

The Sub Committee felt that the outcome was disappointing but recognised that this stemmed from the original S106 agreement, and that the City of London Corporation had little course to rectify this.

However, Members reported the concerns of local residents raised during consultation like conflict between traffic and pedestrians and unsafe cycling and suggested that the City of London Corporation explore an additional scheme if the agreement could not be improved. Officers were asked to take a look at the area and assess how the environment could be made safer.

The Director of the Built Environment advised that extensive consultation had been undertaken, with feedback noted and actions arising from the consultation, but comments from Members would be taken on board and the area would be assessed in light of the concerns raised by residents.

**RESOLVED** – That the Streets & Walkways Sub Committee:

- i) Authorise officers to invoice the developer for £85,361 to undertake work to progress to Gateway 5 (see section 3 table 1 below), in advance of the full S278 payment to avoid delays to the programme. The amount would be deducted from the full S278 payment;
- ii) Approve Option 1 at a cost of up to £725,505, fully funded by a Section 278 agreement with Taylor Wimpy, the developer of Bernard Morgan House; and
- iii) Authorise officers to publish proposals in relation to any necessary traffic orders or other consents to implement the project as described in this report.

*At this point Deputy Alastair Moss returned to the meeting.*

7. **55 MOORGATE - SECTION 278 PUBLIC REALM AND HIGHWAY IMPROVEMENTS**

The Sub Committee considered a report of the Director of the Built Environment regarding the delivery of public realm enhancements to Nun Court and the

surrounding footway of the development at 55 Moorgate. The Director of the Built Environment introduced the report for Members.

**RESOLVED** – That the Streets & Walkways Sub Committee agree:

1. That additional budget totalling **£299,385** is approved to progress with the implementation of the project, funded by a Section 278 Agreement with the developer and to reach the next Gateway. This is inclusive of any underspends from the previous gateway.
  2. Authority to start work be granted subject to completion of the Section 278 Agreement and receipt of full funding from the developer;
  3. Approval is given for City officers to publish proposals in relation to any necessary traffic orders or other consents to implement the project as described in this report. (Traffic orders will be necessary to relocate parking bays outside the development on Coleman Street);
  4. Delegated authority be given to the Director of Transportation and Public Realm to consider any objections to the traffic orders detailed in this report given the minor infraction of relocating existing traffic bays a few metres south of their current location;
  5. Delegated authority be given to the Assistant Director of City Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded beyond standard tolerances in accordance with the Section 278 agreement.
8. **ST MARY AXE EXPERIMENTAL TIMED CLOSURE (WITHIN CITY CLUSTER VISION PHASE 1 - ACTIVATION, GREENING AND EXPERIMENTS PROGRAMME)**

The Sub Committee considered a report of the Director of the Built Environment proposing Experimental Timed Closure at St Mary Axe as part of the City Cluster Vision Phase 1 Activation, Greening and Experiments programme. The Chairman welcomed the ground-breaking scheme which he hoped would bring about further change. The Director of the Built Environment then introduced the report and outlined the details of the scheme.

The Sub Committee noted that local businesses were supportive of the scheme, despite some initial reluctance, and praised the engagement and consultation undertaken by officers in developing the proposals.

**RESOLVED** – That the Streets & Walkways Sub Committee:

1. Agree that St Mary Axe experimental timed closure project be established as part of the City Cluster phase 1 programme;
2. That an additional budget of **£41,699** is approved to reach the next Gateway (G5) giving a total budget of **£46,699** for the St Mary Axe



experimental timed closure project, and to be set up using a separate cost code to the main Phase 1 project code;

3. Agree the total estimated maximum cost of the St Mary Axe experimental timed closure project is **£270,000** (excluding risk);
4. That **Option 2**, trial the closure of St Mary Axe to motor traffic at peak periods through an Experimental Traffic Order and maintain the existing motorcycle bays, is approved to proceed into detailed design;
5. Delegate authority to the Director of the Built Environment to approve budget adjustments, above the existing authority within the project procedures and in consultation with Chamberlains, between budget lines if this is within the approved total project budget amount; and
6. That the next Gateway report proceeds under delegation to the Director of the Built Environment, in consultation with the Chairman, subject to:
  - a) project cost not exceeding the maximum of **£270,000** and the Director of the Built Environment and Chairman being satisfied with the equality implications after considering the review currently being prepared.

#### 9. **CITY LIGHTING PROGRAMME UPDATE**

The Sub Committee considered a report of the Director of the Built Environment providing Members with an update on the implementation of the City's innovative Lighting Strategy approved by the Court of Common Council in October 2018. The Chairman praised the fantastic work on the project so far. The Director of the Built Environment then introduced the report, outlining the key aspects of the programme and further aims.

The Sub Committee praised the additional benefits of the improved lighting like the impact on antisocial behaviour and safety, and economic benefit, suggesting that officers continue to track and report these positives. Members also welcomed the prospective external lighting scheme for St. Paul's Cathedral. A Member suggested applying to the Policy Initiatives Fund for funding towards the cost of hosting the LUCI international lighting conference.

A Member advised that there were issues with lighting on the Barbican Estate, some of which hadn't been included in the Lighting Strategy updates. The Director of the Built Environment responded that there was nuanced ownership and responsibility in respect of the Barbican Estate, some of which was private property and not City Walkway, and some which was not under the management of the Department of the Built Environment. The Sub Committee was advised that officers would work with the Barbican Estate Office to clarify areas of responsibility and share expertise with a view to addressing the issues reported. Members were also encouraged to report any streetlight issues where they arose.

**RESOLVED** – That the Streets & Walkways Sub Committee:

- a) Note the progress and next steps towards delivering the Lighting Strategy outlined in the report;
- b) Agree in principle for the City to host the 2021 LUCI event subject to an appropriate business case.

**10. SPECIAL EVENTS ON THE HIGHWAY**

The Sub Committee considered a report of the Director of the Built Environment outlining major special events planned for 2020 and providing Members with an opportunity to consider and comment on the appropriateness of those events, taking into account their nature, scale, impact and benefits. The Director of the Built Environment introduced the report and drew Members' attention to the key points, also advising that a 2020 Car Free Day had been provisionally scheduled for Sunday 20 September 2020.

In response to questions from Members, the Director of the Built Environment advised that officers could look into a possible event closure for City Giving Day and that discussions had taken place about an event in respect of VE Day. A report of the 2020 Lord Mayors Show was intended for Committee meetings in April. The Sub Committee was also assured that officers would continue to advocate on behalf of residents on matters such as consecutive weekend closures.

**RESOLVED** – That the Streets & Walkways Sub Committee:

- a) Agree to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1;
- b) Agree to support the additional Cultural, Community and Transport Strategy events outlined in paragraphs 21-30, subject to the appropriate degree of due diligence regarding safety licencing approval, traffic orders (where required) and impact on local stakeholders; and
- c) Note the Benefits in Kind listed in Appendix 4.

**11. ANTI-TERRORISM TRAFFIC REGULATION ORDER**

The Sub Committee considered a report of the Director of the Built Environment reviewing the use of City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) in 2019, as well as whether it should be retained more generally going forward. The Director of the Built Environment introduced the report and drew Members' attention to the key points. Members were supportive of the continued use of ATTRO and felt assured it was being used proportionally.

**RESOLVED** – That the Streets & Walkways Sub Committee approve the continued use of the ATTRO, subject to a review in three years' time.

**12. FANN STREET - TRAFFIC INCREASE**

The Sub Committee considered a report of the Director of the Built Environment assessing the experimental scheme permitting motorists to 'U-turn' on

Aldersgate Street/Goswell Road instead of using Fann Street. The Director of the Built Environment introduced the report and drew Members' attention to the key points, outlining the reasons for the proposal.

Several Members then spoke in objection to the officer's recommendation, on the grounds that in place of 'U-turns' drivers would do 3-point turns on Fann Street, which was more dangerous. This in turn had a negative impact on residents for several reasons. The proposal to reinstate the ban also did not account for cyclists and traffic coming from Carthusian Street. The experiment had not identified any safety issues with drivers making the 'U-turns'. Members reported that the current arrangement was working well and was supported by residents.

The Sub Committee then further discussed the recommendation, as well as the possibility of alternative proposals in case there was a better solution, such as additional signage. Arising from the discussion and recognising that there may not be a perfect solution, Members agreed that that reinstating the ban was not justified at this time, in light of the evidence available and the strong feeling of local residents, with retention of the existing arrangements preferred.

The Director of the Built Environment advised that if Members were not minded to agree the officer's recommendation, they could resolve to make the experimental scheme permanent.

The Sub Committee then proceeded to vote on the item, with Members firstly voting against the officer's recommendation, then voting in favour of making the experimental scheme permanent.

**RESOLVED** – That the Streets & Walkways Sub Committee agree that the experimental scheme permitting motorists to 'U-turn on Aldersgate Street/Goswell Road instead of using Fann Street be made permanent.

**13. 72 FORE STREET**

The Sub Committee considered a report of the Director of the Built Environment seeking authorisation to close the project in respect of the 72 Fore Street development. The Director of the Built Environment introduced the report and drew Members' attention to the key points. In response to a query from a Member, the Director of the Built Environment advised that Moor Lane works had been deferred subject to the 24 Moorfields development, but officers continued to work with the developer.

**RESOLVED** – That the Streets & Walkways Sub Committee authorise closure of the project.

**14. JB RINEY'S HIGHWAYS TERM MAINTENANCE CONTRACT**

The Sub Committee received a report of the Director of the Built Environment advising on the City of London Corporation's highways term maintenance contractor, JB Riney. The Director of the Built Environment introduced the report and drew Members' attention to the key points. Members were supportive of the partnership and praised JB Riney's work and performance.

**RESOLVED** – That the report be noted.

**15. ANNUAL ON-STREET PARKING ACCOUNTS 2018/19 AND RELATED FUNDING OF HIGHWAY IMPROVEMENTS AND SCHEMES**

The Committee received a report of the Chamberlain on action taken in respect of any deficit or surplus in the City of London's On-Street Parking Account for the financial year 2018/19. A Member commented that any increase in income attributable to penalty charge notices was undesirable and that Officers should look to minimise these.

**RESOLVED** – That Members note the contents of the report for their information before submission to the Mayor of London.

**16. RESOLUTION OF THE RESOURCE ALLOCATION SUB COMMITTEE**

The Sub Committee received a resolution of the Resource Allocation Sub Committee regarding dropped kerbs and accessibility. The Director of the Built Environment confirmed that it was standing practice to account for accessibility and that dropped kerbs were always incorporated where possible.

**RESOLVED** – That the resolution be noted.

**17. OUTSTANDING REFERENCES**

The Sub Committee received a list of outstanding references.

Dockless Bikes

The Sub Committee noted that the trial had been extended until 31 March 2020. A Member reported that some temporary road markings in the Barbican area were being mistaken for a cycle parking spot and requested that officers monitor this.

Beech Street

The Director of the Built Environment gave the Sub Committee an update on the Beech Street project, summarising the consultation undertaken so far and reporting the feedback received from consultees, including suggestions for amendments to the scheme. There would be further public consultation when the experimental scheme went live. The Chairman commended the work done so far and reported that overall feedback had been positive, reiterating that the scheme was an experiment and practical improvements could be explored where they were identified.

Members then made suggestions for the scheme including opening Golden Lane to compliant vehicles, and arranging exemption discs for cars using car parks. The Director of the Built Environment confirmed that points raised by Members would be taken on board.

In response to a query from a Member, the Chairman advised that he would seek further information on ownership and responsibility in respect of the Barbican Estate in conjunction with the Deputy Chairman and officers, and

bring the matter back to the Sub Committee if a satisfactory clarification was not found.

**RESOLVED** – That the report be noted.

18. **REPORT OF ACTION TAKEN**

The Sub-Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk since the last meeting of the Sub Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b).

**RESOLVED** – That the report be noted.

19. **ANY OTHER BUSINESS**

The Sub Committee received an item of urgent business on City Cycleways, following referral by the Projects Sub Committee, for information. The Director of the Built Environment introduced the report and gave further background on the reasons for the referral. The Sub Committee noted that the project was at increased risk due to a late TfL decision on funding approvals, causing delay and possible scope change to the project.

Whilst Members felt some disappointment at the delay and change of approvals, it was also noted that the change may not be negative and if an improved overall outcome was reached the delay may be justified.

**RESOLVED** – That the report be noted.

The Chairman thanked guests and members of the public for their attendance and encouraged them to attend future meetings.

20. **EXCLUSION OF THE PUBLIC**

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

Item No.	Exempt Paragraphs
21	3
22	-

21. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 3 December 2019 be agreed as a correct record.

22. **ANY OTHER BUSINESS WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other business.

**The meeting ended at 12.00 pm**

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Chairman

**Contact Officer: Joseph Anstee**  
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**Joseph.Anstee@cityoflondon.gov.uk**

<b>Committees:</b> Streets and Walkways Sub-Committee <i>[for decision]</i> Projects Sub Committee <i>(for decision)</i>	<b>Dates:</b> 26 May 2020 27 May 2020
<b>Subject:</b> Bank Junction Improvements – All Change At Bank Unique Project Identifier: 11401	<b>Gateway 3:</b> <b>Outline Options Appraisal (Complex)</b>
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Gillian Howard – City Transportation	<b>For Decision</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b></p> <p>To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place.</p> <p><b>RAG Status:</b> Amber (Green at last report to Committee)</p> <p><b>Risk Status:</b> Medium (Medium at last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £5-5.6m</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b>  Decrease of £12.4M of the upper limit since last report to Committee following the Capital Bid outcome.</p> <p><b>Spend to Date:</b> £1,190,861</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Slippage:</b>  This report is approximately three months behind the previously suggested reporting timeline in the April 2019 report. This was partly due to an issue with continuity of funding following the early stage of the fundamental review and the need to secure alternative funding arrangements to reach Gateway 4. We also experienced team resourcing problems. Both issues have now been resolved. It is still thought that</p>
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	<p>substantial completion by the end of 2022 is viable, with the Bank station capacity upgrade believed to be complete in late 2022.</p> <p>NB: There are several areas of project progress that could be impacted by the COVID-19 situation. This includes the furloughing of a number of TfL staff. This is an evolving situation at the time the report is being written and the impact is not yet understood.</p>
<b>2. Next steps and requested decisions</b>	<p><b>Next Gateway:</b> <i>Gateway 4: Detailed Options Appraisal</i></p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Following this report, undertake more detailed highway design and traffic modelling assessment on the three options taken forward to Gateway 4. To include investigating varying the vehicle mix through Bank from that currently in place and possible traffic management restrictions/relaxations for the operational arms of the junction.</li> <li>• Continue to liaise with Transport for London (TfL) to ensure that the closure options and operating scenarios are viable and that the impact on the road network is considered acceptable both locally and on the wider network (For bus and general traffic).</li> <li>• As the amount of space being reprioritised is more thoroughly understood, develop potential opportunities for public realm improvements to feed into the G4 report.</li> <li>• Liaise with accessibility groups to discuss any early concerns of the developing feasibility designs.</li> <li>• Prepare and submit a Gateway 4 report to recommend one option of which arms to close/restrict. The report will also detail viable vehicle mix and traffic management options for the remaining open arms. It will also set out the likely public realm and place making opportunities within the available budget.</li> </ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Note the additional secured £4 million funding for the project from the 2019 Capital Bid process.</li> <li>2. Note the total estimated cost of the project at £5-5.6M (excluding risk).</li> <li>3. Approve Options I, IV and V as the closure/restriction options to take forward to Gateway 4 for additional feasibility design.</li> <li>4. Agree the revised budget line amounts in Table 1 (section 3), which remain within the existing</li> </ol>



	<p>approved budget allocation of £1,583,457.</p> <p>5. Delegate authority to the Director of the Built Environment to approve budget adjustments, above the existing authority within the project procedures and in consultation with Chamberlains, between budget lines if this is within the approved total project budget amount.</p>
<p><b>3. Resource requirements to reach next Gateway</b></p>	<p>1. It was agreed by Committees in January 2019 that the outlined way forward in the previous All Change at Bank gateway 3 report was no longer appropriate given the work that had been undertaken on the Bank on Safety scheme. It was agreed that Officers should instead investigate a two to three arm closure (or further restriction) at Bank. Members gave clear direction that the design should not preclude the option for full pedestrianisation in the future.</p> <p>2. An issues report in April 2019, set out the methodology of how the short list of two to three arm closure/restriction options would be undertaken. This included proposing submitting a further Issues report in December 2019/January 2020 ahead of the Gateway 4 report scheduled in April/May 2020. This issues report was intended to cover the options which had been dismissed to date and focus on a smaller number of possible options to be discussed in more detail in the following Gateway 4 report. Funding to reach Gateway 4 was secured. As mentioned in Section 1 there has been some slippage on this previously identified programme and the project is approximately three months behind its identified milestones.</p> <p>3. It became apparent in preparing the issues report that it was more suited to be presented as a Gateway 3 report to compare the options. However, whilst it is presented as a Gateway 3 report, funding has already been secured to reach Gateway 4 and no further funds are being requested in this report.</p> <p>4. The below table sets out the required alterations to the budget lines to reflect where expenditure is now forecast to reach the next reporting stage. It remains within the current total approved budget of £1,583,457.</p>

**Table 1: Required budget breakdown**

Item	Reason	Funds/ Source of Funding	Cost (£)
Environmental services/Highways staff cost	Highway engineer design	S106	52,467
P&T Staff cost	Project management, supervision and public realm input	S106/TfL	665,165
DBE Structure staff costs	Structural advice	S106	5,000
Legal staff cost	Legal advice and consultation	S106	5,000
Fees	TfL, Consultants, data collection etc.	S106/TfL	778,462
surveys	Topographical, radar etc.	S106/TfL	67,363
<b>Revenue</b>			<b>10,000</b>
<b>Total</b>			<b>1,583,457</b>

**Costed Risk Provision requested for this Gateway: N/A**

5. The above resources will provide up to:

- Approximately 1000 hours of dedicated project management consultancy support, 384 hours of project manager support, 480 hours of supervision and up to 168 hours of public realm input on the developing designs. These maximum hours are based on taking forward three options to Gateway 4 and allowing time for multiple operational scenarios to be tested and reviewed for each closure option, followed by the need to design multiple viable scenarios.
- Approximately 384 hours of highway engineer design time and supervision

	<ul style="list-style-type: none"> <li>• If required internal legal advice</li> <li>• If required internal structural advice</li> <li>• Fees to cover the cost of things such as the ongoing traffic modelling consultancy contract to Gateway 4, fees to TfL for items such as, but not limited to the traffic modelling audit and update and any required pedestrian analysis as well as any London Underground Structural advice. Also, any additional survey work that may be required to assist the designs and consultancy fees for further design advice or sketches to assist in communicating what might be viable at the gateway 4 report.</li> </ul>
<p><b>4. Overview of project options</b></p>	<p><b><u>Background:</u></b>  <u>What has happened to date:</u></p> <p>6. To recap what had been agreed in the previous report in April 2019:</p> <ul style="list-style-type: none"> <li>• it was proposed that the available 35 potential combinations of either a two or three arm closure, would be assessed. Details of how this was undertaken is in Appendix 4</li> <li>• This initial assessment would be used to reduce options to approximately 20.</li> <li>• Further technical work would then be undertaken on the 20 options with a view to presenting Members with the highest five ranked options for consideration.</li> </ul> <p>7. This report provides more detail of the five top ranked closure options. The assessment to date has used a combination of technical evidence, some stakeholder feedback and engineering input. We are now seeking Members views on reducing the number of options from five to three for further detailed feasibility work to lead to a Gateway 4 report in September/October 2020. In order to keep to the revised programme and provide a change at Bank in time for the opening of the capacity upgrade, it is not possible to take more than three options through to detailed feasibility.</p> <p>8. In Appendix 4 there is a more detailed document explaining how the original 35 options have been assessed and at which point various options have been discarded. This work was peer reviewed internally at each stage to ensure the logic of the assessments were robust.</p> <p>9. To date, external stakeholder engagement has been focussed on TfL, particularly around bus routing and traffic modelling uses. The impact on the bus network, and acceptability of the traffic model development is a key consideration in any future TfL approvals, therefore it was</p>

	<p>considered prudent to ensure that the fundamental principles by which we have assessed the options were acceptable to them. In order to undertake the initial feasibility traffic modelling work, input from London Buses was required as to possible rerouting options for services. This has been used to assess the probable impact of the 20 closure options.</p> <p>10. The feasibility traffic modelling has used the previously approved Bank on Safety traffic model with some updated traffic flow information. Before TfL would audit any proposed option, further work to update the model is required. However, for this first feasibility comparison the existing model provides enough information to be able to compare the 20 options to each other and give enough confidence in the likely journey impacts. This has then been used in this early assessment to help discard closure options.</p> <p>11. Other stakeholder input that has been considered are from internal sources such as network performance, accessibility, the parking and enforcement team, historic environment and the highways teams.</p> <p>12. The key assumptions the initial 20 assessments have been based on, are that:</p> <ul style="list-style-type: none"> <li>• the existing operation of Monday to Friday 7am to 7pm for bus and cycles only remains at Bank.</li> <li>• cyclists will be retained on all approach arms regardless of whether they have been 'closed'.</li> <li>• that rerouted bus services will, where possible, remain operating through the junction itself; and</li> <li>• that the footway extensions that are currently being provided at Bank, as part of the interim improvements to enhance the operation of the Bank on Safety scheme, is considered the new baseline for pedestrian comfort levels and increased area comparison. All reprioritised areas provided in the options appraisal are in addition to the new 600m<sup>2</sup> currently under construction. (The estimated construction costs however do include the materials and time to resurface these areas in permanent higher-quality materials).</li> </ul> <p>13. Based on the above assumptions, the 20 options have been compared to each other against how well they could perform against project objectives, known network performance constraints, and engineering difficulties. The options were then assessed on probable journey time impacts on bus and general traffic times and the potential of creating space that can be reprioritised to pedestrians and to enhance the public realm environment. These</p>
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performance criteria were ranked as follows:

- a. **Impact on general journey times (15% weighting)**
- b. **Impact on bus journey times (25%)**
- c. **Pedestrian uplift – Part 1 (35%)** – reallocation of road space to provide a safer and more comfortable environment, **within** the limits of the Bank on Safety scheme (see Appendix 5)
- d. **Pedestrian uplift – Part 2 (25%)** – reallocation of road space to provide a safer and more comfortable environment, **outside** the limits of the Bank on Safety scheme (see Appendix 5)

An overall score was given to each of the 20 options and the first five options have been taken to be discussed in this report. Their ranking in each individual criteria and final score can be seen in table 2. The final score provides a balance at this stage between benefits and technical difficulty to deliver.

14. Given that there is further detailed feasibility work still to be undertaken to fully appreciate the benefits and impacts of any option, the recommendations in this report take into consideration other factors in addition to the rankings. Things such as how easy are the probable mitigation measures to achieve in the timeframe and ensuring a spread of options to give more meaningful choice at the next stage. The recommendations ensure that there is a mixture of proposed closed arms, difficulty and ambition being further investigated. This will give a better range of options at Gateway 4 in September 2020 for Members to choose from and how they each link with other emerging City proposals.

What happens next:

15. Following the decision from this report, the next stage of work will consider the way in which the three closure options could operate. This includes on the operational arms:
- The viable traffic mix, i.e. looking to see if it is possible to introduce more vehicle types during the current restricted hours. This would include looking at taxis, motorbikes or perhaps all vehicle types. The aim is to still achieve project objectives and maintain reasonable journey times.
  - Timing of restrictions. Reviewing the current operation of timings of Monday to Friday 7am to 7pm and whether this needs to be eased or increased.
  - On the 'closed arms', which would be used to prioritise people walking, the next stage of work would consider:
    - a. whether these arms would operate best as fully

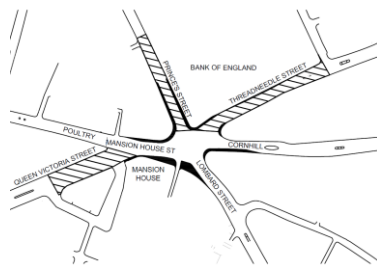
	<p>closed to motor vehicles or time restricted.</p> <ul style="list-style-type: none"> <li>b. whether all arms would need to have provision for bicycles on, Or</li> <li>c. whether there is a combination of scenarios across the pedestrian priority arms to get the right balance.</li> </ul> <p>16. These operating scenarios will be investigated and assessed to identify the optimum way each of the three closure options could work. Also, investigations into what might be able to be achieved in each of the three options in terms of public realm enhancements in the new and existing spaces. The results of this work will be presented in the Gateway 4 report in September 2020.</p> <p>17. The recommendations may potentially consider that multiple ways of operation are viable at the Gateway 4 stage and recommend that these form part of the subsequent public consultation alongside the public realm enhancements. This is currently planned for early 2021.</p> <p><b><u>Current Project Options:</u></b></p> <p><b><u>The Five options for consideration now:</u></b></p> <p>18. In order to assess the potential of the five options, initial feasibility designs to understand the likely requirement for carriageway space have been undertaken. The potential pedestrian space that could then be created has been used to help compare each of the options. It should be noted that these initial designs are likely to change as we progress through detailed design and therefore have not been included within this report. The assessment to date focuses on the opportunity for reprioritised space for people to walk.</p> <p>19. The initial feasibility traffic modelling has also been undertaken based on some assumed bus rerouting plans. TfL would need to undertake further work in terms of consultation with wider stakeholders before they could confirm the rerouting of buses. At this early stage the rerouting has been agreed as practical for each option but is subject to change as detailed design progresses. The feasibility modelling offers a consistent basis on which to compare the various options to each other in terms of journey times. Further discussions with TfL will take place, to ensure that the options can deliver an efficient bus network through Bank and the surrounding areas. Conversations regarding reducing the number of routes or frequencies where appropriate will continue to be had.</p> <p>20. It should be noted that the journey time feasibility work undertaken to date does not look at possible mitigation</p>
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measures. When this is done, it may improve the journey time results that we have used in the assessments so far. They are therefore being used as a guide but are subject to change.

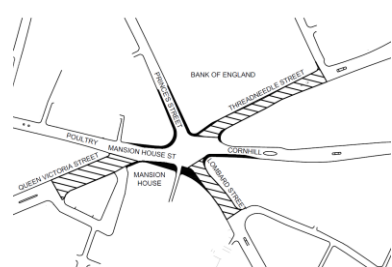
21. An overview of each closure option is explained below. More detail is contained within the appraisal matrix at the end of the report.

22. The five options: (hatched lines are closed arms). A larger copy is available in Appendix 9

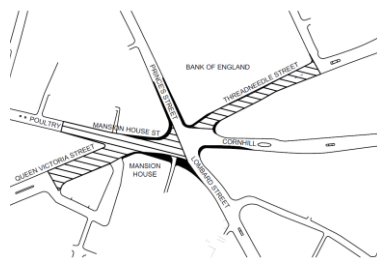
**Option I is a three arm closure**



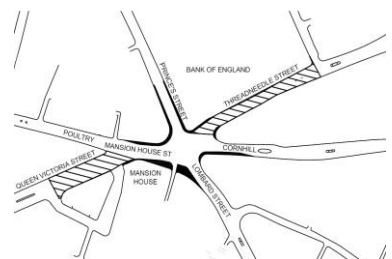
**Option II is a three arm closure**



**Option III is a three arm closure**



**Option IV is a two arm closure**



**Option V is a three arm closure**

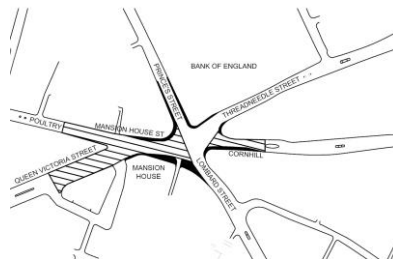


Table 2 shows where each of the above options came in the rankings and the overall score once the weighting was applied. The lower the overall score, the better performing the option was across the four criteria measured.

*Table 2 – summary of the closure options ranked and weighted scores*

<i>Number of Arms closed</i>	3	3	3	2	3
<b>Option number</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>
Bus journey time combined peak rank (25%)	7	9	8	4	5
General traffic combined peak rank (15%)	5	9	11	1	8
Area 1 rank (35%)	2	1	3	10	8
Area 2 rank (25%)	2	1	3	5	9
<b>Weighted average score</b>	<b>3.7</b>	<b>4.2</b>	<b>5.5</b>	<b>5.9</b>	<b>7.5</b>
Recommended in this report	<b>R</b>	-	-	<b>R</b>	<b>R</b>

23. As can be seen in Table 2, some of the options based purely on metrics ranked very highly for the amount of space that could be reprioritised to pedestrians and to the public realm. One Option (IV) ranked highly for smaller impacts on the journey times for both general traffic and for bus journey times in the initial traffic modelling assessment.

24. Paragraphs 25 to 50 look in more detail at these criteria, the differences between them and the implications of some of these differences. These have been taken into consideration in making the recommendations of the report to support options I, IV and V. Each of the above five options are still challenging to achieve and each for different reasons.

Potential space for reprioritisation:

25. In appendix 5 there is an image showing the extent of the area described in Table 3 as area 1, which is the main body of the junction, and then area 2 which is moving further along the approach arms.

26. Table 3 summarises the amount of reprioritised space for pedestrians in the two identified areas in addition to the current work being undertaken to widen the footway (which is an additional 600m<sup>2</sup>).



*Table 3 -summary of size of area that could be reprioritised to pedestrian use.*

Option	Recommended	Queen Victoria Street	Poultry	Princes Street	Threadneedle Street	Cornhill	Lombard Street/(KWS)	Pedestrian area increases in M <sup>2</sup>		
								Area 1	Area 2	Combined Increase M <sup>2</sup>
I	R	x		x	x			703	1060	1763
II		x			x		x	707	1068	1775
III		x	x		x			686	984	1670
IV	R	x			x			531	882	1413
V	R	x	x			x		552	683	1235

27. Options I, II and III all provide similar gains in areas 1 and 2. One way of assessing the meaning of these gains is to consider the Pedestrian Comfort Levels (PCL's) which is a grading system of crowding and therefore comfort. Scores range from A to F, with A being very comfortable to E/F being very uncomfortable (restricted movement and little personal space). The City's Transport Strategy sets out the desire to have pedestrian comfort levels of B+.

28. Option I provides the opportunity to improve the pedestrian comfort levels (PCL) on Princes Street and Threadneedle Street which are still forecast to be at a PCL of D in the peak following the completion of the Bank on Safety improvements. A PCL of D means walking speeds are restricted and reduced and there are difficulties in bypassing slower pedestrians. This assessment is based on the numbers of pedestrians in the 2019 pedestrian count. Moving forward as the number of people walking in the City is forecast to grow, these comfort levels are likely to decrease further.

29. With Queen Victoria Street closed/restricted in each of the five options, this would also allow for the improvement to the pedestrian comfort level on Mansion House Street on the corner of Walbrook where again the comfort level is forecast to remain at D after the current improvements have completed. Further information on the forecast pedestrian comfort levels following the completion of the Bank on Safety scheme, based on existing volumes, can be found in Appendix 5.

30. Options IV and V offer the potential for less reprioritisation of space in comparison to Options I to III but Option V does

offer prioritisation of east west movement for people walking which is more likely to increase as the City Cluster buildings start to operate. Option II also offers the east/west opportunity but potentially offers a poorer experience once at the eastern end of Threadneedle Street, which is very narrow for pedestrians and outside of the current scope of this project area.

Journey Time information: Buses.

31. The below information, whilst not a specific project objective, is a key consideration regarding acceptability of any proposals to TfL and to other stakeholders in how changes at Bank may impact other movements and the time implications of this.

32. Looking at the impact on public transport, Table 4 shows the average delay to scheduled bus services within the traffic modelling area across the am and pm peaks. The rest of the table helps to show that those averages are made up of both positive and negative factors on bus journey times. The traffic model provides information on direction of travel for each bus that travels through the area, therefore the improvements and delays refer to one direction of travel only.

*Table 4 – provisional forecast of average Bus journey time improvements and delay*

Option	Avg of AM and PM peak periods journey time	Number of bus route directions (NB, SB, EB, WB) that:					
		in the <b>AM</b> Peak			In the <b>PM</b> peak		
		Improve	Delayed		improve	Delayed	
		Between 0-1 min	5-10 min	over 10 min	Between 0-1 min	5-10 min	over 10 min
I (R)	+1-2 mins	6	5	2	6	5	0
II	+2-3 mins	7	8	0	5	5	0
III	+1-2 mins	9	3	0	13	5	3
IV (R)	+1-2 mins	8	3	0	10	3	0
V(R)	+1-2 mins	15	3	0	11	5	3

33. The provisional journey times on some routes are considered to be challenging to overcome, but not a surprise when aiming to deliver such transformation. Greater than 5 minutes delays occur on all of the options and will require a focus on mitigation measures as we move to the next phase of work. It is unlikely to be able to fully

	<p>mitigate against all of these delays. Some option specific points are below.</p> <p>Option I</p> <p>34. The bus diversion routes without mitigation, are predicted to put pressure on St Martin's-Le-Grand/ New Change and also the approach to the Wormwood Street/ Bishopsgate Junction with rerouted bus services. However, there may be mitigation measures that may ease these impacts which would still allow for substantial completion of the scheme in 2022 (in line with the Bank capacity upgrade opening).</p> <p>Option II</p> <p>35. The provisional journey times, particularly on some routes, are considered to be challenging to overcome, with possible mitigations measures being high risk to achieve. The average combined peak period impact is the highest of the five options. To get journey times to an acceptable level, it is believed that the operation of Monument Junction would need to be significantly changed. The reason for this is that this option causes all northbound bus routes travelling over London Bridge to be in the righthand lane at the Monument Junction approach so that they can travel into Gracechurch Street/Bishopsgate, as King William Street is closed. This would put immense pressure on the right had lane and cause queuing. This then puts pressure on the amount of time available for traffic to exit Cannon Street.</p> <p>36. Rectifying this with the current volumes of traffic is unlikely to be viable. Monument is a TfL junction and whilst the City can lobby for changes, it would not be in our control to ensure that improvements happened within the time frame of 2022. This would put achieving this option within the desired time frame and cost in a high-risk category. It is therefore not recommended to proceed to Gateway 4 given that Option I offers a very similar improvement in reprioritised space with less riskier mitigation strategies to minimise the journey time impacts on buses.</p> <p>Option III</p> <p>37. The provisional journey times are challenging to mitigate to acceptable levels, particularly on certain routes during the PM peak period. It may not be possible to provide adequate mitigation to gain the relevant approvals from Transport for London. It is one of the issues of having both east/west routes next to each other proposed to be closed, as it forces pressure on the surrounding network with all east/west buses diverted around the wider network. This puts pressure on both the approach to Monument junction and London Wall with predicted congestion eastbound. It is not to say mitigation measures could not be introduced, but</p>
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	<p>it would rely on a reduction in vehicle numbers to relieve pressure on these corridors. Again, this puts being able to achieve this option within the 2022 time frame in the high risk category. This option is not recommended to proceed to Gateway 4.</p> <p>Option IV</p> <p>38. The provisional journey times are considered to be challenging, particularly in the PM peak, but there is more optimism that mitigation measures are possible that would be effective. This suggests that this option would be the easier of the five options presented to obtain TfL traffic management approvals with less mitigation measures required. The consequence of this is less opportunity for public realm and place making in the future in terms of space, but potentially more funds available to provide those amenities within the overall budget envelope.</p> <p>Option V</p> <p>39. The journey times are challenging, particularly in the PM peak. Similar issues of congestion on Cannon Street eastbound are predicted with this option, particularly in the PM peak as there is with Option III. Option V works better in the AM peak than Option III and offers the better opportunity for providing bus journey time savings on more route directions compared to the other options, even though the PM peak is still challenging.</p> <p><u>Rerouting of buses and practical implications:</u></p> <p>40. Options I to IV all require Threadneedle street to be closed. The current proposed diversions would require changes to the junction at Cornhill/ Bishopsgate. This will need to be investigated further to allow alternative movements for buses. This would need to be approved by TfL as Bishopsgate is part of the Transport for London Road Network (TLRN).</p> <p>41. Significant change at Monument junction is unlikely to happen in the time frame to achieve substantial completion by the end of 2022. Remaining mitigation measures are likely to require the reduction in the frequency of some bus routes to balance the increase of the number of buses being sent along that corridor in the short term. Patronage data will be assessed in the next stage of work to Gateway 4 to assess how practical this may be.</p> <p><u>Journey time information: General Traffic</u></p> <p>42. When looking at general traffic journey times along the four key corridors Table 5 shows a broad average of the AM, PM and combined AM and PM peak journey time impacts for general traffic of the four key corridors. The four</p>
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corridors and their approaches are:

- London Wall,
- Cannon Street,
- Bishopsgate/Gracechurch Street and
- New Change/Newgate Street Gyratory

43. These corridors are where the rerouted traffic from the closed arms are most likely to reassign to. At this stage, the information is showing the impact of the rerouted bus services on those corridors on general traffic. Option specific points are below.

*Table 5 – provisional forecast of average General Traffic journey time delay on key corridors*

Option	Am Peak			PM Peak			AM & PM Peak Average	
	0-1 min	1-2 mins	2-3 mins	0-1 min	1-2 mins	2-3 mins	0-1 min	1-2 mins
I		✓		✓			✓	
II			✓		✓			✓
III	✓					✓		✓
IV	✓			✓			✓	
V	✓					✓		✓

#### Option I

44. Delays on Bishopsgate Northbound and New Change/Newgate Street Gyratory southbound are forecast which may prove challenging to mitigate. However, the PM peak forecast is at this stage very encouraging.

#### Option II

45. Forecast delays on Bishopsgate both northbound and southbound in the AM peak that would be difficult to mitigate without significant reduction in the number of vehicles travelling on this corridor. There is high risk associated with being able to mitigate these increases. The requirement to allow a right turn for buses from Cornhill into Gracechurch Street, as Lombard Street/King William Street is closed in this option, puts the added pressure southbound on the Bishopsgate corridor. Combined with the higher risk mitigation measures need to help alleviate forecast journey time increases on the bus network, this option is not recommended to continue to Gateway 4.

#### Option III and V

46. The AM peak is forecast to work reasonably well. However, there is significant delay forecast in the PM peak on the Newgate Street Gyratory/New Change corridor. This is linked to Monument Junction not having the capacity to deal with the increased volume of buses moving along Cannon Street. Vehicles exiting New Change onto Cannon Street

	<p>are forecast to not be able to enter the traffic flow on Cannon Street in large number, therefore potentially queuing several rounds of traffic lights before they can merge. It is believed that to fully resolve this, it would require a significant reduction in the number of vehicles at Monument and is therefore high risk at this stage of being able to achieve this before the end of 2022. Option III is not recommended to proceed. Option V is recommended but recognises this as a significant challenge.</p> <p>Option IV</p> <p>47. Again, the AM peak for this option is forecast to work reasonably well, with the PM peak showing some difficulty on the southbound Newgate Street Gyratory / New Change Corridor which may prove challenging to reduce to acceptable levels.</p> <p><b>Other things to consider</b></p> <p>48. The main focus to date has been on assessing the options by comparing criteria that we can provide/calculate a metric for. There are however other considerations in choosing the three options to take forward for further detailed feasibility work, which should be noted.</p> <p>49. Options I, II, III and IV all require vehicles servicing businesses in Cornhill to travel through Bank Junction (in one direction) if servicing were to continue to occur throughout the day during the existing timed restrictions on vehicles. It might be necessary to consider imposing tighter servicing restrictions to balance out the increased number of buses using Cornhill.</p> <p>50. In both Options III and V, vehicles requiring access to St Mildred's Court (Between the Natwest and The Ned) are likely to be required to reverse across potential formalised cycle lanes. How this is undertaken safely would need to be considered during the design.</p> <p>51. All of these options offer the opportunity to simplify the junction layout, reduce collisions for vulnerable road users and reduce pedestrian crowding. There is also an opportunity to improve air quality at Bank by reducing the number of vehicles, however the redistribution impact is not understood at this stage, particularly outside of the current restriction hours if the vehicle mix, or restriction times were changed. This would need further investigation. They all offer opportunities for providing space that could be used to enhance the public realm in this historic setting.</p> <p>52. At this stage of the assessments there is still additional design work to be undertaken to be fully comfortable that</p>
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	<p>the options can be achieved. Difficulties have been highlighted above for each option and there is no easy option that will meet the project objectives and timeframes without impacting on journey times. Therefore, a more pragmatic approach to recommending the three options to be taken forward to Gateway 4 has been made to provide a balance of arm closure options. This ensures there is still a mix of proposed arm closures and a mix of two and three arm proposals on which the detailed work can be completed.</p> <p>53. Options I, II and III offer similar improvements in terms of area size, but Option I, on average, performs better in terms of journey times than Options II and III.</p> <p>54. Option V is the only shortlisted option that keeps Threadneedle Street open for motorised vehicles. Whilst this option provides the smallest opportunity for reprioritised space at this stage it would be good to retain an option to be further assessed that permitted vehicular movement in Threadneedle Street. Also, this option provides a link through to the City Cluster programme of changes which are being developed and which may offer benefits greater than are currently understood by having Cornhill closed to vehicles. The possible journey time impacts are still challenging.</p>
<p><b>5. Recommendation</b></p>	<p><b><u>Recommendations</u></b></p> <p>55. After consideration of all of the factors, it is recommended that the following three closure options are taken into the next stage of investigation. These are closures of:</p> <ul style="list-style-type: none"> <li>• Option I - Queen Victoria Street/ Princess Street and Threadneedle Street</li> <li>• Option IV - Queen Victoria Street and Threadneedle Street.</li> <li>• Option V - Queen Victoria Street/ Poultry and Cornhill.</li> </ul> <p>The reasoning for this is that:</p> <p>56. Option I is a challenging option to achieve, but it offers very good opportunities to provide significant reprioritisation of space to benefit the increasing pedestrian population in the area. Recognising that current budget limits will constrain the scale of place making, this option looks to offer the opportunity to ensure that the space is captured and could be improved over time as funding became available. This option also would enable the focus of improving pedestrian comfort levels on sections of street that we are aware will still be uncomfortable despite the current footway enhancements being undertaken.</p>

	<p>57. Option 1 is likely to require some funding to be spent at Cornhill/Bishopsgate junction to potentially modify the layout to allow alternative bus turning movements. This is similar in four out of the five shortlisted options presented. It does not substantially rely on Monument Junction being significantly modified and therefore funding towards this larger project would not be required, which is a benefit with a relatively limited budget. Also, across the categories that have so far been assessed, this option has scored the best weighted average. It is therefore recommended that this option should be further investigated to assess its viability.</p> <p>58. Options II and III pose higher risk elements to the potential ability to mitigate the journey time impacts. The space created is not too dissimilar to that in Option I and so it is recommended that efforts are concentrated on Option I rather than spending time on higher risk options that would be difficult to deliver within the ideal timeframe of the end of 2022.</p> <p>59. Option IV as a two-arm closure option offers significant opportunity to make a difference with potentially limited interventions around the wider network and with what might be considered more palatable journey time impacts. Retaining this option at this stage provides a mixture of two and three arms to Gateway 4, giving flexibility.</p> <p>60. Option V is recommended to be retained to ensure that up to gateway 4 there is a variety of closure options proposed given that when investigating in more detail there is still a possibility that something is uncovered which would render a proposal to close a particular arm too difficult to achieve or overcome. Also, in terms of future demand for people walking, enhancing an east west corridor for pedestrian and cyclists is likely to be beneficial with the forecast growth of employment in the City Cluster. This option provides less space opportunity, but if Threadneedle Street were needed to be retained for vehicles, this options still offers an opportunity to overcome this.</p>
<p><b>6. Risk</b></p>	<p>61. There is a yet unquantified risk regarding the work we are doing with TfL because of the impact the COVID-19 pandemic has had on TfL operations. At the time of writing it is unclear what areas of TfL will be furloughed and whether this is going to impact the ability of the traffic modelling work to continue and how this might impact our third-party approvals timeframe. This increases the risk of not being able to substantially complete by the end of 2022.</p> <p>62. This continues to be an area that is being assessed but</p>



	<p>requires more time to fully understand all of the potential impacts to project delivery as well as possible opportunities that may become apparent. This includes the COVID-19 recovery work that the City is proposing which, if approved, will deliver change to movement in this area in the short to medium term. This may offer opportunities to this project to learn from, as well as some potential risks to its programme.</p> <p>63. Outside of the impact of COVID-19, the key risks associated with taking forward the recommended three options to Gateway 4:</p> <ul style="list-style-type: none"> <li>• Specific technical challenge associated with this project includes the London Underground structures which are situated under Bank Junction, and which are subject to further investigation and analysis.</li> <li>• There is a risk that the impacts on bus journey times, does not receive the level of support and approval from TfL required on any of the proposed options. Officers will continue to liaise with TfL during the development stages of the scheme to ensure all mitigation measures to reduce impacts on bus journey times have been investigated.</li> <li>• The options have the potential to negatively impact certain groups of people, particularly those with disabilities. This has been highlighted in the test of relevance which is in appendix 6. mitigation of this is planned by involving various accessibility groups as we develop the initial designs to consider identified issues.</li> </ul> <p>64. Further information available in the Risk Register (Appendix 2) and Options Appraisal.</p>
<b>7. Procurement approach</b>	<p>65. Procurement of consultancy support had already been approved in the previous April 2019 report. The previously agreed PT4 form is in Appendix 3.</p> <p>66. The Consultancy contract has since been let through the Bloom Framework.</p>

## Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Risk Register (for recommended option)
<b>Appendix 3</b>	PT4 Procurement Form
<b>Appendix 4</b>	Methodology of assessment of 35 options
<b>Appendix 5</b>	Pedestrian Priority areas
<b>Appendix 6</b>	Equalities – test of relevance.
<b>Appendix 7</b>	Programmes
<b>Appendix 8</b>	Finance Tables
<b>Appendix 9</b>	Closure option diagrams

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### Options Appraisal Matrix

<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
1. <b>Brief description of option</b>	<p>- This three arm closure option of the junction would see motorised vehicles removed from:</p> <ul style="list-style-type: none"> <li>• Queen Victoria Street</li> <li>• Princess Street and</li> <li>• Threadneedle Street.</li> </ul>	<p>- This three arm closure option of the junction would see motorised vehicles removed from:</p> <ul style="list-style-type: none"> <li>• Queen Victoria Street</li> <li>• Threadneedle Street and</li> <li>• King William Street.</li> </ul>	<p>- This three arm closure option of the junction would see motorised vehicles removed from:</p> <ul style="list-style-type: none"> <li>• Queen Victoria Street/</li> <li>• Poultry and</li> <li>• Threadneedle Street.</li> </ul>	<p>- This two arm closure option of the junction would see motorised vehicles removed from:</p> <ul style="list-style-type: none"> <li>• Queen Victoria Street and</li> <li>• Threadneedle Street.</li> </ul>	<p>- This three arm closure option of the junction would see motorised vehicles removed from:</p> <ul style="list-style-type: none"> <li>• Queen Victoria Street/</li> <li>• Poultry and</li> <li>• Cornhill.</li> </ul>
	<p>- The junction would be reconfigured to create a safer and more pedestrian friendly environment at Bank. Road space will be reallocated to increase footway areas at the junction and on the closed arms to improve pedestrian comfort and offer opportunity for public realm enhancement.</p>				
2. <b>Scope and exclusions</b>	<p><b>In the work done to date it is assumed that:</b></p> <ul style="list-style-type: none"> <li>- The current operating restrictions at Bank allowing buses and cyclists only, Mon-Fri, 7am-7pm, would apply on the remaining open arms of the junction.</li> <li>- Bus routes that may be displaced from a closed arm as part of the work would, where possible, continue to travel through Bank on an alternative route</li> <li>- Redistribution of road space from motor vehicles to pedestrians to reduce pedestrian overcrowding is the priority.</li> <li>- Cyclists would continue to travel through Bank on all approaches rather than on alternative routes.</li> <li>- The area of the footway widening scheme currently taking place at Bank is not included in the additional</li> </ul>				

Option Summary	Option I	Option II	Option III	Option IV	Option V
	<p>areas suggested in this appraisal for each option.</p> <p><b>TO NOTE</b></p> <ul style="list-style-type: none"> <li>- Investigating varying the vehicle mix (taxis, all traffic, etc) and the operating scenario (times, days etc) on the remaining operational arms will be undertaken at the next stage, as will whether it is possible to have a completely pedestrianised space within one of the proposed closed/restricted arms.</li> </ul>				
Project Planning					
<b>3. Programme and key dates</b>	<p><i>Overall project:</i> The timescales to meet substantial completion in time for the London Underground capacity upgrade at Bank to open in late 2022 is tight for all options. Given that there is unlikely to be significant public realm /Place making elements in the forthcoming design, at this stage it is still felt that options I, IV and V could all be functionally substantially completed by the end of 2022 with minor works completing in 2023.</p> <p>An outline of the anticipated milestones dates are covered below but all rely on the ability to get the relevant approvals in a reasonable timeframe. <b>(NB – these time frames do not take into account the current COVID 19 impacts, particularly around the resources at TfL)</b></p>				
	Gateway 4 Submission September 2020  Public Consultation January/February 2021  TfL approvals May/June 2021	Gateway 4 Submission September 2020  Agree changes for Monument Junction in order to go out to public consultation May/June 2021	Gateway 4 Submission September 2020  Work up the designs for the mitigation measures for TfL approvals (on strategic roads and also TLRN) require	Gateway 4 Submission September 2020  Public Consultation January/February 2021  TfL approvals May/June 2021	Gateway 4 Submission September 2020  Public Consultation January/February 2021  TfL approvals May/June 2021

<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
	<p>Gateway 5 submission September/October 2021</p> <p>Construction could start December 2021.</p>	<p>TfL approvals September/October 2021</p> <p>Gateway 5 submission January /February 2022</p> <p>Construction could start April 2022 but would be dependent upon the linkages with the changes to Monument.</p>	<p>agreement prior to public consultation.</p> <p>Public consultation June/July 2021</p> <p>Final TfL approvals November/December 2021</p> <p>Gateway 5 submission February/March 2022</p> <p>Construction could start May 2022 but would depend upon how the programme for the mitigation measures needed to be delivered.</p>	<p>Gateway 5 submission September/October 2021</p> <p>Construction could start December 2021.</p>	<p>Gateway 5 submission September/October 2021</p> <p>Construction could start December 2021.</p>

<b>Option Summary</b>	<b>Option I</b>	<b>Option II</b>	<b>Option III</b>	<b>Option IV</b>	<b>Option V</b>
<b>4. Risk implications</b>  <i>Summarise the main risks and their impact for each option.</i>  Further information available within the risk register (appendix 2)	Overall project option risk: Medium	Overall project option risk: Medium	Overall project option risk: Medium	Overall project option risk: Low	Overall project option risk: Medium
	<ul style="list-style-type: none"> <li>- High level strategic modelling needs to be undertaken with a future base traffic model to inform where traffic reassigns to. This traffic model is currently being updated to account for schemes that have been built after 2014 and for other future schemes that need to be taken into consideration to ensure that the scheme traffic reassignment modelling is fit for purpose.</li> <li>- There is likely to be some opposition from TfL buses, due to likely increases in some bus journey times as buses are displaced from the proposed closed arms.</li> <li>- Air quality levels may increase away from Bank Junction due to an increase in traffic congestion, caused by buses being displaced from the closed arms.</li> <li>- Options one to four all include the closure of Threadneedle Street which will require more traffic to use Cornhill/ Bishopsgate Junction. As this junction is on the TfL road network there is a risk that these changes will be more difficult to be approved.</li> <li>- Servicing St Mildred's Court could prove problematic with options three and five, Vehicles requiring access to St Mildred's Court are likely to be required to reverse across potential cycle lanes in this option</li> <li>- London Underground currently collect refuse from Mansion House Place underground entrance. This could cause conflict with pedestrians waiting on the newly created footway space outside Mansion House.</li> </ul>				
<b>5. Stakeholders and</b>	Other teams within DBE <ul style="list-style-type: none"> <li>• Other departments within the City Corporation (Chamberlain's, City Police, Comptroller and City</li> </ul>				

<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
<b>consultees</b>	<p>Solicitor's, Town Clerk's)</p> <ul style="list-style-type: none"> <li>• Transport for London</li> <li>• Greater London Authority</li> <li>• Road user groups</li> <li>• Accessibility groups</li> <li>• Local residents and businesses and their workers.</li> </ul> <p>An outline stakeholder engagement programme has been included in appendix7</p>				
<b>6. Benefits of option</b>	<p>The options allow for the reallocation of road space to pedestrians, to help reduce pedestrian overcrowding, a key objective of the All Change at Bank project. Table 1 in appendix 5 shows the incremental changes prior to, and after the Bank on Safety footway widening scheme, which is currently under construction. It also shows the proposed additional areas of newly created pedestrian spaces for each of the All Change at Bank options in this report.</p> <p>The locations where pedestrian congestion levels are predicted to be the highest around the main body of the Junction, are along Princess Street (W), Threadneedle Street (N), Mansion House Street (N&amp;S on the eastern end of the street) and Poultry (N). The expected pedestrian comfort levels, based on 2019 pedestrian counts and following completion of the Bank on Safety work, are shown in table 2 appendix 5 for reference. Additional pedestrian analysis will be undertaken during the next stage, to work towards achieving the Transport Strategy aims for comfort levels of B+ as a minimum standard</p>				
	Options I to IV allow for maximum tightening of the junction geometry, helping to reduce casualties by simplifying the junction and slowing vehicle movements in the areas with the most pedestrians.				Option V does tighten the geometry of the junction, but to a lesser extent.
	Option I is the only option that potentially provides additional	Option II potentially provides additional footway space at two	Option III provides additional footway space at two of the	Option IV potentially provides additional footway space at two	Option V potentially provides additional footway space at one

<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
	<p>footway space at the three locations where pedestrian congestion levels are the highest:</p> <p>a) Princess St(W) b) Mansion House Street (S) c) Threadneedle Street (N)</p> <p>It is the only option that provides for additional footway space on Princess St.</p> <p>Options I, II and IV allow for access from Poultry for vehicles servicing St Mildred's Court.</p>	<p>of the locations where pedestrian congestion levels are the highest:</p> <p>a) Mansion House Street (S) b) Threadneedle Street (N)</p> <p>The only option that provides additional footway space on King William Street, though pedestrian flows are not considered an issue at this location under the current pedestrian patterns/flows. However, the new Bank Station Entrance on Cannon Street could change this, but further work on predicted flow increases needs to be undertaken to</p>	<p>locations where pedestrian congestion levels are the highest:</p> <p>a) Mansion House Street (S), b) Threadneedle Street (N)</p> <p>Along with option V potentially provides the highest amount of footway space on Mansion House Street (S).</p> <p>Options III and V, subject to further investigation, appear to be the most likely options where cyclists can be rerouted away from one of the closed arms (Poultry), and the space reallocated for pedestrian use/ place making opportunities.</p>	<p>of the locations where pedestrian congestion levels are the highest:</p> <p>a) Mansion House Street (S), b) Threadneedle Street (N)</p> <p>Option IV is the only two arm closure option, making the potential to mitigate against increased journey times more likely for this option.</p>	<p>of the locations where pedestrian congestion levels are the highest:</p> <p>a) Mansion House Street (S)</p> <p>Along with option III, provides the potential for the highest amount of footway space on Mansion House Street (S).</p> <p>Option V is the only option that retains servicing to Cornhill, via Threadneedle Street, thus preventing the need for serving vehicles to pass through the junction.</p> <p>Option V provides the maximum footway space of all the options, on the south side of</p>



<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
		understand this further.			Cornhill/ Bank junction to help facilitate with pedestrian movements to the east which is expected to increase as the cluster grows. Options III and V, subject to further investigation, appear to be the most likely options where cyclists can be rerouted away from one of the closed arms (Poultry), and the space reallocated for pedestrian use/ place making opportunities
<b>7. Disbenefits of option</b>	Vehicles currently service local businesses in Cornhill via Threadneedle Street. The closure of Threadneedle Street in options one to four would require servicing vehicles to travel through Bank Junction. How this operated would need to be established in the next stage of the design and whether this was something which could be managed to avoid peak pedestrian and cyclist times of day investigated.				Due to the servicing of business on Cornhill, via Threadneedle Street, this option retains the greatest amount of carriageway space at the junction to allow

<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
					the required turning circles for large vehicles. This limits opportunities to improve the look and feel of the eastern side of the main junction.

<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
	Options I, II, III and V are all three arm closure options, making the potential to mitigate against increased journey times more difficult for these options.	Options I, II, III and V are all three arm closure options, making the potential to mitigate against increased journey times more difficult for these options.	Options I, II, III and V are all three arm closure options, making the potential to mitigate against increased journey times more difficult for these options.  For options III and V the serving of Mildred's Court, whilst not frequent, would require vehicles to manoeuvre along cycling tracks on Poultry and Queen Victoria Street. leading to potential conflict with cyclists.	Options I, II, III and V are all three arm closure options, making the potential to mitigate against increased journey times more difficult for these options.	For options III and V the serving of Mildred's Court, whilst not frequent, would require vehicles to manoeuvre along cycling tracks on Poultry and Queen Victoria Street. leading to potential conflict with cyclists.

<b>Resource Implications</b>					
<b>8. Total estimated cost</b>	<p>Likely cost range Two of the five options have been estimated with the smallest area change to the largest. Estimated costs for other changes for mitigation have also been included, excluding for Option II changes to Monument Junction which at this stage are not understood and not proposed to proceed with.</p> <p>This gives a likely cost range of between £5 and £5.6million in total (inclusive of spend to date to completion) for the recommended Options I, IV and V at this stage. Funding has been secured up to £5.6 million</p> <p>There may also be a cost owed to London Buses for diverting and/or delaying services. This has yet to be determined.</p>				
<b>9. Funding strategy</b>	<p>To date the project has been funded by S106 contributions from developments in the local area as well as some Transport for London Funding. This funding will see the project through to the Gateway 4 reporting stage.</p> <p>Whichever option is taken forward at Gateway 4 will be funded from a £4m allocation of Capital funding agreed through the annual bid process which started in December 2019 (and any remaining S106 funds already approved not utilised to reach G4). This £4m is to cover detailed design, consultation, construction package and build.</p> <p>There may be opportunities to bid for further funding from external sources, possibly internal sources; however the project team are working on the basis that the £4m is the ceiling limit and are working on the principle that the proposals at the Gateway 4 will be deliverable within the existing budget envelope. This is likely to mean that function dominates the design, whilst creating spaces that could alter be improved in terms of public realm and place making at a later opportunity.</p> <p>It is expected that it may be difficult to deliver change using a continuous palette of high quality materials throughout the project area with the agreed budget limits, but that this does not mean that the functionality of what we are aiming to achieve is not possible.</p>				
<b>10. Investment</b>	No investment appraisal methodology is proposed to compare the functional changes of the five options.				

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<b>appraisal</b>					
<b>11. Estimated capital value/return</b>	At this stage it is not believed that there will be a physical capital return on the investment to the Corporation. The return is in improved safety and environment which contributes to the Corporate plan outcomes 1, 9, 11 and 12				
<b>12. Ongoing revenue implications</b>	At this stage without looking at the way in which the junction will operate in the future it is not possible to quantify the revenue implications as the revised junction will not require the same level of enforcement measures in the future with a number of arms closed. There is likely to be a maintenance implication, but the scale of this will be dependent upon the choice of materials in the detailed design.				
<b>13. Affordability</b>	£5.6million is secured through a £4m Capital Bid and approximately 1.6m S106 and TfL allocations (which have already been spent and claimed) since the project was initiated.				
<b>14. Legal implications</b>	<p>The project team have taken legal advice from the Comptroller and City Solicitor team regarding the City's powers as Traffic Authority to implement changes to traffic. The advice is that as traffic authority, the City Corporation has wide powers under the Road Traffic Regulation Act 1984 to prescribe routes to be followed by traffic (or by any class or classes of traffic), and to prescribe streets which are not to be used for traffic by vehicles (or by vehicles of any specified class or classes). Any restrictions can be implemented either generally or between any specified times.</p> <p>When making decisions, the City Corporation must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). It is the intention that an Equality Analysis will be carried out as work moves forward, and this will assist the City Corporation in discharging this duty.</p>				
<b>15. Corporate property</b>	At Bank, the Corporation has some property interest. The options may require altered servicing in some cases but will not impact the integrity of the properties. The improved junction area should enhance the setting of the listed				

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<b>implications</b>	buildings.				
<b>16. Traffic implications</b>	<p>Feasibility traffic modelling has been undertaken on the five options, and the probable impacts on journey times are shown in more detail in appendix 9. In summary, option IV is predicted to have the least impact on journey times for buses and general traffic during peak hours. Both options I and V had similar predicted impacts on journey times as each other but were worse than option IV. Options II and III had similar impacts on journey times as each other and are the worst of all the options for traffic implications.</p>				
	<p>-In the am and pm peaks, southbound movement on St Martin's-le-Grand is forecast to become congested due to bus routes being diverted along this street with Princes Street being closed.</p> <p>-In the pm peak, eastbound approach on London Wall/ Wormwood Street to the junction with Bishopsgate experiences congestion due to</p>	<p>-In the am peak, the northbound approach from London Bridge to the Monument junction is forecast to be congested.</p> <p>The junction already operates at capacity, this option changes the distribution of buses through the junction. This is because the buses that currently proceed from London Bridge to King William Street</p>	<p>-In the am peak, the eastbound approach to Monument on Cannon Street experiences additional congestion due to routes being diverted eastbound on Cannon Street as both Poultry and Queen Victoria Street are closed in this option.</p> <p>-In the pm peak, this same approach is expected to be even busier and unable to</p>	<p>-In the am peak, the northbound approach (London Bridge) to the Monument junction experiences additional delay due to a bus route being diverted from King William Street to Bishopsgate. This reduces capacity on this approach.</p> <p>-In the pm peak, eastbound approach on London Wall/ Wormwood Street to the junction with</p>	<p>-In the am peak, the eastbound approach to Monument on Cannon Street experiences additional congestion due to routes being diverted eastbound on Cannon Street as both Poultry and Queen Victoria Street are closed in this option.</p> <p>-In the pm peak, this same approach is expected to be even busier and</p>

<i>Option Summary</i>	<i>Option I</i>	<i>Option II</i>	<i>Option III</i>	<i>Option IV</i>	<i>Option V</i>
	the bus diversions. It is assumed that these buses use the stop nearest to the junction, which exacerbates the queuing.	are diverted to go up Bishopsgate. This change means that all northbound buses all use the middle and right lanes to go to Bishopsgate. This would create queues and delays if existing traffic levels are maintained.	<p>clear through the Monument Junction because the junction is working at its capacity.</p> <p>The impact of this extends beyond Cannon Street as it is forecast that congestion would impact the New Change/ Cannon Street junction. Therefore vehicles (particularly buses) are unable to turn left form New Change into Cannon Street. It is possible this would then lead to traffic queuing back to Newgate Street gyratory.</p> <p>-The eastbound</p>	Bishopsgate experiences congestion due to the bus diversions. It is assumed that these buses use the stop nearest to the junction, which exacerbates the queuing.	<p>unable to clear through the Monument Junction because the junction is working at its capacity.</p> <p>The impact of this extends beyond Cannon Street as it is forecast that congestion would impact the New Change/ Cannon Street junction. Therefore vehicles (particularly buses) are unable to turn left form New Change into Cannon Street. It is possible this would then lead to traffic queuing back to Newgate Street gyratory.</p> <p>The eastbound</p>

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			approach on London Wall/ Wormwood Street to the junction with Bishopsgate experiences congestion due to the bus diversions. It is assumed that these buses use the stop nearest to the junction, which exacerbates the queuing.		approach on London Wall/ Wormwood Street to the junction with Bishopsgate experiences congestion due to the bus diversions. It is assumed that these buses use the stop nearest to the junction, which exacerbates the queuing.
	<p>Conclusions:</p> <p>The provisional results show that the Monument Junction is likely to be the major capacity constraint on the network. The options where northbound buses over London Bridge are diverted from King William Street to Bishopsgate are forecast to cause significant delays to buses and general traffic in the AM peak hour. The options where buses are diverted eastbound on Cannon Street are forecast to generate queues and delays that extend along Cannon Street and impact on to the Newgate Street gyratory. This is most acute in the PM peak, but does affect the am peak as well.</p>				
<b>17. Sustainability and energy</b>	<i>N/A at this stage. Detailed design will address this.</i>				



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<b>implications</b>					
<b>18. IS implications</b>	N/A				
<b>19. Equality Impact Assessment</b>	The test of relevance which is in Appendix 6 has highlighted that a full Equality Analysis will need to be undertaken. At this stage it is possible that changes could impact negatively, as well positively on some protected characteristic groups of people. A more detailed analysis will be undertaken for the G4 with a final version on the final proposal being submitted with the Gateway 5 report. It is the intention to work with groups to try and design out issues as we progress and the implications of the options are developed.				
<b>20. Data Protection Impact Assessment</b>	N/A				
<b>21. Recommendation</b>	<b><i>Recommended</i></b>	<i>Not recommended</i>	<i>Not recommended</i>	<b><i>Recommended</i></b>	<b><i>Recommended</i></b>

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<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
Corporate Projects Board – For information	06 May 2020	
Streets and Walkways Sub – For Decision	26 May 2020	
Projects Sub – For Decision	27 May 2020	
<b>Subject:</b> City Public Realm Projects Consolidated Outcome Report, Gateway 6		<b>Public</b>
<b>Report of:</b> The Director of the Built Environment		<b>For Decision</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report consolidates the outcome reports for seven City Public Realm projects:</p> <ul style="list-style-type: none"> <li>• Fredericks Place</li> <li>• 8-10 Moorgate</li> <li>• 1 Angel Court</li> <li>• 11-19 Monument St</li> <li>• Monument St/Lower Thames St</li> <li>• Fenchurch Place</li> <li>• Lime Street/ Cullum Street</li> </ul> <p>These projects have delivered public realm enhancements across the City. Key benefits include:</p> <ul style="list-style-type: none"> <li>• An enhanced pedestrian experience and new public spaces for people to rest and enjoy;</li> <li>• Increased pedestrian priority, improved walking routes and connections;</li> <li>• The addition of tree planting and greenery to soften the urban environment and mitigate the impact of pollution;</li> <li>• A more accessible and secure public realm;</li> <li>• Improving the experience of arriving and travelling to destinations, including cultural venues.</li> </ul> <p>The projects have been primarily externally funded from Section 106 receipts and Section 278 Agreements with developers. All of the projects have been completed within the approved budgets. It is proposed that the unspent Section 106 funds be used for further improvements in the local area, subject to the agreement of the developers and subsequent Committee approvals. Unspent, S278 funds will be returned to developers, in line with the terms of the Agreements.</p> <p>A financial summary is set out in Table1. Individual reports on the projects are provided in Annexes 1-7.</p> <p><b>Recommendations</b></p> <p>It is recommended that:</p> <p>(i) The outcome information is received and recommendations on individual reports approved</p>		

## Overview

<b>1. Link to Corporate and Strategic Objectives</b>	<p>The various projects support the delivery of the Corporate Plan and the Transport Strategy through the shaping outstanding environments delivery of an enhanced public realm for the benefit of all. Strategic aims of relevance include:</p> <ul style="list-style-type: none"><li>• Improve the experience of arriving in and moving through our spaces;</li><li>• Create and transform buildings, streets and public spaces for people to admire and enjoy;</li><li>• Provide thriving and biodiverse green spaces and urban habitats</li></ul>
<b>2. Benefits achieved to date</b>	<p>High quality spaces between buildings and comfortable walking routes are an essential component for a successful City. A well-designed and managed public realm improves the City's liveability and enables it to accommodate future growth.</p> <p>When taken together, the seven individual schemes, represent a major package of improvements that have transformed parts of the City.</p> <p>Benefits include:</p> <ul style="list-style-type: none"><li>• An enhanced pedestrian experience through the creation of more space for pedestrians, new public spaces and seating areas with associated lighting improvements;</li><li>• The addition of tree planting and greenery which softens the environment, supports climate change mitigation strategies, contributes to improved air quality and supports biodiversity;</li><li>• A more accessible and pedestrian-focussed public realm through raised carriageways improved crossings and widened footways.</li><li>• A more secure urban environment</li><li>• A more comfortable and enjoyable experience for visitors arriving at cultural destinations</li></ul> <p>Through the delivery of these projects, officers have worked closely in partnership with developers and other project partners. This successful partnership working has enabled funding to be secured for enhancements and has strengthened relationships with key City occupiers.</p>

## Outturn Assessment

<b>3. Budget</b>	<p>The projects were largely funded from Section 106 receipts and Section 278 contributions from developers. Details of the individual outturn assessments are set out in the appended reports and summarised in Table1 below.</p> <p>The Section 106 funded schemes have underspends which will be available to utilise for other projects, subject to the terms of the agreement and subsequent committee approvals. Any unspent S278 funds will be returned to the developer, in accordance with the terms of the Agreements.</p>
<b>4. Outstanding actions</b>	See enclosed reports

## Lessons Learnt

<b>5. Key lessons and how they are being used and applied</b>	<p>Key lessons are summarised below and set out in the Annex reports.</p> <ul style="list-style-type: none"><li>• <b>Effective partnership working:</b> Many of the projects were developed through close partnership working with developers and occupiers. This helped to build support for the project at an early stage, develop a high-quality design that met the needs of users and, in several cases, secure necessary funding.</li><li>• <b>The use of the City's term contractor</b> to carry out the works enabled us to flexibly accommodate development delays without any adverse impact on costs. Key examples of this are the Fredericks Place and 11-19 Monument Street projects, where the work programme had to be adjusted to accommodate the adjacent development works.</li><li>• <b>Utilities estimates:</b> It is difficult to accurately estimate the cost of utility adjustments and it is evident that there is frequently an underspend on these works. Therefore, officers are now seeking detailed utilities adjustment cost estimates from utilities companies at an earlier stage in the development of the project.</li></ul>
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## **Appendices and Annexes**

<b>Appendix 1</b>	Summary of project finances
<b>Annex 1</b>	Fredericks Place
<b>Annex 2</b>	8-10 Moorgate
<b>Annex 3</b>	1 Angel Court
<b>Annex 4</b>	11-19 Monument St
<b>Annex 5</b>	Monument St/Lower Thames St
<b>Annex 6</b>	Fenchurch Place
<b>Annex 7</b>	Lime Street / Cullum Street

## **Contact**

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## Annex One

<b>Committees:</b> Corporate Projects Board Projects Sub Streets & Walkways Committee	<b>Dates:</b> 06 May 2020 27 May 2020 26 May 2020
<b>Subject:</b> Frederick's Place Environmental Enhancements  <b>Unique Project Identifier:</b> 11567	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Katie Adnams	<b>For Decision</b>

## Summary

<b>1. Status update</b>	<b>Project Description:</b> <p>As part of the Mercer Company's refurbishment of the buildings in Frederick's Place, they requested that the City develop a scheme for Frederick's Place to create a more pedestrian-focussed and attractive setting, befitting of its heritage context.</p> <p>The project included measures to address accessibility constraints, such as raising the carriageway to footway level and re-paving the carriageway in granite setts.</p> <p>The enhancements were entirely funded by the Mercers' Company through a voluntary Section 278 Agreement.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to committee)</p> <p><b>Costed Risk Provision Utilised:</b> Not applicable</p> <p><b>Final Outturn Cost:</b> £513,039</p>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members are asked to: <ul style="list-style-type: none"> <li>• Approve the content of this Outcome Report and agree to close this project.</li> <li>• Note the return of the remaining funds to the developer.</li> </ul>

<b>3. Key conclusions</b>	<p>The following objectives were realised upon completion of the project:</p> <ul style="list-style-type: none"> <li>• The public realm was made more accessible and pedestrian-friendly, through restricting access to vehicles, removing parking bays and raising the carriageway to footway level.</li> <li>• A high-quality public realm space has been created, in-keeping with the character of the conservation area and providing an attractive setting for the newly refurbished buildings.</li> <li>• The project was completed within budget. There was a delay to the programme, mostly as a result of delays to the adjacent development and utility works.</li> </ul>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>The design of the project prepared for project implementation which was delivered smoothly.</p> <p>A minor issue arose with the York stone paving in front of 35 Jewry, where a basement survey ascertained that it was not possible to achieve a York stone finish in one small part of the scheme due to depth restrictions. Although this did not impact timescales, a basement survey could have been undertaken earlier in the project programme to manage developer expectations early on.</p>
<b>5. Options appraisal</b>	<p>The option chosen helped meet the project objectives in the following ways:</p> <ul style="list-style-type: none"> <li>• Smaller granite setts were used for the carriageway than the City's standard specification, which enhanced the area's heritage setting;</li> <li>• The removal of parking bays, implementation of vehicle restrictions and raising the carriageway made the space more pedestrian-friendly and created a high-quality setting for the newly refurbished buildings.</li> </ul>
<b>6. Procurement route</b>	<p>The City's highway term contractor was used to complete the works.</p>
<b>7. Skills base</b>	<p>The project team had the necessary skills and experience to deliver the project. The design was completed in-house, and any surveys required were commissioned.</p>



<b>8. Stakeholders</b>	<p>The project was delivered in close liaison with the developer, the Mercers' Company, who own all the buildings facing onto Frederick's Place. They were kept informed throughout the project, and occupiers on both Frederick's Place and Old Jewry were consulted on the planned works at both design appraisal stage and in advance of the implementation.</p> <p>Stakeholders were satisfied with the final design of the public realm.</p>

### Variation Review

<b>9. Assessment of project against key milestones</b>	<p>The project was completed by October 2019.</p> <p>The project's construction programme was delayed by 2 months due to delays to the Mercers' construction programme and the need to coordinate with their construction and utility works.</p> <p>As such, the works started on site in June 2019 rather than April 2019.</p> <p>Progress against project milestones prior to implementation were met.</p>
<b>10. Assessment of project against Scope</b>	<p>The project's scope largely remained the same throughout the life of the project, however some minor changes were necessary:</p> <ul style="list-style-type: none"> <li>- The developer requested a minor increase of scope to include footway outside Old Jewry, which was arranged prior to implementation. This increased the project estimated cost, as well as the implementation period by approximately 3 weeks. A road closure of Old Jewry was necessary for this period.</li> <li>- Due to the outcome of basement surveys, it was not possible to pave the corner outside 35 Jewry in York stone.</li> </ul>
<b>11. Risks and issues</b>	<p>The key risks in the project were around timescales, namely:</p> <ul style="list-style-type: none"> <li>- Delays to programme occurred due to delays to the development's refurbishment programme, where the site team had to stand down for periods of time whilst utility works were carried out.</li> </ul>

### Value Review

<b>12. Budget</b>	<table> <tr> <td><i>Estimated Outturn Cost (G2)</i></td><td> <p>Estimated cost range at Gateway 2: £250,000-£450,000</p> <p>Estimated cost at Gateway 3/4/5: £543,230</p> <p><i>(including maintenance provision of £116,928)</i></p> </td></tr> </table>	<i>Estimated Outturn Cost (G2)</i>	<p>Estimated cost range at Gateway 2: £250,000-£450,000</p> <p>Estimated cost at Gateway 3/4/5: £543,230</p> <p><i>(including maintenance provision of £116,928)</i></p>
<i>Estimated Outturn Cost (G2)</i>	<p>Estimated cost range at Gateway 2: £250,000-£450,000</p> <p>Estimated cost at Gateway 3/4/5: £543,230</p> <p><i>(including maintenance provision of £116,928)</i></p>		


	<ul style="list-style-type: none"> <li>At Members' request, officers adapted the design to omit the proposed yellow lines and use signs instead to regulate the traffic order. This resulted in an improved visual finish.</li> </ul>
<b>15. Improvement reflections</b>	<ul style="list-style-type: none"> <li>A few late design changes were requested by the Mercer's Company. Whilst they were accommodated and relatively minor, upon reflection it would've been beneficial to carry out a more thorough review and approval of the scheme by the developer in advance of the Gateway 5 report.</li> <li>If the basement survey results were received earlier, the exact feasible extent of York stone paving could have been ascertained to better manage developer expectations.</li> <li>The coordination issues with utility works for the development resulted a longer implementation period than expected. If the public realm works were implemented following the conclusion of the refurbishment of the buildings, the implementation period would have been shorter.</li> </ul>
<b>16. Sharing best practice</b>	Dissemination of information through team and project staff briefings.
<b>17. AOB</b>	None.

## **Appendices**

<b>Appendix 1</b>	Plan
<b>Appendix 2</b>	Before and after photos

## **Contact**

<b>Report Author</b>	Katie Adnams
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<b>Telephone Number</b>	0207 332 3529

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## Annex Two

<b>Committees:</b> Corporate Projects Board Streets & Walkways Sub Projects Sub	<b>Dates:</b> 06 May 2020 26 May 2020 27 May 2020
<b>Subject:</b> 8-10 Moorgate Area Improvements <b>Unique Project Identifier:</b> 9726	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Emmanuel Ojugo	<b>For Decision</b>

## Summary

<b>1. Status update</b>	<p><b>Project Description:</b></p> <p>The project has improved pedestrian access to streets which surround the 8-10 Moorgate development. The enhancements were in Telegraph Street, Tokenhouse Yard, Whalebone Court and the western section of King's Arms Yard to make them more attractive, safer and usable for all visitors to the area. Improvements included the following elements:</p> <ul style="list-style-type: none"> <li>• Raising carriageways to footway level to improve pedestrian access, especially at crossover points and where footways are narrow.</li> <li>• Provision of new seating encouraging visitors to dwell</li> <li>• Planting of trees in an area that has a low coverage of greenery</li> </ul> <p>Construction works were completed in December 2019, with works staggered across a number of construction cycles in order to accommodate development activity in the area associated with Moorgate, London Wall and Copthall Avenue.</p> <p><b>RAG Status:</b> Green (same at last Gateway)</p> <p><b>Risk Status:</b> Low (same at last Gateway)</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost:</b> £306,874</p>
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<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members are asked to: <ul style="list-style-type: none"> <li>• Approve the content of this Outcome Report and agree to close this project.</li> </ul>
<b>3. Key conclusions</b>	<p>The project delivered on its main objectives as follows:</p> <ul style="list-style-type: none"> <li>• Improved east-west walking routes through the City and adapting Lanes to accommodate increasing numbers of pedestrians</li> <li>• Improve accessibility of the streets for those with ambulant disabilities, wheelchair users, the elderly or those with prams or buggies</li> <li>• Enhance the environment and make a positive contribution to the character and appearance of the Bank Conservation Area. Introduction of tree planting to improve local biodiversity in an area lacking green coverage</li> </ul> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• Close co-ordination and engagement with stakeholders and project teams enables smooth project delivery.</li> <li>• Better engagement with the schedule of development in the area may have reduced the staggered implementation of some project elements.</li> <li>• Early engagement with utilities programmes will reduce conflicts when accommodating highways activities.</li> </ul>

## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>The design of the scheme was relatively simple as it utilised the existing palette of materials in neighbouring streets. Telegraph Street and Tokenhouse Yard were the main streets enhanced. It was clear that building works would temporarily affect adjacent businesses such as the Telegraph Street Public House nearby retail and managed offices in Tokenhouse Yard.</p> <p>It was necessary to phase the delivery and, in some cases, provide servicing assistance to reduce the impact on local businesses during construction phases.</p>
<b>5. Options appraisal</b>	<p>The relative simplicity of the design meant that there was a single option considered that utilised standard natural materials such as York Stone on footways and granite in appropriate sections of carriageway.</p>

	<p>A number of minor changes were made to the design during implementation. These mainly related to areas where shallow depths could not accommodate tree planting. This issue was identified as a risk so when access to buildings previously behind hoarding was granted an alternative location in Whalebone Court was successfully identified.</p>
<b>6. Procurement route</b>	<ul style="list-style-type: none"> <li>• Consultancy services were acquired by submitting a brief seeking expression of interest for a moderate scheme to progress a landscape design in the Moorgate area.</li> <li>• The construction package was prepared collaboratively between the landscape consultant who provided the design approach/concept and the site build up/construction package was completed by the in-house Highway Engineer. This way of working has been tried and tested especially in areas where there are constraints that demand a creative approach to place-making.</li> <li>• Hard landscaping and civils works on-site were undertaken by the City's term contractor.</li> <li>• All soft landscaping was delivered by the City's Open Spaces team.</li> </ul>
<b>7. Skills base</b>	<ul style="list-style-type: none"> <li>• The project team had the skills, knowledge and experience to manage delivery of this and similar future projects.</li> <li>• Specialist landscape consultants were appointed to progress designs to inform the final construction package.</li> <li>• In-house utilities engineers were also engaged in the process to ensure that utilities companies programmes were accommodated in the City's Highways Activities Programme.</li> </ul>
<b>8. Stakeholders</b>	<ul style="list-style-type: none"> <li>• The project was delivered in close liaison with the developer and stakeholders to ensure the proposals meet their needs.</li> <li>• Comments from the public consultation were considered during the development and delivery of the project.</li> <li>• Regular updates were provided to all interested parties throughout the project.</li> </ul>

### Variation Review

<b>9. Assessment of project against key milestones</b>	<p>The construction programme was affected by risks that have materialised, including delayed site release from the adjacent developers, namely at 1 Angel Court, and 51-55 Moorgate as post office services relocated from 53 Moorgate to 45 London Wall.</p> <p>Gateway 5 – August 2014 (delegated)</p> <p>Construction works were phased to accommodate the developer's activity and meet the Open Spaces planting season.</p>
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	<p>Start – Phase 1: December 2014 – February 2015</p> <p>start – Phase 2: February 2015 – March 2016</p> <p>It was hoped that tree planting would occur during in March 2015 but this was not possible. Due to developer's programme slippage and access requirements in Tokenhouse Yard, tree planting was initiated between November 2015-March 2016. A tree was planted in Tokenhouse Yard with two other trees planted in Whalebone Court.</p> <p>The main works were completed within the expected time, whilst works in the wider, area namely in King's Arms Yard, were delayed due to the aforementioned, adjacent developer construction programmes. External activities such as, the relocation of the Royal Mail Post Office from Moorgate to London Wall and highway works restricting the northbound carriageway on Moorgate; meant that access to King's Arms Yard was restricted until de-construction works were complete and land released to the City. King's Arms Yard was utilised for plant storage to support these activities.</p> <p>Following the completion of highway activities and removal of plant apparatus, the courtesy crossing at King's Arms Yard was subsequently completed in December 2019.</p>
<b>10. Assessment of project against Scope</b>	<p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> <li>• Full pedestrianisation was achieved in Tokenhouse Yard, by relocating motorcycle parking spaces, raising carriageway to footway level and introducing tree planting and seating. In Telegraph Street a timed closure improved pedestrian access by restricting servicing in the area during the day and increasing dwelling space adjacent to retail frontages.</li> <li>• Where trees were unable to be planted in the main thoroughfare alternative locations were found such as Whalebone Court. A planter was also located in Telegraph Street to improve local green coverage/biodiversity in an area usually devoid of planting.</li> <li>• Local walking routes have improved due to the improved pedestrian environment, both the morning and evening rush hours have clearly improved connectivity to and from transport hubs at Liverpool Street and Bank.</li> <li>• Access has been improved for those with ambulant disabilities, wheelchair users, the elderly or those with prams or buggies. This has been achieved by introducing courtesy crossings at King's Arms yard and raising carriageway to footway level on streets with narrow footways.</li> <li>• By utilising natural stone materials, the project has adhered to local heritage constraints to enhance the environment and make a positive contribution to the character and appearance of the Bank Conservation Area.</li> </ul>



<b>11. Risks and issues</b>	<p>During the construction phase a few risks materialised affecting the overall programme:</p> <ul style="list-style-type: none"> <li>• The impact to the programme was mainly as a result of competing highway activities in the City and being able to accommodate them throughout the programme.</li> <li>• Unforeseen ground conditions, whilst surveys had been undertaken prior to works, it is not uncommon to uncover voids or infrastructure. This was the case with Tokenhouse Yard so an alternative location was sought at Whalebone Court with regards to tree planting.</li> <li>• There were very few complaints regarding noise from local occupiers.</li> </ul>
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### Value Review

12. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (excluding risk): £295,806	
	Expenditure to date – 8-10 Moorgate			
	Description	Approved Budget (£)	Expenditure (£)	Balance (£)
	Pre-Evaluation	32,296	32,259	37
	Staff Costs	77,404	77,401	3
	Fees	20,138	20,137	1
	Works	178,099	166,009	12,090
	Maintenance	11,068	11,068	0
	TOTAL	319,005	306,874	12,131
	The final account for this project has been verified.			
13. Key benefits realised	The enhancements to the 8-10 Moorgate area improved pedestrian amenity and provided opportunities for rest and leisure whilst introducing greenery. Servicing changes have been managed successfully by designating Telegraph Street a pedestrian area walking has been prioritised as a mode of transport.			

### Lessons Learned and Recommendations

<b>14. Positive reflections</b>	<ul style="list-style-type: none"> <li>• Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Early engagement and ongoing communication with local businesses namely, the Telegraph Public House and managed offices on Tokenhouse Yard was essential to ensure the work programme was a success.</li> <li>• Early engagement with the City's Engineers was essential and helped to frame the programme and phase works accordingly.</li> </ul>
<b>15. Improvement reflections</b>	<ul style="list-style-type: none"> <li>• Better co-ordination between highways activities and planned works would have optimised the programme. Whilst this is not always possible with developers or utilities companies, closer collaboration would have improved efficiencies and reduced the impact on local occupiers.</li> <li>• Clearer policies in the Local Plan relating to the future of on-street motorcycle parking would have simplified the process for reducing or relocating parking spaces.</li> </ul>
<b>16. Sharing best practice</b>	Information will be disseminated through team and project staff briefings.

### Appendices

<b>Appendix 1</b>	Plan
<b>Appendix 2</b>	Before and after photos

### Contact

<b>Report Author</b>	Emmanuel Ojugo
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<b>Telephone Number</b>	020 7332 1158

## Annex 3

<b>Committees:</b> Corporate Projects Board Streets & Walkways Sub Projects Sub	<b>Dates:</b> 06 May 2020 26 May 2020 27 May 2020
<b>Subject:</b> 1 Angel Court Area Improvements <b>Unique Project Identifier:</b> 11539	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Emmanuel Ojugo	<b>For Decision</b>

## Summary

<b>1. Status update</b>	<p><b>Project Description:</b></p> <p>The project has improved pedestrian access to Angel Court following the development of 1 Angel Court. Other streets within the improvement area were Throgmorton Street, Tokenhouse Yard, Great Swan Alley, Whalebone Court and Copthall Avenue. Proposals include:</p> <ul style="list-style-type: none"> <li>• Raising carriageways to footway level and resurface them in York Stone to improve pedestrian access and to tie in with changes to the new building footprint that meant a significant change to the layout of Angel Court.</li> <li>• Provision of new seating encouraging visitors to dwell</li> <li>• Replacement and relocation of cycle stands to the central area to facilitate pedestrian movement;</li> <li>• Planting of trees in an area that has a low coverage of greenery subject to ground conditions.</li> </ul> <p>Construction works were finally completed in December 2018, with works staggered a number of construction cycles in order to accommodate development activity in the area associated with Moorgate, London Wall and Copthall Avenue.</p> <p><b>RAG Status:</b> Green (same at last Gateway)</p> <p><b>Risk Status:</b> Low (same at last Gateway)</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost:</b> £299,435</p>
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<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members are asked to: <ul style="list-style-type: none"> <li>• Approve the content of this Outcome Report and agree to close this project.</li> </ul>
<b>3. Key conclusions</b>	<p>The project delivered on its main objectives as follows:</p> <ul style="list-style-type: none"> <li>• A more accessible environment, through the provision of level surfaces and new seating;</li> <li>• An improved experience for pedestrians in Angel Court;</li> <li>• A safer, more attractive environment that enhances the setting of both adjacent listed buildings and the Bank Conservation Area;</li> <li>• Reduce conflict between pedestrians and cyclists.</li> </ul> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• Close co-ordination and engagement with stakeholders and project teams enables smooth project delivery.</li> <li>• Better engagement with the schedule of development in the area may have reduced the staggered implementation of some project elements.</li> <li>• Early engagement with utilities programmes will reduce conflicts when accommodating highways activities.</li> <li>• Early engagement with the City Surveyor with the developer is also invaluable to ensure a more cohesive approach to internet service provision and other telecommunication services.</li> </ul>

## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>The design of the scheme was relatively simple as it utilised the existing palette of materials in neighbouring streets. It was agreed early on that Angel Court was the main street that would derive the most benefit from improvement proposals. The previous layout was an irregular combination of public and private land, with corresponding material and level changes.</p> <p>The plan was to raise carriageway to footway level to remove level changes in favour of a pedestrian thoroughfare in an area that would introduce a number of retail units at street level.</p> <p>In order to ensure the seamless transition between public and private land the developer agreed to appoint the City's Term Contractor on a</p>
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	<p>private basis to make sure the private areas would integrate with the public areas.</p> <p>Surveys conducted early on revealed the presence of basements making tree planting difficult. There was also a decision by the developer to dispense with an architectural water feature when they soon realised that access to service glazing panels on Angel Court would not be possible.</p> <p>It was clear that building works would temporarily affect adjacent occupiers in Lothbury, Copthall Avenue, nearby retail in Throgmorton Street and managed offices in Tokenhouse Yard.</p> <p>It was necessary to phase the delivery to reduce the impact on local occupiers during construction phases. The location of plant, materials and welfare required a wider communication with stakeholders than usual due to the presence of residential occupiers namely in Lothbury.</p>
<b>5. Options appraisal</b>	<p>The relative simplicity of the design meant that there was a single option considered that utilised standard natural materials such as York Stone in different module sizes to respond to some of the irregular building footprints along Angel Court.</p> <p>A number of minor changes were made to the design during implementation. As previously stated, the developer was to install a water feature in the private section of Angel Court. However, due to access and servicing issues this idea was abandoned and the linear bench to which it would respond spatially was a lacking an architectural reference point.</p> <p>It was agreed to integrate drainage services in Angel Court due to the irregular widths between public and private land. Maintenance of the drainage would be by the developer as 90% of it would be located in private land. The City would retain step in rights.</p> <p>There was a possibility of introducing tree planting instead of the water feature but this was not pursued due to the possibility of an adjacent development in the area that would also require access.</p> <p>Other streets in the area were improved by improving courtesy crossings as required. The junction of Copthall Avenue and Lothbury was upgraded to a new compliant crossing point to mirror efforts to improve King's Arms Yard and Tokenhouse Yard.</p>
<b>6. Procurement route</b>	<ul style="list-style-type: none"> <li>• Given the relative simplicity of the design City Engineers worked closely with the developer of 1 Angel Court to progress the scheme and finalise the design.</li> <li>• The construction package was prepared collaboratively between the developer and City Engineers.</li> <li>• Hard landscaping and civils works on-site were undertaken by the City's term contractor.</li> </ul>

	<ul style="list-style-type: none"> <li>• All soft landscaping was to be delivered by the City's Open Spaces gardens team subject to ground conditions.</li> </ul>
<b>7. Skills base</b>	<ul style="list-style-type: none"> <li>• The project team has the skills, knowledge and experience to manage delivery of this and similar future projects.</li> <li>• Specialist landscape consultants were appointed to progress designs to inform the final construction package.</li> <li>• In House utilities engineers were also engaged in the process to ensure that utilities companies programmes were accommodated in the City's Highways Activities Programme.</li> </ul>
<b>8. Stakeholders</b>	<ul style="list-style-type: none"> <li>• The project was delivered in close liaison with the developer and stakeholders to ensure the proposals meet their needs.</li> <li>• Comments from the public consultation were considered during the development and delivery of the project.</li> <li>• Regular updates were provided to all interested parties throughout the project.</li> </ul>

### **Variation Review**

<b>9. Assessment of project against key milestones</b>	<p>The construction programme was affected by risks that have materialised, including delayed site release from the adjacent developers, namely at 1 Angel Court, and 51-55 Moorgate as post office services relocated from 53 Moorgate to 45 London Wall.</p> <p>Gateway 5 – April 2016   Committee Approval</p> <p>Construction works scheduled to accommodate the developer's activity and respond to their programme.</p> <p>Initial Construction Programme – October 2016 – March 2017</p> <p>Due to developer's programme slippage some works were delayed allowing time to resolve issues that arose with telecommunications and other service utilities companies. It was necessary to agree a schedule for allowing them to access the site or risk abortive works.</p> <p>Another issue that arose during construction was the consequences of the developer's relatively poor lighting plan on the Angel Court frontage. In order to move the programme forward there were further negotiations with the developer to address their failure to provide the necessary lighting coverage in Angel Court. At the planning stage it was agreed that new street lighting was to be erected on the new building. However due to the nature of the glazed cladding this was not possible. Therefore, a further legal agreement needed to be drafted following an agreed solution to relocate street lighting to a building opposite that would guarantee coverage of an area in shade at night.</p>
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	<p>These delays had the effect of extending the programme beyond the original target date by over a year, once the main works and subsequent snagging were completed.</p> <p>Main works were subsequently completed by summer 2018.</p>
<b>10. Assessment of project against Scope</b>	<p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> <li>• Full pedestrianisation was achieved in Tokenhouse Yard.</li> <li>• Where, trees were unable to be planted in the main thoroughfare alternative locations were found such as Whalebone Court. A planter was also located in Telegraph Street to improve local green coverage/biodiversity in an area usually devoid of planting.</li> <li>• Local walking routes have improved due to the improved pedestrian environment, both the morning and evening rush hours have clearly improved connectivity to and from transport hubs at Moorgate, Liverpool Street, Bank and London Bridge.</li> <li>• Access has been improved for those with ambulant disabilities, wheelchair users, the elderly or those with prams or buggies. This has been achieved by introducing courtesy crossings at King's Arms yard and raising carriageway to footway level on streets with narrow footways.</li> <li>• By utilising natural stone materials, the project has adhered to local heritage constraints to enhance the environment and make a positive contribution to the character and appearance of the Bank Conservation Area.</li> </ul>
<b>11. Risks and issues</b>	<p>During the construction phase a few risks materialised affecting the overall programme:</p> <ul style="list-style-type: none"> <li>• The impact to the programme was mainly as a result of competing highway activities in the City and being able to accommodate them throughout the programme.</li> <li>• Unforeseen ground conditions, whilst surveys had been undertaken prior to works it is not uncommon to uncover voids or infra structure.</li> <li>• There were very little complaints regarding noise from local vendors, aside from dome representations from a resident at Lothbury. It was agreed to adjust the noisy works period to reduce the noise impact</li> </ul>

## Value Review

<b>12. Budget</b>	<table><tr><th colspan="4">Expenditure to date - Angel Court Environmental Enhancement</th></tr><tr><th>Description</th><th>Approved Budget (£)</th><th>Expenditure (£)</th><th>Balance (£)</th></tr><tr><td>Pre-Evaluation</td><td>24,899</td><td>24,605</td><td>294</td></tr><tr><td>Staff Costs</td><td>110,672</td><td>110,655</td><td>17</td></tr><tr><td>Fees</td><td>6,791</td><td>6,790</td><td>1</td></tr><tr><td>Works</td><td>188,845</td><td>152,385</td><td>36,460</td></tr><tr><td>Maintenance</td><td>5,000</td><td>5,000</td><td>0</td></tr><tr><td><b>TOTAL</b></td><td><b>336,207</b></td><td><b>299,435</b></td><td><b>36,772</b></td></tr></table> <p>The final account for this project has been verified.</p>	Expenditure to date - Angel Court Environmental Enhancement				Description	Approved Budget (£)	Expenditure (£)	Balance (£)	Pre-Evaluation	24,899	24,605	294	Staff Costs	110,672	110,655	17	Fees	6,791	6,790	1	Works	188,845	152,385	36,460	Maintenance	5,000	5,000	0	<b>TOTAL</b>	<b>336,207</b>	<b>299,435</b>	<b>36,772</b>
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<b>TOTAL</b>	<b>336,207</b>	<b>299,435</b>	<b>36,772</b>																														
<b>13. Key benefits realised</b>	<p>The enhancements to the 8-10 Moorgate area improved pedestrian amenity and provided opportunities for rest and leisure whilst introducing greenery. Servicing arrangements have been a success due to vehicle access restrictions during the day.</p>																																

## Lessons Learned and Recommendations

<b>14. Positive reflections</b>	<ul style="list-style-type: none"> <li>• Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project.</li> <li>• Early engagement and ongoing communication with local businesses namely, the Telegraph Public House and managed offices on Tokenhouse Yard was essential to ensure the work programme was a success.</li> <li>• Early engagement with the City's Engineers was essential and helped to frame the programme and phase works accordingly.</li> </ul>
<b>15. Improvement reflections</b>	<ul style="list-style-type: none"> <li>• Better co-ordination between highways activities and planned works would have optimised the programme. Whilst this is not always possible with developers or utilities companies, closer collaboration would have improved efficiencies and reduced the impact on local occupiers.</li> <li>• Clearer policies in the Local Plan relating to the future of on-street motorcycle parking would have simplified the process for reducing or relocating parking spaces.</li> </ul>
<b>16. Sharing best practice</b>	<p>Information will be disseminated through team and project staff briefings.</p>



## **Appendices**

<b>Appendix 1</b>	Plan
<b>Appendix 2</b>	Before and after photos

## **Contact**

<b>Report Author</b>	Emmanuel Ojugo
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## Annex 4

<b>Committees:</b> Corporate Projects Board Streets & Walkways Sub Projects Sub	<b>Dates:</b> 06 May 2020 26 May 2020 27 May 2020
<b>Subject:</b> 11-19 Monument Street Area Improvements  <b>Unique Project Identifier:</b> 10977	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Emmanuel Ojugo	<b>For Decision</b>

## Summary

<b>1. Status update</b>	<b>Project Description:</b> <p>This project is identified within the Fenchurch and Monument Area Strategy and provides an enhancement in the surrounding area of the Monument, which commemorates the Great Fire of London, one of the most famous events in London's history. The project area comprises Pudding Lane, Fish Street Hill, Monument Street and the Monument Yard.</p> <p>Works were carried out in phases and were completed in June 2019</p> <p><b>RAG Status:</b> Green (same at last Gateway)</p> <p><b>Risk Status:</b> Low (same at last Gateway)</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost:</b> £562,075 (S278) and £381,068 (S106)</p>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members are asked to: <ul style="list-style-type: none"> <li>• Approve the content of this Outcome Report and agree to close this project.</li> <li>• Note the return of the remaining S278 funds to the developer.</li> </ul>
<b>3. Key conclusions</b>	The project delivered on its main objectives to respond to the needs of the new development as well as upgrading spaces in the vicinity

	<p>to attract visitors to and enhance the setting of the Monument as a destination.</p> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• Close co-ordination and engagement with stakeholders and project teams enables smooth project delivery. Especially when the area in question is a key tourist location. There will always be a number of site-specific agencies with influence or interests in the area.</li> <li>• Early engagement with utilities programmes will reduce conflicts when accommodating highways activities.</li> </ul>
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## **Main Report**

### **Design & Delivery Review**

<p><b>4. Design into delivery</b></p>	<ul style="list-style-type: none"> <li>• Provision of functional changes to accommodate the development at 11-19 Monument Street;</li> <li>• Raising carriageway areas to footway level in Monument Yard</li> <li>• Raising the southern section of Fish Street Hill and relocating parking away from the area in neighbouring streets with capacity;</li> <li>• Resurfacing Fish Street Hill and Pudding Lane</li> <li>• Introduction of street furniture and trees.</li> </ul> <p><u>Design</u></p> <p>The design of the scheme centred around accessibility and commemorating the Great Fire of London in 1666. The palette of materials was previously agreed at Gateway 3.</p> <p>Whilst York stone would adorn footways and granite the carriageways on Monument Yard, Fish Street Hill and Pudding Lane, it was decided early in the design process that a red granite element would be added to the Pudding Lane carriageway arrangement to commemorate the area where the Great Fire of London was reported to have begun and taken hold in 1666.</p> <p>In order to improve pedestrian accessibility, where possible carriageways would be raised to footway level. Other elements would include the introduction of street trees and seating as well as street furniture and highway plaques to commemorate the Great Fire of London. (See appendix 1 showing the approved general arrangement plan)</p> <p><u>Phasing</u></p>
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	<p>Works were phased to reduce the impact on local occupiers during construction phases and coincide with the release of land to the City to carry out works. A regular monthly bulletin was published to subscriber/stakeholders to keep them abreast of the work programme at each stage. (See appendix 2 plan showing the three phases of delivery).</p>
<b>5. Options appraisal</b>	<p>As part of the consultation process, two options were presented to Members and are as follows:</p> <p><u>Option 1:</u> To approve the scope of the enhancement works to Pudding Lane, Fish Street Hill and Monument Yard without level changes to the Monument yard;</p> <p><u>Option 2:</u> To approve the scope of the enhancement works to Pudding Lane, Fish Street Hill and Monument Yard <u>with</u> level changes to the Monument yard;</p> <p>A level surface would provide improved accessibility and pedestrian flow, complementing the other access improvements in the yard, which attracts a high number of visitors. This would include the provision of seats with back and arm rests.</p> <p>Members approved Option 2 and also agreed that works would be split into three phases, in order to minimise disruption for visitors, workers and local businesses and to work around the Transport for London (TfL) Bank underground upgrade works. The TfL works involved a large site compound that was located on Fish Street Hill outside Monument station which was scheduled to be in June 2017 prior to works (see detailed phasing plan in Appendix 2).</p>
<b>6. Procurement route</b>	<ul style="list-style-type: none"> <li>• The design and construction package were prepared internally by City officers collaboratively between the developer and City Engineers.</li> <li>• Hard landscaping and civils works on-site were undertaken by the City's term contractor, JB Riney.</li> <li>• All soft landscaping was to be delivered by the City's Open Spaces gardens team.</li> </ul>
<b>7. Skills base</b>	<ul style="list-style-type: none"> <li>• The project team has the skills, knowledge and experience to manage delivery of this and similar future projects.</li> <li>• Specialist landscape consultants were appointed to progress designs to inform the final construction package.</li> <li>• In House utilities engineers were also engaged in the process to ensure that utilities companies programmes were accommodated in the City's Highways Activities Programme.</li> </ul>

<b>8. Stakeholders</b>	<ul style="list-style-type: none"> <li>• The project was delivered in close liaison with the developer and stakeholders to ensure the proposals meet their needs.</li> <li>• Comments from the public consultation were considered during the development and delivery of the project.</li> <li>• Regular updates were provided to all interested parties throughout the project.</li> </ul>
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### **Variation Review**

<b>9. Assessment of project against key milestones</b>	<p>The construction programme was affected by risks that have materialised, including delayed site release from the adjacent developers, namely at 1 Angel Court, and 51-55 Moorgate as post office services relocated from 53 Moorgate to 45 London Wall.</p> <p>Gateway 4/5    Committee Approval   February 2017</p> <p>Phase 1   Pudding Lane   March 2017</p> <p>TfL Remove their hoarding on Fish Street Hill   June 2017</p> <p>Phase 2   Fish Street Hill   September 2017</p> <p>Phase 3   Monument Yard   January 2018</p> <p>All works were expected to be completed by June 2018. However, the programme of works was subsequently extended to June 2019.</p> <p>This was in part due to public order offences in the London Bridge and Borough area. Following a City Police assessment of the wider area it became necessary to suspend some street furniture elements to accommodate necessary design changes to respond to wider objectives.</p> <p>Works were eventually completed by August 2019 to accommodate associated recommendations to the design and implementation.</p>
<b>10. Assessment of project against Scope</b>	<p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> <li>• Enhanced pedestrian experience along Fish Street Hill, Pudding Lane and within Monument yard;</li> <li>• Better pedestrian environment outside Monument tube station;</li> <li>• A new, high quality accessible public space in Monument yard;</li> <li>• An overall increase in tree cover in the area;</li> <li>• An increase in the number of seats, including accessible seating;</li> <li>• An improvement in the interpretation for the Great Fire of London and Fish Street Hill; and</li> <li>• Increase of numbers of visitors to the Monument and the surrounding area.</li> </ul>

<b>11. Risks and issues</b>	<p>During the construction phase a few risks materialised affecting the overall programme:</p> <ul style="list-style-type: none"> <li>• Other public realm works in the area impact on the project programme. <i>Works to Monument/Lower Thames Street were staggered to avoid any conflict of movement within the area or occupier fatigue as a result of site works at two locations in the area.</i></li> <li>• Delays cause by statutory utility works. <i>Some utility works not commencing on time delayed some of the public realm works as expected but the impact was managed by maintaining a good relationship with stakeholders.</i></li> <li>• Project must align with the new visitors centre on Monument yard currently proposed in a feasibility study report prepared by the Tower Bridge team. <i>This element did not materialise, however, it was necessary to remove from what would have been an information screen from the public realm works schedule, as this was to be added to any proposals from the Tower Bridge Team.</i></li> </ul>
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### Value Review

12. Budget

Expenditure to date -11-19 Monument Street Enhancements S106			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	60,317	59,528	789
Staff Costs	115,960	115,924	36
Fees	2,750	-	2,750
Works	201,996	184,723	17,273
Maintenance	20,892	20,892	0
TOTAL	401,915	381,068	20,847

Expenditure to date -11-19 Monument Street Enhancements S278			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	54,322	54,106	216
Staff Costs	138,201	138,075	126
Fees	8,999	6,798	2,201
Works	461,801	363,096	98,705
TOTAL	663,323	562,075	101,248

The final accounts for this project have been verified.

<b>13. Key benefits realised</b>	The enhancements to the area around the 11-19 Monument Street development improved pedestrian amenity and provided opportunities for rest and leisure whilst introducing greenery. The relocation of parking and servicing arrangements have been a success due to pedestrian priorities.
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### **Lessons Learned and Recommendations**

<b>14. Positive reflections</b>	<ul style="list-style-type: none"> <li>• Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project.</li> <li>• Early engagement and ongoing communication with local businesses was essential to ensure the work programme was a success.</li> <li>• Early engagement with the various City departments and TfL was essential and helped to frame the programme and phase works accordingly.</li> </ul>
<b>15. Improvement reflections</b>	<ul style="list-style-type: none"> <li>• Better co-ordination between highways activities and planned works would have optimised the programme. Whilst this is not always possible with emergency or unforeseen circumstances, closer collaboration would have improved efficiencies and reduced the impact on local occupiers.</li> </ul>
<b>16. Sharing best practice</b>	Information will be disseminated through team and project staff briefings.

### **Appendices**

<b>Appendix 1</b>	Plan   approved general arrangement plan
<b>Appendix 2</b>	Plan   three phases of delivery
<b>Appendix 3</b>	Before and after photos

### **Contact**

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## Annex 5

<b>Committees:</b> Corporate Projects Board Streets & Walkways Sub Projects Sub	<b>Dates:</b> 06 May 2020 26 May 2020 27 May 2020
<b>Subject:</b> Monument and Lower Thames Street Junction - Public Realm Enhancement Project <b>Unique Project Identifier:</b> 10987	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Emmanuel Ojugo	<b>For Decision</b>

## Summary

<b>1. Status update</b>	<b>Project Description:</b> <p>The project seeks to improve a section of isolated carriageway with limited/minimal vehicular use. This area of highway, located in the southern section of Monument Street was restricted to access-only and emergency vehicles in 2005. The proposals would deliver a more attractive useable space that increases green infrastructure, reduces excess surface water run-off, improves air quality and introduces a design that better manages cyclists' movement through the site given the proximity of the Cycle Superhighway on Lower/Upper Thames.</p> <p>Works were scheduled for implementation in two phases. Works were subsequently completed in September 2019</p> <p><b>RAG Status:</b> Green</p> <p><b>Risk Status:</b> Low</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost:</b> £165,517</p>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members are asked to: <ul style="list-style-type: none"> <li>• Approve the content of this Outcome Report and agree to close this project.</li> </ul>

<b>3. Key conclusions</b>	<p>The project delivered on its main objectives to improve an area of largely redundant carriageway and provide amenity space that included additional greenery, opportunity for seating and better management of a cycling route adjacent to the Cycle Superhighway on Lower/Upper Thames Street and in the viewing corridor of the Monument looking eastwards.</p> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• Close co-ordination and engagement with stakeholders and project teams enables smooth project delivery.</li> <li>• Early engagement with utilities programmes and local developers will reduce conflicts when accommodating highways activities.</li> </ul>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>The final design was developed in house due to the relative simplicity of the scheme and restricted location. The proposals included the following:</p> <ul style="list-style-type: none"> <li>• Planting a new tree to the south of the site.</li> <li>• Installing raised planters with associated low-maintenance planting (inclusive of multi-stemmed trees).</li> <li>• Redesign of the existing low planter located to the east of the site (inclusive of additional planting).</li> <li>• Resurfacing the redundant carriageway with a resin bound gravel to improve drainage.</li> <li>• Installing up to three accessible timber seats to the east of the site.</li> </ul> <p>Due to competing access needs in the project area it was necessary to phase the delivery of the scheme as follows:</p> <p>Phase 1 works would include:</p> <ul style="list-style-type: none"> <li>• Redesign of the existing low planter and planting.</li> <li>• Resurfacing of the open area in resin bound porous gravel.</li> <li>• Installation of a new street tree</li> </ul> <p>To be implemented December 2017– July 2018</p> <p>Phase 2 works would include:</p> <ul style="list-style-type: none"> <li>• Installation of a raised planter and associated low maintenance planting – including of multi-stemmed trees.</li> </ul> <p>To be implemented September 2018 – December 2019.</p>
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	<p>Please see appendix 2 which shows the general arrangement plans for Phases 1 and 2.</p> <p><u>Phasing</u></p> <p>Works were phased to reduce the impact on local occupiers during construction phases and coincide with the release of land to the City to carry out works. A regular monthly bulletin was published to subscriber/stakeholders to keep them abreast of the work programme at each stage. (See appendix 2 plan showing the two phases of delivery).</p> <p>The programme was staggered over an extended period of time due to a number of factors. When Transport for London agreed to vacate Fish Street Hill to allow public realm works associated with 11-19 Monument Street to commence they made a case to relocate to the eastern end of Monument Street extending their stay for 3 months which would affect access to carry out works.</p> <p>Prior to this occurrence it was necessary to keep the area clear as part of arrangements for the London Marathon in April 2018.</p> <p>These unforeseen occurrences had an impact on the Department of Open Spaces planting season that occurs between October/November and March annually. This would also result in a dormant period with empty planters awaiting plants. It was agreed with Open Spaces Gardens Team to plant seedlings for a short period of time to bridge the period of inactivity.</p>
<b>5. Options appraisal</b>	<p>A single option was presented and approved. The restricted palette was in keeping with the objectives of the project and as such no other alternatives were considered. A pipe subway ran through the centre of the site on Monument Street so it was necessary to design structural loading accordingly.</p>
<b>6. Procurement route</b>	<ul style="list-style-type: none"> <li>• The design and construction package was prepared internally by City officers.</li> <li>• Hard landscaping and civils works on-site were undertaken by the City's term contractor, JB Riney.</li> <li>• All soft landscaping was to be delivered by the City's Open Spaces gardens team.</li> </ul>
<b>7. Skills base</b>	<ul style="list-style-type: none"> <li>• The project team has the skills, knowledge and experience to manage delivery of this and similar future projects.</li> <li>• Specialist landscape services were carried out internally by the Department of Open Spaces.</li> <li>• In House utilities engineers were also engaged in the process to ensure that utilities companies programmes were accommodated in the City's Highways Activities Programme.</li> </ul>

<b>8. Stakeholders</b>	<ul style="list-style-type: none"> <li>• The project was delivered in close liaison with local occupiers and other stakeholders to ensure the proposals met their needs and the disruption of construction was kept to a minimum.</li> <li>• Comments from the public consultation were considered during the development and delivery of the project.</li> <li>• Regular updates were provided to all interested parties throughout the project.</li> </ul>
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### **Variation Review**

<b>9. Assessment of project against key milestones</b>	<p>The construction programme was affected by risks that have materialised and others that were unforeseen.</p> <p>Gateway 5   Delegated Approval   October 2017</p> <p>Phase 1   December 2017 – July 2018</p> <p>Phase 2   Fish Street Hill   September 2018 – December 2019</p> <p>The aforementioned programme of works was subsequently extended from the original intention to commence in October 2017 and complete works by the following financial year in April 2018.</p> <p>Unfortunately, the extended programme can be explained by the need to accommodate other priorities in the area namely the London Marathon marquee here and other development activity requiring welfare and storage permits to occupy the Monument Street/Lower Thames Street junction.</p> <p>Works were completed by December 2019.</p>
<b>10. Assessment of project against Scope</b>	<p>The project's scope remained unchanged despite some unforeseen delays external to the project that impacted the programme. The following was achieved:</p> <ul style="list-style-type: none"> <li>• Improve air quality by increasing greenery through soft surfaces and the planting of street trees.</li> <li>• Improved green coverage by supporting additional tree planting opportunities and for planting in new planters.</li> <li>• Reduced excess surface water run-off in an area with a downslope by slowing the rate of ingress into the system.</li> <li>• A more accessible environment for pedestrians, through the provision of level surfaces and new seating arrangements.</li> <li>• A safer, more attractive environment that reduces conflicts between pedestrians and cyclists through an improved layout utilising soft segregation.</li> <li>• A simplified maintenance regime.</li> </ul>

<b>11. Risks and issues</b>	<p>During the construction phase a few risks and issues materialised affecting the overall programme:</p> <ul style="list-style-type: none"> <li>• Other public realm works in the area impact on the project programme. <i>Works to Monument/Lower Thames Street were staggered to avoid any conflict of movement within the area or occupier fatigue as a result of site works at two locations in the area.</i></li> <li>• Delays cause by statutory unforeseen events. <ul style="list-style-type: none"> <li>○ <i>TfL had incurred delays to their programme which subsequently impacted some local public realm works. Whilst this was an issue for local occupiers. representations were expected and were managed by maintaining a good relationship with stakeholders and keeping them informed via a regular programme bulletin.</i></li> <li>○ <i>The London Marathon in late April of 2018 was a short-term event and it was felt that a very minor delay to accommodate the was a manageable occurrence.</i></li> </ul> </li> <li>• Unforeseen site conditions <ul style="list-style-type: none"> <li>○ <i>When the site was returned to the City it was found that the existing tree in the low planter had died. Open Spaces assessment was that the building of the Cycle Superhighway and various activities that had taken possession of the area had unfortunately fatigued the tree. This tree was subsequently replaced with a more robust multi-stem specimen to cope better with its proximity to a heavily trafficked, south facing street.</i></li> <li>○ <i>The planting of additional trees in the scheme was also believed to offset the unfortunate loss of the mature tree in the low planter area to the east of the site.</i></li> </ul> </li> </ul>
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### Value Review

12. Budget

Expenditure to date - Monument & Lower Thames St Junction			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	20,871	20,870	1
Staff Costs	34,229	29,060	5,169
Fees	1,500	-	1,500
Works	123,432	113,587	9,845
Maintenance	2,000	2,000	0
<b>TOTAL</b>	<b>182,032</b>	<b>165,517</b>	<b>16,515</b>

The final account for this project has been verified.

<b>13. Key benefits realised</b>	The enhancements to the area around the 11-19 Monument Street development improved pedestrian amenity and provided opportunities for rest and leisure whilst introducing greenery. The relocation of parking and servicing arrangements have been a success due to pedestrian priorities.
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### **Lessons Learned and Recommendations**

<b>14. Positive reflections</b>	<ul style="list-style-type: none"> <li>• Strong co-ordination and engagement with key stakeholders were key to developing designs and delivering this project.</li> <li>• Early engagement and ongoing communication with local businesses was essential to ensure the work programme was a success.</li> <li>• Early engagement with the various City departments and TfL was essential and helped to frame the programme and phase works accordingly.</li> </ul>
<b>15. Improvement reflections</b>	<ul style="list-style-type: none"> <li>• Better co-ordination between highways activities and planned works would have optimised the programme. Whilst this is not always possible with emergency or unforeseen circumstances, closer collaboration would have improved efficiencies and reduced the impact on local occupiers.</li> </ul>
<b>16. Sharing best practice</b>	Information will be disseminated through team and project staff briefings.

### **Appendices**

<b>Appendix 1</b>	Plan   location plan
<b>Appendix 2</b>	Plan   general arrangement plans for two phases of delivery
<b>Appendix 3</b>	Before and after photos

### **Contact**

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## Annex 6

<b>Committees:</b> Corporate Projects Board Streets & Walkways Sub Projects Sub	<b>Dates:</b> 06 May 2020 26 May 2020 27 May 2020
<b>Subject:</b> Fenchurch Place  <b>Unique Project Identifier:</b> 10721	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Andrea Moravicova	<b>For Decision</b>

## Summary

<b>1. Status update</b>	<b>Project Description:</b> <p>The project has delivered public realm enhancements to the square outside Fenchurch Street Station and improve pedestrian movement through the area. The project introduced new seating, paving materials, soft landscaping and upgraded lighting to enhance the usability and appearance of the public space. Measures to prevent seating areas in Fenchurch Place from unnecessary damage and improve the comfort and accessibility are being introduced.</p> <p><b>RAG Status:</b> Green (same at last Gateway)</p> <p><b>Risk Status:</b> Low (same at last Gateway)</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost: £489,642*</b></p> <p><i>* The final outturn cost in this report includes the sums for outstanding works.</i></p>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members are asked to: <ul style="list-style-type: none"> <li>• Approve the content of this Outcome Report and agree to close this project.</li> <li>• Note the outstanding actions.</li> <li>• Authorise the return of the underspend to the developer or their successors in title following finalisation of the account.</li> </ul>

<b>3. Key conclusions</b>	<p>The project delivered on its main objectives to create a more pleasant and attractive environment for residents, workers, and visitors through the following interventions:</p> <ul style="list-style-type: none"> <li>• New seating and substantial additional planting to provide a comfortable dwelling space for people to rest and enjoy.</li> <li>• A new lighting design to improve the look and feel after dark and the perception of safety in the area.</li> <li>• Improved pedestrian movement and accessibility through the area.</li> <li>• A new public space for artwork and incidental play opportunities.</li> </ul> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• Close monitoring of programme and expenditure ensured the scheme was delivered on time and on budget, potentially with underspend.</li> <li>• Thorough analysis of the area and understanding of its use enabled a delivery of a fit for purpose and high-quality environment.</li> <li>• Developing designs that carefully balance the developer's requirements for the space with the local community needs was achieved through ongoing engagement with stakeholders.</li> </ul>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>Officers worked closely with the developer and their landscape architect throughout the detailed design and the chosen design option enabled a smooth delivery of comprehensive improvements to Fenchurch Place.</p> <p>Ongoing monitoring of the area following completion of the construction works determined a need for measures to limit damage to the new granite seating.</p>
<b>5. Options appraisal</b>	<p>Three design options were produced and presented at Gateway 3/4/5. The chosen option, which focussed design on the central plaza area, delivered the maximum benefit for the City's community by employing a comprehensive approach to the enhancement of the space. This allowed to create a destination for local workers, residents and visitors in line with corporate objective to shape outstanding environment, whilst improving the sightlines and routes to the station.</p>
<b>6. Procurement route</b>	<ul style="list-style-type: none"> <li>• The construction package was developed inhouse by the Highway Engineer and work on site undertaken by the City's term contractor. The detailed designs were prepared in close liaison with the developer and their landscape architect.</li> <li>• All soft landscaping was delivered by the City's Open Spaces team.</li> </ul>



<b>7. Skills base</b>	The project team has the skills, knowledge and experience to manage delivery of this and similar future projects.
<b>8. Stakeholders</b>	The project was delivered in close liaison with the developer and key stakeholders, including Eastgate Holdings (Developer of 8 Fenchurch Street) and Network Rail, to ensure that the new design meet their requirements, whilst providing enhanced amenity to commuters and visitors.

### **Variation Review**

<b>9. Assessment of project against key milestones</b>	<p>Combined Gateway 3/4/5 – October 2012</p> <p>Construction works start – January 2013</p> <p>The main construction works were completed on time prior to occupation of 8 Fenchurch Place.</p>
<b>10. Assessment of project against Scope</b>	<p>The project's scope is summarised below:</p> <ul style="list-style-type: none"> <li>• The enhancements provided a high-quality environment in Fenchurch Place leading to an increased use outside peak transport hours and creating opportunities for space activation.</li> <li>• Robust and durable materials were used for the construction and lighting scheme. This ensures a long-lasting scheme and appropriate levels of light to mitigate potential issues around night-time economy.</li> <li>• Paving materials were rationalised, and York Stone was used throughout the plaza and outside the station, providing consistent footway finish adjacent to the Fenchurch Street Station Conservation Area.</li> <li>• The carriageway outside the entrance / exit to Fenchurch Street station was raised to footway level to improve accessibility, providing level access from the station through the plaza and onto Fenchurch Street.</li> <li>• Seven new trees and hedging within the granite planters were introduced, to soften the appearance of the space as well as increase greenery and biodiversity.</li> </ul>
<b>11. Outstanding works / actions</b>	<p>Implement the following measures to prevent seating areas in Fenchurch Place from unnecessary damage and improve the comfort and accessibility:</p> <ul style="list-style-type: none"> <li>• installation of arm rests and back rests</li> <li>• planting within the introduced planting beds will be introduced as part</li> </ul>

	<b>Estimated costs</b>	
	<b>Description</b>	<b>Cost estimates (£)</b>
	Staff Costs	11,500
	Fees	2,000
	Works	23,000 (£6,900 already committed to these works)
	<b>Total</b>	<b>36,500</b>
	£6,906.23 has already been committed towards these works, which are expected to be completed before the end of 2020.	
<b>12. Risks and issues</b>	There were no issues arising from this project.	

### Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (excluding risk): <b>£580,000</b>	
	<b>Description</b>	<b>At Authority to Start work (G5)</b>	<b>Final Outturn Cost</b>	<b>Balance (£)</b>
	<i>Pre-evaluation</i>	13,621	12,621	1,000
	<i>Fees</i>	8,000	5,208	2,792
	<i>Staff Costs</i>	97,379	97,379*	0
	<i>Works (hard landscaping)</i>	393,000	357,434*	35,566
	<i>Contingency</i>	59,681	0	59,681
	<i>Maintenance</i>	17,000	17,000	0
	<b>Total</b>	<b>£588,681</b>	<b>£489,642*</b>	<b>£99,039</b>
*The final account for this project has yet to be verified. The final outturn cost in this report includes the sums for outstanding works.				
The underspend is largely contributed to works being undertaken during regular working hours, without need for weekends and night-time working.				
14. Key benefits realised	The enhancements to paving, lighting, planting, carriageway and street furniture in Fenchurch Place improved pedestrian amenity and provided a functional, usable space for people to enjoy.			

## **Lessons Learned and Recommendations**

<b>15. Positive reflections</b>	<ul style="list-style-type: none"><li>• Working closely with developers helped progress negotiation to secure a contingency contribution to mitigate against potential financial risks.</li><li>• Establishment of good relationships with each landowner during the drafting of the legal agreements allowed for delivery of comprehensive enhancements to Fenchurch Place.</li><li>• Successful reuse of existing material, including Cornwall granite to form a uniform kerb-line, contributed to sustainable regeneration of the area.</li></ul>
<b>16. Improvement reflections</b>	<ul style="list-style-type: none"><li>• The project should have been closed sooner, considering its smooth delivery on time and under budget. However, the project manager left the City and there was no available resource to complete the closure.</li><li>• Establishment of regular communications to provide construction updates and information would strengthen the relationship within stakeholders.</li><li>• Measures to minimise potential damage to seating through inappropriate use should have been implemented during the main construction work.</li></ul>
<b>17. Sharing best practice</b>	Information will be disseminated through team and project staff briefings.

## **Appendices**

<b>Appendix 1</b>	Location plan
<b>Appendix 2</b>	Before and after photos

## **Contact**

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## Annex 7

<b>Committees:</b> Corporate Projects Board Streets & Walkways Sub Projects Sub	<b>Dates:</b> 06 May 2020 26 May 2020 27 May 2020
<b>Subject:</b> Lime Street and Cullum Street area project  <b>Unique Project Identifier:</b> 9398	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Andrea Moravicova	<b>For Decision</b>

### Summary

<b>1. Status update</b>	<p><b>Project Description:</b> This project enhanced the public realm in Lime and Cullum Streets by increasing the pedestrian space and providing fully accessible walking routes and new seating.</p> <p>The enforcement of the timed closure of Lime Street between Lime Street Passage and Leadenhall Place and implementation of physical barriers at the junction of Lime Street Passage will be resolved as part of the wider security scheme for the area.</p> <p><b>RAG Status:</b> Green</p> <p><b>Risk Status:</b> Low</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost:</b> £704,844.65</p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Approve the content of this Outcome Report and agree to close this project.</li> </ul>
<b>3. Key conclusions</b>	<p>The project delivered on its main objectives to provide high-quality pedestrian environment and reduce motor traffic in the area:</p> <ul style="list-style-type: none"> <li>• Pedestrianisation of the western half of Cullum Street and creation of a new public space</li> <li>• Accommodated increased numbers of pedestrians and contributed to improving the road safety in the area</li> </ul>

	<p>through implementation of timed closures to motor vehicles in Lime Street.</p> <ul style="list-style-type: none"> <li>• Improved connectivity and safety for cyclists.</li> <li>• Enhanced the Leadenhall Market Conservation Area and Principal Shopping Centre.</li> <li>• Met the needs of local businesses for loading facilities.</li> </ul> <p>Key learning and recommendations for future projects:</p> <ul style="list-style-type: none"> <li>• It is recommended that the successful practice of combining reduced motor traffic with a provision of a high-quality environment is incorporated within future changes in the City Cluster.</li> <li>• Any agreements which may impact the BAU activities should be agreed during the design process to ensure smooth implementation of the projects.</li> <li>• Extensive stakeholder engagement and monitoring of experimental changes is a key to delivering effective public realm enhancements, which improve pedestrian access whilst maintaining the functionality of the area.</li> </ul>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	<p>The design included re-surfacing the streets in high quality natural stone, to complement the conservation area and listed buildings. Where possible, carriageways were raised to footway level to create a single accessible surface.</p> <p>There was extensive consultation carried out with local occupiers and the traffic restrictions were introduced on an experimental basis to test their effectiveness. This approach enabled the project to be successfully delivered.</p>
<b>5. Options appraisal</b>	<p>The chosen option was the most cost-effective in creating a safer and more accessible environment which supports and prioritises pedestrian movement along Lime Street.</p>
<b>6. Procurement route</b>	<p>The designs were produced in-house, which allowed for better collaboration between the teams involved, and the City's term contractor was used to deliver this project. This approach was very effective.</p>
<b>7. Skills base</b>	<p>The project team has the skills, knowledge and experience to produce designs, manage and deliver this project.</p>
<b>8. Stakeholders</b>	<p>Stakeholders were informed and consulted through key stakeholders' meetings and letters, with comments considered during the development and delivery of the project. Regular updates</p>

	were provided during construction and a post-installation survey was carried out.
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### **Variation Review**

<b>9. Assessment of project against key milestones</b>	Implementation start date in Lime Street was revised to accommodate the needs of nearby developments, including their construction logistics.
<b>10. Assessment of project against Scope</b>	<p>The scope of the project has been adjusted to maximise the beneficial impact of the closures to motor vehicles:</p> <ul style="list-style-type: none"> <li>• The extent of the raised carriageway was increased to include area of Lime Street between Lime Street Passage and Leadenhall Place and the carriageway was paved in granite.</li> <li>• The footways were paved in York Stone. This approach ensures the pedestrian environment is more accessible, safer and of a higher quality, in line with previous public realm enhancements in the area.</li> <li>• Loading bay on Lime Street was removed due to safety concerns raised by a safety assessment of the scheme.</li> </ul>
<b>11. Risks and issues</b>	Close liaison with the key stakeholders allowed for a successful revision of the construction programme in order to accommodate deferred start date of implementation in Lime Street.

### **Value Review**

12. Budget

Estimated Outturn Cost (G2)	Estimated cost - £659,126
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Description	At Authority to Start work (G5)	Final Outturn Cost	Balance (£)
Pre-evaluation	78,170	78,168	2
Fees	26,223	25,530	693
Staff Costs	138,787	138,735	52
Works	463,082	457,994	5,088
Contingency	14,729	0	14,729
Maintenance	15,000	15,000	0
Total	£735,991	£704,844.65	£31,146.35

The final account for this project has been verified.

<b>13. Key benefits realised</b>	The post-implementation survey and monitoring showed that the implemented measures enhanced the pedestrian environment and connectivity. The quality of improvements was recognised by the respondents, who consistently awarded high scores for pavements, accessibility and pedestrian environment.
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### **Lessons Learned and Recommendations**

<b>14. Positive reflections</b>	<ul style="list-style-type: none"> <li>• Close liaison with the key stakeholders and neighbouring businesses ensured nearby developments and their construction logistics were accommodated throughout the project's lifecycle.</li> <li>• Thorough investigation into ways of managing road safety for vehicles, cyclists and pedestrians, who use Lime Street on daily basis informed the designs; and enabled implementation of appropriate measures to reduce motor traffic in the area.</li> </ul>
<b>15. Improvement reflections</b>	Clear guidance on installation of physical barrier at the junction of Lime Street and Lime Street Passage and responsibilities for their ongoing management should have been agreed during the design phase to ensure smooth implementation of this part of the project.
<b>16. Sharing best practice</b>	The well-received improvements to Lime Street resulted in similar schemes being programmed in the Eastern Cluster and other parts of the City.

### **Appendices**

<b>Appendix 1</b>	Plan
<b>Appendix 2</b>	Before and after photos

### **Contact**

<b>Report Author</b>	Andrea Moravicova
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<b>Committees:</b> Corporate Projects Board - <i>for information</i> Projects Sub - <i>for decision</i> Streets and Walkways Committee - <i>for decision</i>	<b>Dates:</b> 1/4/2020 22/4/2020 26/5/2020
<b>Subject:</b> 20 Farringdon / Old Fleet Lane Gateway 6 Report  <b>Unique Project Identifier:</b> 11980	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Daniel Laybourn, City Transportation	<b>For Decision</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> <u>20 Farringdon / Old Fleet Lane</u> The highway improvements implemented under the section 278 works, alongside those undertaken by Transport for London (TfL) on their adjacent road network, can be summarised as: <ul style="list-style-type: none"> <li>• Resurfacing of the carriageway and footways in Old Fleet Lane;</li> <li>• Construction of a new footway crossover to the development's new service entrance;</li> <li>• New highways drainage, including adjusted surface levels, and road lining; and</li> <li>• Works to Statutory Undertakers' apparatus and other structures as result of the changes above.</li> </ul> <b>RAG Status:</b> Green (Green at the last report to Committee) <b>Risk Status:</b> Low (Low at the last report to Committee) <b>Costed Risk Provision Utilised:</b> (not applicable) <b>Final Outturn Costs:</b> £173,743
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members of Streets and Walkways and Project Sub- Committees are asked to: <ul style="list-style-type: none"> <li>• Approve the content of this outcome report;</li> </ul>

	<ul style="list-style-type: none"> <li>• Authorise the Chamberlain's department to return unspent section 278 funds to the Developer as set out in the respective legal agreement subject to the verification of the final account; and</li> <li>• Agree to close the 20 Farringdon/ Old Fleet Lane project.</li> </ul>
<b>3. Key conclusions</b>	<p>The improvements have been successfully implemented following the completion of the building as agreed with the Developer. There was a year delay to construction due to a British Telecom (BT) fibre optic connection needing to be relocated. The Developer was required under the S278 agreement to pay the excess to cover the associated extra costs which were not originally included in either the G1/2 and G5 gateway reports.</p> <p>Work was therefore completed a year later than planned in October 2019. Other than the additional costs to the Developer, there were no other impacts arising from this issue. Safe and full pedestrian and vehicular access to the development and adjacent highways was still available during the period of the delay.</p>

## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	The proposed design has successfully accommodated the associated new private development. The City's Highways Team and the term contractor (J B Riney) worked together with the developer to re-programme works where necessary.
<b>5. Options appraisal</b>	The project was limited in its opportunities to explore different designs due to both the standardised nature of the work and the tangible restrictions around them, such as building lines and the road network. Therefore, alternative options were not explored.
<b>6. Procurement route</b>	The design was prepared in-house by the City's highways team and the City's term contractor was used to deliver the project.
<b>7. Skills base</b>	The Project Team had the skills, knowledge and experience to manage and deliver the project.
<b>8. Stakeholders</b>	Stakeholders were engaged throughout the processes and despite delays, the project was able to deliver the highways changes to the Stakeholder's satisfaction.

### **Variation Review**

<b>9. Assessment of project against key milestones</b>	As mentioned above, the City's construction period was delayed by a year to relocate a BT fibre-optic connection. However, this didn't affect the occupation of the new development going to plan and had no impacts on any other stakeholders.
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<b>10. Assessment of project against Scope</b>	No change in design to that approved at Gateway 5.
<b>11. Risks and issues</b>	The only significant issue was the delay caused by the relocation of the BT fibre optic connection. As this is infrastructure owned by a third party, there was little the project team could do to expedite this to enable the City's design programme work to occur sooner. However, undertaking the C3 utility surveys earlier would have meant that the issue was identified and accounted for sooner which could have minimised the delay in starting our work.
<b>12. Transition to BAU</b>	The project is now complete and has been passed over to the Highways Maintenance team to manage. The scheme was designed and built to the City's specifications.

### Value Review

<b>13. Budget</b>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost – 'Under £250k'	
		<i>Revised Budget after G5</i>	<i>Final Outturn Cost (as of 21/2/2020)</i>
	<i>Fees</i>	£12,430	£7,012
	<i>Staff Costs</i>	£31,206	£22,482
	<i>Works (including contingency)</i>	£78,846	£73,984
	<i>Utilities</i>	£77,091**	£68,940
	<i>Maintenance*</i>	£1,326	£1,326
	<i>Total</i>	<b>£200,899</b>	<b>£173,743</b>
	<p>* Commuted maintenance sum to be charged for at the point of final account verification.</p> <p>**The additional £52,291.45 on top of the approved G5 budget of £30,000 relates to the costs associated with the BT fibre-optic cable relocation that were fully met by the Developer.</p> <p>For more detail, please see <b>Appendix 2</b>.</p> <p><b>Please confirm whether the Final Account for this project has been verified – They have not been verified as of 10/3/2020.</b></p>		
<b>14. Investment</b>	Not applicable.		
<b>15. Assessment of project against SMART objectives</b>	<p>The project achieved its objectives of:</p> <ul style="list-style-type: none"> <li>Delivering a high-quality public realm in the vicinity of the development (via the upgrade to Yorkstone footway paving); and</li> <li>Delivering a scheme that benefits all users of the public highway.</li> </ul>		

<b>16. Key benefits realised</b>	<ul style="list-style-type: none"> <li>• The project has implemented measures that both improve the environment for people walking and that enhance the public realm; and</li> <li>• It has also delivered highway changes which accommodate new developments and meet the needs of developers.</li> </ul>
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### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	The project team worked very well with the Developer and TfL staff, who were the main stakeholders throughout the project. In the run up to the construction phase, the team alleviated the concerns of neighbouring businesses by accommodating their business activities within the construction planning, which included a significant office relocation.
<b>18. Improvement reflections</b>	<p>The G5 project estimate and therefore the S278 agreement included a provisional sum for the estimated amount of utility work required for this highways scheme. This amount was informed by previous projects of similar scale and allowed the project team to proceed to signing the S278 agreement with the Developer. The Developer pushed for the S278 agreement to be made on this basis, rather than wait for the utility owners to submit estimates to inform the overall project estimate. This decision would have been made to ensure that the planned occupation of the new building was not at risk of being delayed by any delay to the signing of the S278 agreement.</p> <p>In reflection, given the increasing prevalence of more modern utility infrastructure such as these fibre optics connections, these early provisional estimates may need to increase on future schemes to better prepare the Developer of the likely costs, and if the utility cost is not realised then it will be returned to the Developer. Also, C3 utility surveys should be undertaken sooner to mitigate against low estimates and increased delays should other Developers request the same approach in future.</p>
<b>19. Sharing best practice</b>	Dissemination of information through team and project staff briefings has taken place
<b>20. AOB</b>	The project predates the requirement for project coversheets. Therefore, none are included in the appendices of this report.

### **Appendices**

<b>Appendix 1</b>	20 Farringdon Street/ Old Fleet Lane before and after photos
<b>Appendix 2</b>	20 Farringdon/ Old Fleet Lane Final Project Costs

### **Contact**

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