



Streets and Walkways Sub (Planning and Transportation) Committee

Date: TUESDAY, 15 FEBRUARY 2022

Time: 10.30 am

Venue: COMMITTEE ROOM 3, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Graham Packham (Chairman)	Deputy Alastair Moss
Shravan Joshi (Deputy Chairman)	Oliver Sells QC
Randall Anderson	William Upton QC
Peter Bennett	Christopher Hill, Port Health and Environmental Services Committee (Ex-Officio Member)
Marianne Fredericks	Paul Martinelli, Finance Committee (Ex-Officio Member)
Christopher Hayward	Deputy John Tomlinson, Cripplegate Without
Deputy Jamie Ingham Clark	Deputy Edward Lord, Farringdon Without South Side (Ex-Officio Member)

Enquiries: Jayne Moore
Jayne.Moore@cityoflondon.gov.uk

Accessing the public meeting

Members of the public can observe the public section of this meeting here:

<https://youtu.be/lcY9oiS4III>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 02 December 2021.

For Decision
(Pages 7 - 14)

4. **BANK ON SAFETY - G6 OUTCOME REPORT**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 15 - 60)

5. **ST PAUL'S CATHEDRAL EXTERNAL RE-LIGHTING PROJECT - G3 ISSUE REPORT**

To consider the report of the Executive Director, Environment.
Note: Appendix 2 is non-public

For Decision
(Pages 61 - 118)

6. **ST PAUL'S GYRATORY - G2 ISSUE REPORT**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 119 - 138)

7. **ST MARY AXE EXPERIMENTAL TIMED CLOSURE G3-4**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 139 - 156)

8. **OBJECTIONS TO THE PROPOSED REMOVAL OF A MOTORCYCLE PARKING BAY ON OLD JEWRY**
To consider the report of the Executive Director, Environment.
For Decision
(Pages 157 - 174)
9. **TFL'S LONDON BRIDGE EXPERIMENTAL SCHEME**
To receive the report of the Executive Director, Environment.
For Information
(Pages 175 - 228)
10. **WIDEGATE STREET - PROPOSED TIMED CLOSURE**
To consider the report of the Executive Director, Environment.
For Decision
(Pages 229 - 240)
11. **SPECIAL EVENTS ON THE HIGHWAY**
To consider the report of the Director, Environment.
For Decision
(Pages 241 - 258)
12. **ANTI-TERRORISM TRAFFIC REGULATION ORDER**
To receive the report of the Director, Environment.
For Information
(Pages 259 - 264)
13. **CITY CLUSTER AREA – ACTIVATION AND ENGAGEMENT PROGRAMME G3**
To consider the report of the Executive Director, Environment.
For Decision
(Pages 265 - 270)
14. **ST BARTHOLOMEW'S HOSPITAL ENVIRONMENTAL ENHANCEMENTS UPDATE REPORT - G5**
To consider the report of the Executive Director, Environment.
For Decision
(Pages 271 - 288)

15. **CLIMATE ACTION STRATEGY - YEAR 2 COOL STREETS AND GREENING PROGRAMME G3 - 4**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 289 - 388)

16. **PUDDLE DOCK IMPROVEMENT MEASURES - G6**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 389 - 398)

17. **CROSSRAIL URBAN REALM IMPROVEMENTS CONSOLIDATION REPORT - G6**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 399 - 422)

18. **CROSSRAIL LIVERPOOL STREET URBAN INTEGRATION (PHASE 2) G3**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 423 - 440)

19. **CITY WAYFINDING - INTRODUCTION OF LEGIBLE LONDON G6**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 441 - 454)

20. **LONDON WALL PLACE S278 HIGHWAY AND PUBLIC REALM IMPROVEMENTS G6**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 455 - 468)

21. **CITY TRANSPORTATION - REQUESTS FOR DELEGATED APPROVALS**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 469 - 470)

22. **ANNUAL ON-STREET PARKING ACCOUNTS 2020/21 AND RELATED FUNDING OF HIGHWAY IMPROVEMENTS AND SCHEMES**

To receive the report of The Chamberlain.

For Information
(Pages 471 - 476)

23. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Information
(Pages 477 - 478)

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

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

26. **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

27. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 02 December 2021.

For Decision
(Pages 479 - 482)

28. **HIGHWAY CONSTRUCTION & MAINTENANCE TERM CONTRACT TENDER**

To consider the report of the Director, Environment.

For Decision
(Pages 483 - 506)

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

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

STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE

Thursday, 2 December 2021

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 2 December 2021 at 10.30 am

Present

Members:

Graham Packham (Chairman)
Shravan Joshi (Deputy Chairman)
Randall Anderson
Peter Bennett
Deputy Jamie Ingham Clark
Christopher Hill (Ex-Officio Member)
Paul Martinelli (Ex-Officio Member)
Deputy Edward Lord (Ex-Officio Member)

Officers:

Ian Hughes	- Environment Department
Olumayowa Obisesan	- Chamberlain's Department
Gillian Howard	- Environment Department
Leah Coburn	- Environment Department
Shani Annand-Baron	- Town Clerk's Department
Kristian Turner	- Environment Department
Melanie Charalambous	- Environment Department
Bruce McVean	- Environment Department
Clarisse Tavin	- Environment Department
Patrick Hegarty	- Open Spaces Department
Ruth Calderwood	- Air Quality Manager
Maria Herrera	- Environment Department
Simon Glynn	- Environment Department
Emmanuel Ojugo	- Environment Department

1. APOLOGIES FOR ABSENCE

Apologies were received from Marianne Fredericks and from Christopher Hayward.

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

There were no declarations.

3. MINUTES

The Town Clerk confirmed that discussions were ongoing on the best way to produce an accurate and concise record of meetings: discussions have taken place at the Corporation around the use of transcripts but that has, for the time being, been ruled out given the cost and the imperfect technology. The Committee agreed that the format and scope of the minutes should remain unchanged for now.

RESOLVED, That the minutes of the meeting of 12 October 2021 be approved as a true and accurate record of the proceedings.

4. BEECH STREET TRANSPORTATION AND PUBLIC REALM PROJECT - G5

The Committee heard that correspondence received on the subject suggesting that a diverse range of views existed, and that a wide and comprehensive public consultation was an optimum way forward.

A Member made the following points:

- option 1 and option 2 are not necessarily in opposition to each other as option 1 could be progressed in parallel with initial work on the area wide approach in the Healthy Streets Plan (option2)
- there is merit in presenting a wider range of options and consulting a wider audience of affected people
- a clearer understanding of phase 2 would be helpful
- modelling might need to be reviewed
- London Wall congestion is more than “sporadic” (paragraph 71), and pollution levels there are likely to get worse
- clarity of signage continues to be an issue
- compliance is problematic at 10%, with a lot of PCNs being handed out.

The meeting heard that the consultation option was a preferred way forward, though issues may emerge from the Healthy Streets Plan in relation to Beech St. The modelling was based on a range of pieces of work completed by TfL and CERC, among others, that would guide further work around traffic reassignment. The meeting heard that compliance is relatively low compared to Bank partly because the scheme has not been in place for as long as the Bank scheme.

A Member commented that the scheme had not necessarily been presented accurately, and that progress had been good.

A Member suggested that there was merit in the Committee having oversight of the outcome of any delegated authority decision.

A Member expressed concern that the evidence presented did not necessarily support the suggestion that there had been “meaningful” air quality improvements (paragraph 116).

The Sub Committee heard that the reduction was significant given background levels and previous levels, and that particulate and NO₂ levels had reduced.

The Committee was supportive of another consultation as the best way forward.

RESOLVED, That Members agree that a public consultation be undertaken for a permanent scheme on Beech Street based on the traffic management restrictions of the experiment, bearing in mind that that does not preclude a longer-term approach to managing traffic and addressing air quality on Beech St and across the Barbican and Golden Lane areas through the Healthy Streets Plan that is currently being progressed.

RESOLVED, That Members of the Sub Committee delegate authority to the Executive Director Environment in consultation with the Chairman and Deputy Chairman to approve the (non-statutory) public consultation content and then proceed with the public consultation, and (together with the Projects Sub-Committee):

1. Approve the drawing down of costed risk (£189k) for the risks that have turned into issues
2. Approve an increase in the project budget of £50k available from the 2021/22 capital bid to fund the investigation of occasional culture events on Beech Street
3. Note the experiment findings (as set out from paragraph 33) and conclusions
4. Note the intent to comprehensively engage with the public, user groups and stakeholders on the next phase of the project (Appendix 9).
5. Note that the Barbican Healthy Streets Plan has been initiated which (in the medium term) will work towards delivering an area-based plan to delivering Healthy Streets, managing traffic, and improving air quality in the Barbican and Golden Lane area.

5. BANK JUNCTION - ALL CHANGE AT BANK - G5

The Sub Committee considered the report of the Executive Director Environment.

The Chairman commented that this phase of the scheme finally delivered significant increases in space dedicated to pedestrians who were the biggest users of the junction, and would increase safety for the most vulnerable users which was the primary objective of the project.

A Member welcomed the proposed changes to the area and expressed disappointment that taxis (even electric ones) were not allowed in the area—even through the sections that were allowable to buses—and queried whether the area’s role as a ceremonial space had been properly taken into account.

The Sub Committee heard that the ceremonial element of the space had been taken into account in respect, particularly, of the Lord Mayor's Show, and that some of the proposed street furniture was removable. The Sub Committee heard that other ceremonial events were expected to be taken into account for future planning, including Remembrance Sunday.

A Member commented that the proposals were a flagship scheme for the Corporation and suggested that the focus on pedestrians and more greenery was welcome. The Member queried whether a 20% cost uplift was proportionate, referring to it as built-in pessimism.

The Sub Committee heard that the 20% uplift was based on observed inflation in highways projects currently, not inflation generally.

Members suggested that cycle movements and behaviour should be examined in greater detail, and sought clarification on when the 12-month period following completion was to begin.

Members heard that completion referred to construction completion which was expected to be during summer 2023 (so a review would need to have been completed by summer 2024), though peripheral works could continue beyond summer 2023.

Members heard that a clear physical demarcation to facilitate cycle-pedestrian segregation has been planned.

A Member suggested that chicanes might be a useful tool to slow cyclists, together with the other behavioural change mechanisms developed to manage cyclist behaviour.

RESOLVED, That the Sub Committee

1. Agree that any outstanding traffic order objections be considered by the Executive Director Environment in consultation with the Chairman and Deputy Chairman in January.
2. Agree that, depending on issues raised in any objections, the Executive Director Environment take a decision as to whether it would be recommended to hold a public inquiry. (This would be seen as the last resort of resolution)
3. Agree that if, following consideration, it is agreed to proceed that the Traffic Management Orders can continue to be made.
4. Approve the revised project budget of **£6,677,930**.
5. Note that the total estimated cost of the project (for the base scheme and some enhancement) is now £6.7 million, of which currently **£1,090,000** is in the costed risk provision; and agree that as risk decreases and the risk provision is released, the money will be diverted towards the further delivery of the enhancements of the scheme.

6. Agree that the following additional funding is approved to be used to reach the next gateway:
 - **£394,473** of S106 funding (outlined in appendix 3 – table 3)
 - The remaining existing approved Capital funding of **£3,415,724** is released (outlined in appendix 3 table 3); and
 - The sum of up to **£700,000** of Capital funding is also approved to be used (subject to the outcome of the Capital Bid approvals); and
 - That all remaining funding from pre-evaluation and up to gateway 5 will be carried forward to reach the next gateway as set out in table 2 of Appendix 3
7. Agree the risk register in appendix 2, with the requested costed risk provision of £1,090,000 to be drawn down via delegation to Executive Director Environment.
8. Take forward Option 1, described in section 4 (subject to the outcome of the statutory consultation of the Traffic Management Orders) to construction.
9. Agree that if the funding Bid for 2022/23 is not successful that the Project budget and costed risk provision be amended accordingly (to £5,977,930 and £390,000 respectively) and that the descoped scheme option, Option 2, be taken forward to construction (subject to the outcome of the Statutory Consultation of the Traffic orders).

6. **BARTHOLOMEW CLOSE AND LITTLE BRITAIN ENHANCEMENT SCHEME - G6**

RESOLVED, That Members

1. Approve the project's closure once the outstanding actions referred to in section 13 are complete.
2. Approve the budget adjustment outlined in Appendix 4, table 4, existing funding commitments with JB Riney to be receipted.
3. Authorise the return of any underspend funds to the developer or their successor in title following closedown of the accounts related to the Section 278 and Section 106 contributions.

7. **STONECUTTER COURT S278**

RESOLVED, That Members

1. Approve the budget of £65,000 to reach the next Gateway;
2. Authorise officers to enter into a section 278 agreement with the Developer;
3. Note that the total estimated cost of the project is £400,000 - £550,000 (excluding risk).

8. **OUTSTANDING REFERENCES**

The Sub Committee received the list of outstanding references.

9. WEST SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION PROJECT

A Member pointed out that there appeared to be no agreement to move a working market, that some of the current proposals were “fanciful” and did not appear to work well with the current Smithfield market, and that tenants and those working in the market had not been properly consulted. The current proposals would impede the movement of vehicles loading and unloading for the market, negatively affecting access to the market. The Member objected to the proposals in the strongest terms, suggesting that the report be reviewed, that tenants be properly consulted, and that the poultry market not be included in the project given that it has not been declared as surplus and continues to be a working market.

Two further Members agreed that there had been no proper consultation with tenants, and commented that Area 1 referred to places that were essential to the market’s proper operation (such as Charterhouse Street, Smithfield Street, and West Smithfield), and that Area 1 covered too wide an area.

The Sub Committee heard that local stakeholders, including the market Superintendent, were being consulted as part of the ongoing developments and that the current report was focussing only on Area 1 at the western end of Smithfield - the overall vision statement did not refer to work currently being progressed.

The Sub Committee commented that there was merit in the project being reviewed for proper scoping and proper consultation.

The Sub Committee agreed that elements of the project proposals referred to items that needed to be considered in a non-public setting, and that the discussion should be moved to the non-public part of the meeting.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Sub Committee heard that a closure at Cannon Street (13 December to 19 December 2021) for gas connection works was required, so current restrictions are to be relaxed in one direction resulting in a likely increase in traffic at Bank junction during that period.

A Member asked whether necessary diversions such as these had been incorporated into future plans, and the Sub Committee heard that such restrictions had been factored in to cater for planned and unforeseen works along other streets such as Queen Victoria Street and Threadneedle Street.

12. EXCLUSION OF THE PUBLIC

RESOLVED, That Members agree to exclude the public.

13. NON-PUBLIC MINUTES

Members considered the non-public minutes of the meeting of 12 October 2021.

14. BANK STATION UPGRADE - CANNON STREET ENTRANCE S278

Members considered the report of the Executive Director Environment.

15. EASTERN CITY CLUSTER SECURITY SCHEME

Members considered the report of the Director of Environment.

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

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

The meeting ended at 12.30pm

Chairman

Contact Officer: Jayne Moore
Jayne.Moore@cityoflondon.gov.uk

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Committees: Corporate Projects Board - <i>for information</i> Streets and Walkways Sub-Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 02 February 2022 15 February 2022 17 February 2022
Subject: Bank on Safety Unique Project Identifier: 11599	Gateway 6: Outcome Report Regular
Report of: Executive Director Environment Choose an item. Report Author: Gillian Howard	For Decision
PUBLIC	

Summary

1. Status update	Project Description: To improve safety and reduce casualties at Bank Junction ahead of the delivery of the longer-term project (All Change at Bank). RAG Status: Green (Amber at last report to Committee) Risk Status: Low (Medium at last report to committee) Costed Risk Provision Utilised: N/A; Final Outturn Cost: £1,782,571 The project was completed within the agreed budget, but was a little delayed compared to its original milestones.
2. Next steps and requested decisions	Requested Decisions: Members of Streets and Walkway's Committee and Projects Sub Committee are asked to: <ul style="list-style-type: none"> • Note the contents of this report • Approve the closure of the Bank on Safety Project with final staff costs to be confirmed and final account concluded.

	<ul style="list-style-type: none"> • Approve remaining funds to be returned to the On Street Parking Reserve (circa £39k)
3. Key conclusions	<p>The Bank on Safety project was initiated as a shorter-term solution to focus on improving safety at the six-arm junction above Bank station, known as Bank Junction. Prior to 2016, there had been some serious road safety concerns in this location with two fatalities at the junction between 2012 and 2015 and a high number of serious casualties, specifically concerning the most vulnerable road users.</p> <p>A longer-term project was being developed (initiated in 2013) to simplify the junction and provide a better pedestrian environment. This was aligned with the time frame of the Bank Station Capacity upgrade completion which, at the time, was due to open in 2021.</p> <p>It was not possible to accelerate and deliver the needed safety improvement through this longer-term project which focuses on the simplification of the physical junction layout. The Bank on Safety Project instead focused on reducing the number of movements through the junction rather than the geometry of the junction. Using data to support the theory of the proposed restrictions, the experimental traffic scheme was implemented on 22 May 2017. This restricted movement through the junction and westbound on Cornhill to buses and cycles only, Monday to Friday 7am to 7pm.</p> <p>The experiment was in place for 16 months and data was collected and monitored with a comprehensive public consultation undertaken during this time. A final decision to make the experiment permanent was taken by the Court of Common Council on the 13 September 2018.</p> <p>As part of this approval, it was also recommended that some physical changes should take place to complement the traffic order restrictions whilst the longer-term scheme, All Change at Bank, was developed.</p> <p>A proposal to improve the performance of the restrictions in terms of compliance and behaviour, and provide some relief to pedestrian comfort levels, was further approved in July 2019. This included widening footways and crossings and reducing the number of traffic lanes into the junction. This construction work started in January 2020 and was completed at the end of August 2020 (following a short pause in construction during the COVID-19 national restrictions).</p>

	<p>The Bank on Safety experimental project had agreed success criteria which were:</p> <ol style="list-style-type: none"> 1. A significant safety improvement at Bank. 2. Maintain access for deliveries. 3. Improve air quality at Bank. 4. Not unreasonably impact on traffic flow, whilst preferably improving bus journey times. <p>These outlined success criteria were subject to several reports between May 2017 and September 2018 when the decision to keep the experiment was made. Officers' recommendation to make the scheme permanent were based on the data collected which demonstrated that the scheme was meeting its objectives/success criteria. There was a maximum of 18 months for the experiment to conclude, which limited the amount of available data on certain aspects.</p> <p>However, the key success criteria of improved safety has continued to be monitored as has air quality as these link into the longer term All Change at Bank project. They are revisited within this G6 report.</p> <p>Updates are not available for the criteria for '<i>Maintain access for deliveries</i>' as this was a specific piece of work undertaken for the scheme monitoring during the experiment and is not expected to have changed within the longer time frame.</p> <p>Also, the criteria of '<i>not unreasonably impacting on traffic flow</i>' has not been updated as it is very difficult to 'unpick' the impact of the Bank on Safety changes with the large number of utility works that were subsequently undertaken on the surrounding highway network, some of which required the reopening of Bank in certain directions to facilitate vehicle movement, and the impacts of the pandemic on travel patterns.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<p>The experiment:</p> <ol style="list-style-type: none">1. In terms of the main traffic restrictions, the design focussed on balancing the needs of businesses in the local area with achieving the reduced movement through the junction. The design of the restrictions were developed after engagement with businesses about their requirements and included retaining eastbound movement along Cornhill. This provided vehicles with as much access as possible close to the junction, but without crossing the junction.2. It was challenging to find suitable locations further away from the junction to provide the directional signs which indicated to drivers to avoid Bank junction. These needed to be located ahead of decision points for drivers to take alternative routes. These directional signs sometimes required larger foundation depths due to the size of the sign plate. However, it proved difficult in some locations to situate the sign in the most advantageous place as there were limited depths available for these foundations. This meant that some compromises had to be made at some locations of the directional signs, sometimes a little further in advance of the decision point than would have been ideal. However, a substantial amount of directional signage was provided at several decision points along a route towards Bank, giving drivers as many opportunities to divert as possible. <p><u>Understanding the signs</u></p> <ol style="list-style-type: none">3. We received a number of comments relating to the design of the enforcement signage and it not being easy to understand. The sign used is the blue roundel with a bus and cycle on indicating which vehicles are permitted. The design team worked within the guidance set by the Department for Transport in the Traffic Signs Regulations Guidance and Directions 2016.4. Members of the public felt that a red roundel, such as a no entry sign, would be more appropriate. However, no entry signs are not permitted for a timed restriction. An informal approach to the DfT confirmed that a formal application to have the no entry sign used on a timed restriction was unlikely to be successful.5. Following several external reviews of the signage by consultants, no alternative sign face was recommended. Despite some people feeling that the signage was not well understood,
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v.April 2019

	<p>compliance levels were high relative to the numbers of vehicles that previously used the junction in the restricted hours, and stabilised at around 96% compliance during the experiment.</p> <p>Pavement widening:</p> <p>6. In September 2018, it was also decided that a temporary intervention to improve performance of the restrictions, both from a compliance and behaviour perspective should be introduced following comments made through the consultation and engagement of the project. The design taken forward increased the amount of pavement space available for people walking, reduced the number of traffic lanes into the main junction, and increased the length of the cycle advance stop lines. This was felt to be necessary whilst the longer-term Project (All Change at Bank) was restarted and investigations into more fundamental changes to the junction were investigated.</p> <p>7. The work looked to resolve issues identified in the monitoring and consultation of the experimental order. These included;</p> <ul style="list-style-type: none"> • Reducing pedestrian and cycle conflict. • Improve current pedestrian comfort levels. • Improve pedestrian and cycle compliance and behaviour at pedestrian crossing points and throughout the junction. • Improve compliance with the traffic restriction; and • Investigate options to increase the amount of disabled parking within the Bank Monitoring Area. <p>8. The temporary widening was designed to help the most congested areas of the junction, and to help improve sight lines for all people using the junction. This in turn should reduce the risk of conflict between people walking and cycling. Wider pavements also provide greater comfort and provide the opportunity for greater compliance with traffic signals by providing space for people walking to wait for the pedestrian phase of the traffic lights.</p> <p>9. To deliver a change relatively quickly at a lower cost, but still delivering suitable change, a design for a semi-permanent scheme was proposed. These changes were anticipated to be removed within two-three years for the All Change at Bank Project.</p> <p>10. This new approach used kerbs that effectively 'stick down' with pavements laid to the original kerb line, but essentially on top of the existing carriageway. The pavement extension was delivered using concrete slabs rather than yorkstone. This move away from the standard materials was agreed, and the result,</p>
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v.April 2019

	<p>due to how well the material was laid by the contractor, did not look out of place as had been feared. As can be seen in the images in Appendix 3 there is a visual difference between the materials but the choice of the size of the slab and the colouring worked well with the existing paving.</p> <p>11. Alongside the pavement widening it was necessary to relocate the traffic signals closer to the new kerb lines. We also took the opportunity to widen the crossing areas for people waiting to cross at the same time for the same cost.</p> <p>12. For this element of work, there was a lot of liaison with TfL in the preparation of the design and input from engineers from TfL who had previously worked at Bank on the junction traffic signal modification in 2013. This was invaluable to the design due to the very constrained site conditions. This helped to design out issues for the ducting for the traffic signals to be moved. It has also helped feed into the longer-term design for All Change at Bank.</p> <p>13. The temporary design catered for diversion routes (accommodating the lengthy gas repair works by Cadent that closed Cannon St) and processional ceremonial routes such as the Lord Mayor's Show. Construction work of the design started in January 2020 and in March/April 2020 was paused because for the national restrictions relating to the COVID-19 pandemic. This extended the completion time from July 2020 to September 2020.</p> <p>14. Once construction resumed, the contractors were able to deliver the design more quickly than they would have been able under normal circumstances. With significantly fewer people moving through the space as people were working from home, the need to operate around the peak flows dissipated and allowed for a steadier work pace throughout the day.</p>
5. Options appraisal	<p>15. The experimental design achieved what it set out to do. The principles of the design were reducing vehicle movements during the busiest period of people movement at the junction to reduce the risk of a collision. This has been proven to have worked.</p> <p>16. In addition, because of the iterative process of an experimental scheme, further changes were recommended to improve the result. These subsequent physical changes have not had sufficient time in place for us to see the monitoring results of any further changes in casualty numbers. In addition, the pandemic has significantly reduced the numbers of people passing through</p>

	<p>the junction making before and after comparisons difficult, particularly regarding behaviour and compliance patterns. However, the increased pavement widths did improve pedestrian comfort levels in the most congested parts of the junction.</p>
6. Procurement route	<p>17. The Highways Term contractor was used for all physical delivery, assisted by TfL signals term contractor when moving their assets. The term contractor performed well and was responsive to changes in circumstances, particularly regarding the pandemic.</p> <p>18. There were several smaller consultancy commissions which followed standard procurement procedures.</p> <p>19. There was also a larger tender exercise regarding the lease of the enforcement traffic cameras for the experimental period. This was facilitated by procurement and with IT.</p>
7. Skills base	<p>20. A core project team was established and worked closely with a number of TfL officers to ensure the technical work for approvals was progressed in the best way. Following approval to start the experiment the project team expanded and the partnership work with the TfL officers intensified.</p> <p>21. The project team expanded as the experiment progressed pulling in specialist skills as required. A project manager with data experience was employed who worked with Transport for London to determine a monitoring strategy to measure against the agreed success criteria. They were able to agree the sources of data required and set out how it was to be accessed.</p> <p>22. Subsequently a data analyst was contracted to process this data appropriately. This was the first time a project had acquired so much data and required this level of data analysis. This consultant had a specific skill set which has benefited the wider team, as he then worked on projects to help build on the evidence led approach to changes of the street network. The data analyst was able to show data in a much more digestible format for the project team, the public and Members, which helped to form further recommendations.</p> <p>23. There was a big focus on communications for the experiment and a specific role within the project team managing the incoming and outgoing communications ensuring that responses were sent, partner organisations updated, information distributed, and social media monitored etc. It also included all</p>

	<p>the hard copy information distributed and publicity on street such as banners and information towers. This role was created for the Aldgate project, and the benefits of having a central point that communications came into, and managed by, was shown to be beneficial.</p> <p>24. Everyone on the project team had good communication skills and were able to deal with a variety of stakeholders, escalating as appropriate to more senior officers in accordance with the Communication Strategy. And each member of the project team had their own strengths which complemented the broad skill requirement.</p> <p>25. Other than the technical traffic modelling work undertaken by a consultant (Norman Rourke Pryme) and the data analysis, most of the work for the experiment in terms of design and delivery was undertaken by inhouse staff. The Highways Engineer for Bank on Safety provided a high level of attention to detail and gained a lot of knowledge about how the junction operates and what its constraints are. This engineer has been retained for the All Change at Bank project and this knowledge and experience has been very important in the development of the proposed design.</p> <p>26. There was also significant support from the Parking team including the Parking Ticket Office and the Enforcement contractor, Media team, Highways teams and all teams within City Transportation, particularly on the lead up to and first weeks of the experiment going live.</p>
8 Stakeholders	<p>27. The project had a communications strategy which was approved by the Director, which worked well in terms of setting out the messaging and how it would be delivered to the various stakeholders.</p> <p>28. Alongside time spent by officers and members, there was invaluable time spent by the then Chairman of Planning and Transportation, meeting and responding to stakeholders on the lead up to the experiment and during its experimental period. Stakeholders were engaged with by all levels of the organisation and roles of communication were agreed and signed off within the communications strategy. Clear roles and responsibilities and messaging for different periods of the experiment were identified and how those messages were intended to be delivered. This gave a clear framework and assisted with trying to maintain control of the communications rather than always being in reactive mode</p>

	<p>29. Communication was vital to explain how the experiment procedures worked in addition to what the changes were and how individuals may be affected by these changes. Clear consistent messages also worked to counteract some of the negative social media commentary being provided by some stakeholders.</p> <p>30. Stakeholders were communicated with by a wide range of methods including individual and group briefings, presentations, drop-in sessions, media articles, TV news interviews, website updates, leaflets handed out on street, letters, variable messaging signs and temporary signage. In addition, during the first days of the experiment being live, TfL also had information on their travel news (website) it was also broadcast on some radio stations travel news.</p> <p>31. There were however significantly more communications (emails letters, telephone calls) with members of the public than had been anticipated which resulted in more staff resources being required.</p> <p>32. With the pavement widening scheme in 2020, there was a smaller engagement plan and a smaller number of stakeholders.</p>
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Variation Review

9 Assessment of project against key milestones	<p>33. The project was effectively initiated in December 2015 with an estimated 12-month programme to start the experiment. There was more traffic modelling to be completed and approved than had been appreciated in the December 2015 report, and so the Gateway 4/5 report was submitted in December 2016 seeking authority to proceed with the experiment.</p> <p>34. In the December 2016 report it was anticipated that the experiment would be operational by the end of April 2017. The start of the experiment slipped to the 22 May 2017 to ensure that camera enforcement technology was operating and sufficient advertising and communications before the experiment started could take place.</p> <p>35. The experiment conclusion report regarding the final recommendations to retain the experiment was received by committees in the summer of 2018 as anticipated, with final Court of Common Council approval in September 2018.</p>
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	<p>36. With regards the second phase of making physical changes at the junction, the gateway 4/5 for this was approximately 6 months delayed due to the complex nature of the design requiring traffic signal location changes. This was instead received in June 2019. Construction was delayed from November 2019 until January 2020 following difficulties in getting the TfL traffic signal team programmed into the schedule.</p> <p>37. The pandemic then interrupted construction, and final completion was obtained in September 2020 rather than June/July 2020.</p>
10 Assessment of project against Scope	<p>38. The experiment was a large and challenging project in many aspects. Costs did increase in comparison to initial estimates, and this was largely because the scale of the project, whilst simplistic in infrastructure, was complicated in terms of engagement and communications. It was difficult to explain how the traffic operations would be able to work as it was not intuitive. This was the benefit of undertaking this as an experimental traffic order as it gave the opportunity to show people how the scheme worked.</p> <p>39. Additional work during the experiment was undertaken that had not been planned for. This work was requested to investigate whether there were options for taxis to be included in the operation of the junction. The experiment was agreed by members on the basis that taxis were not part of the permitted traffic, which had been tested for feasibility during the design and reported in the Gateway 5 report. The revisiting of this work complicated the communication of the experiment and raised expectation that under the existing experiment, which was already very challenging, that it would be possible to deliver alternative operations to be tested in the same 18 months. At the point in the experiment that this work was undertaken, and following legal advice, it was determined that such a change would not be possible within the existing experimental time period.</p> <p>40. The main increased scope of the project happened once the traffic order was agreed to be made permanent. A second phase to the project to make some physical changes to the junction to better accommodate the numbers of pedestrians, reduce conflict between people walking and cycling and to enhance compliance was added. This was a further intermediate step to address concerns prior to the delivery of the All Change at Bank project.</p>

<p>11 Risks and issues</p>	<p>41. This project started prior to Costed Risk Provision being required.</p> <p>42. There were 3 key outstanding risks identified at the gateway 5 report. these were:</p> <ol style="list-style-type: none"> 1) Procurement of the ANPR cameras taking place within the time for the proposed operational date and having a testing period. 2) Ensuring that all the new traffic signal timing software is installed in time 3) The negative reaction of drivers who are no longer permitted to cross the junction <p>43. The risk that required most attention was risk number 3. There was a more extensive response from taxi drivers to this experiment than had originally been envisaged. This required greater officer time in responding to drivers' questions and queries, liaison with the trade representatives and responding to subsequent Member enquiries who had been approached directly by drivers or trade representatives.</p> <p>44. Risk 1 materialised in that we delayed the start of the experiment by a few weeks to ensure testing had taken place.</p>
<p>12 Transition to BAU</p>	<p>45. In making the experiment a permanent feature, the business-as-usual operations were already working well in terms of enforcement operations and there was little to transfer.</p> <p>46. However, at the start of the experiment there was a steep learning curve regarding enforcement, and the volume of information that was being received and needed to be processed. There were some difficulties in the first weeks of the experiment in being able to keep up with the volume of warning letters and early Penalty Charge Notices (PCN's). However, as the scheme settled in, and the balance of staff resources was identified things started to work more smoothly. Lessons were learned from this and transferred for the Beech Street experiment.</p>

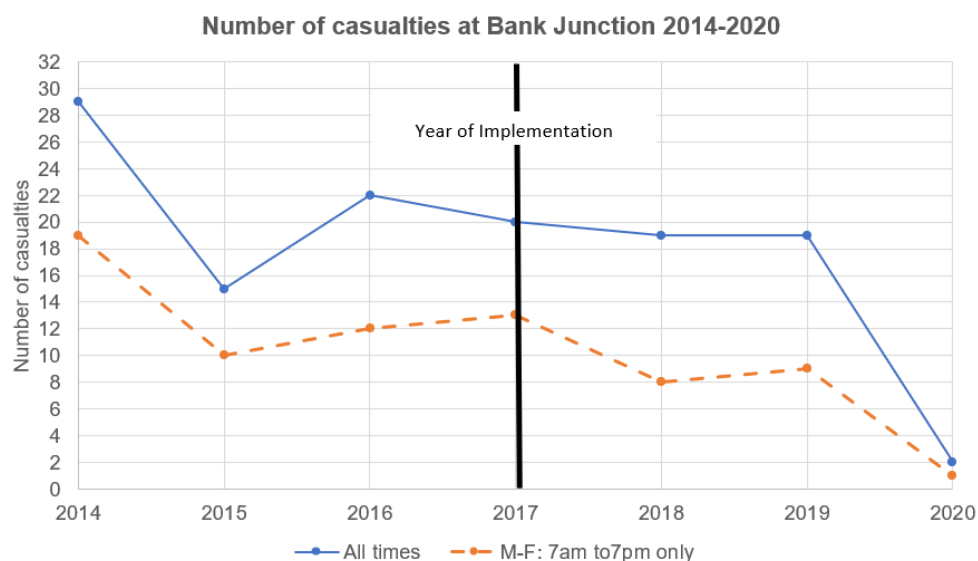
Value Review

<p>13 Budget</p>	<p>Project was initiated before Costed Risk provision was a requirement.</p>
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	Estimated Outturn Cost (G2)	Estimated cost: £500,000	
		At Authority to Start work (G5)	Final Outturn Cost
	Fees	£317,300	£429,845
	Staff Costs	£573,800	£974,703
	Works	£288,000	£378,024
	Purchases	£0	£0
	Other Capital Expend	£0	£0
	Costed Risk Provision	£0	£0
	Recharges	£0	£0
	Other*	£0	£0
	Total	£1,179,100	£1,782,571
	<p>47. The second phase of the project to widen the pavements around the main junction was not part of the original Gateway 5 report in December 2016 (used above). This work was estimated to cost £434,716 for design and implementation and spent approximately £400,000 This is included in the above final outturn cost.</p> <p>48. There is a balance on the account which predominately relates to the 'Works'. The additional improvements relating to signage and delineation of the pedestrian crossing areas were not undertaken following completion of the main pavement widening works. This was due to the continuing pandemic restrictions reducing the numbers of people moving through the area and the development of the longer-term project, All Change at Bank, now anticipated to start construction in April this year. These additions would have been altered as part of the construction of the All Change at Bank project and so there was thought to be too short a time to get reasonable value out of the implementation of these.</p> <p>49. There was an approximate increase of the main experimental budget of 17% between the initial gateway 5 and the September 2018 experiment closure. The most significant increase was on staff costs. This was largely because the interest in the experiment was much greater than had been anticipated and required a greater number of staff resources to fulfil stakeholder expectations.</p> <p>Please confirm whether or not the Final Account for this project has been verified.*</p>		

	No. (final staff costs to be run)
14 Investment	N/A
15 Assessment of project against SMART objectives	<p>50. The following section looks at the elements that could be measured for a longer period after the experiment had been made permanent.</p> <p>A significant safety improvement at Bank:</p> <p>51. There is a long lead in time for the verified casualty statistics. There are three full years of data since the year that the Bank on Safety scheme was implemented. However, one of these years is 2020 which was impacted by national Covid-19 restrictions. The data is verified to the end of 2020 and not likely to change.</p> <p>52. However, a combination of national restrictions and changes to the local street network associated with the pandemic, resulted in a significant decrease in the number of people and vehicles at Bank. This is likely to have led to fewer casualties. Only two casualties were recorded at Bank Junction in 2020 (one during scheme operating hours).</p> <p>53. In both 2018 and 2019 there were periods of time where Bank junction reopened to traffic on Queen Victoria Street to accommodate the emergency work at Monument and Cannon Street for the gas repair and its subsequent replacement. This meant that a greater number of vehicles were legitimately travelling through the junction during the scheme restriction times.</p> <p>54. In the original gateway 4/5 for the experiment, it was estimated that casualty reduction of between 50 and 60% could be expected. It should be noted that there have not been any serious casualties recorded at Bank Junction during operating hours for two years (2019/2020) and no fatalities have been recorded since 2015.</p> <p>55. Whilst recognising that the 2020 statistics are lower than they otherwise would have been with the pandemic, there is still a clear reduction in the total number of casualties in comparison to the years leading to the restriction (for casualties that occurred in scheme operating hours). This can be seen in Chart 1 below.</p>

Chart 1



56. The area considered as Bank junction can be seen in Appendix 4. The three-year average of 2014 to the end of 2016 was 13.6 casualties per year (that occurred Monday to Friday 7am to 7pm). After the experiment the three-year average of 2018 to the end of 2020 is 6.3 casualties per year. This is a reduction in the average number of casualties of 47% between the three years pre and post scheme implementation year. However, there were only 2 casualties for the whole year at bank junction in 2020 which is unusual.

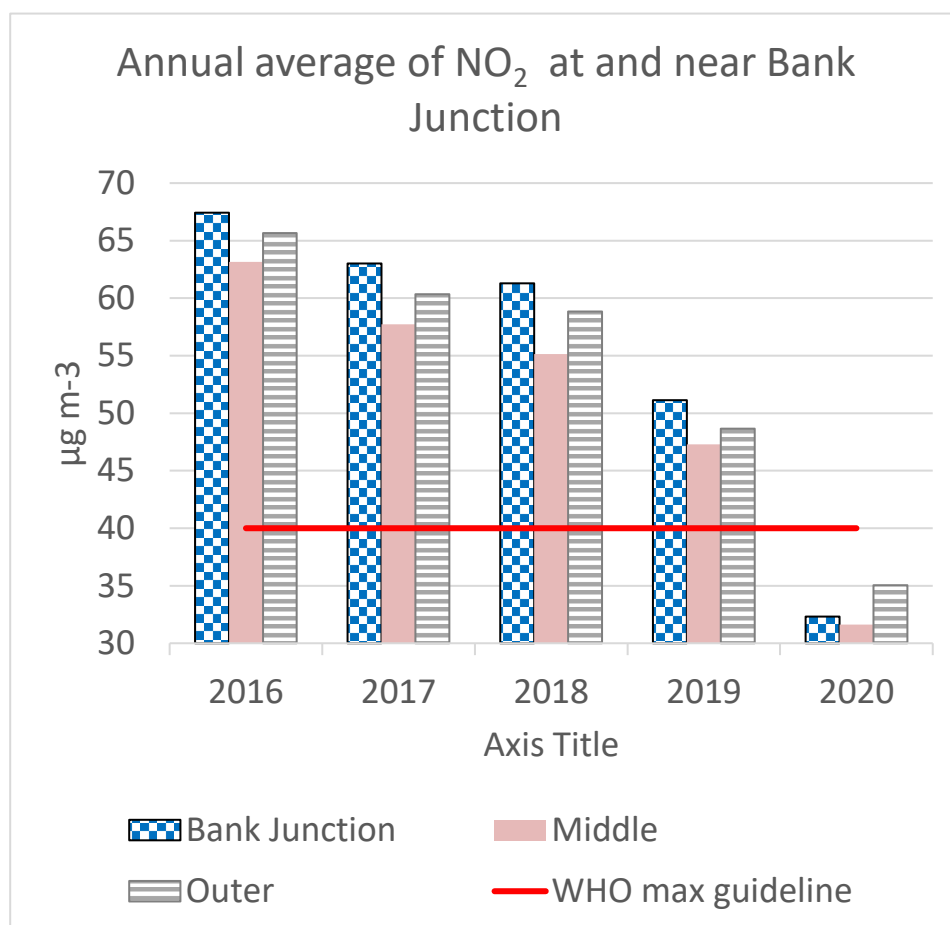
57. If you took the two-year average of 2018 to the end of 2019, of 8.5 casualties and compared to the pre-scheme three-year average, that would be a reduction of 37.5% in the number of casualties. The minimum success criteria was 25%.

Improve Air Quality at Bank

58. In appendix 2, table 1 shows the annual average NO₂ for each diffusion tube monitored by the Bank project.

59. Chart 2 below is showing the data for clusters of these tubes and showing the combined annual average of NO₂ within that area. The map in appendix 2 shows the three areas, for the Bank junction, the middle (or bank monitoring area) and then the outer (or wider) monitoring area.

Chart 2



60. As can be seen in the graph and the data in appendix 2, there has been an improvement in air quality regarding NO₂ within all three areas (on average) with Bank Junction still having higher average NO₂ levels than the streets near to Bank (Middle).

61. 2020 data shows a clear decline in the amount of NO₂ across the City with the national restrictions in place and is the only time that NO₂ on average across these three areas decreased to under the World Health Organisation's Maximum average guideline for NO₂ (This was the guideline at the time and has since been updated in 2021 to a maximum of 10 µg m⁻³). Out of the 23 sites that are monitored, in 2019 only one of them measured an annual average of NO₂ below 40 µg m⁻³, which was on Lothbury.

62. There have been many other interventions such as the ULEZ and the National Restrictions for COVID that look as though they have made significant differences to the levels of NO₂. What is shown is that based on the annual averages for each location, there has been a decrease in the levels of NO₂. This suggests that the Bank

	<p>on Safety restrictions did not make air quality worse in the surrounding area.</p> <p>63. The detailed success criteria for this element were “to see a measured reduction at Bank and not to make the wider monitoring area worse overall”. This has been achieved.</p> <p>Not unreasonably impact on traffic flow, whilst preferably improving bus journey times.</p> <p>64. Following the experiment, significant disruption to travel patterns during 2018 and 2019 was experienced, including the emergency gas repairs and subsequent replacement in Cannon Street which required the reopening of the Queen Victoria Street arm into Bank junction for general traffic until mid-November 2019.</p> <p>65. Following this, the impact of the Pandemic during 2020 on the change of travel patterns and subsequent changes to the way traffic moves in the City, there is not a significant period to monitor that can give a true reflection of the changes that could be directly associated with the traffic restrictions. With the anticipated All Change at Bank scheme set to change the way traffic moves in the area again, this will continue to be an area that is kept under review.</p> <p>Providing wider pavements:</p> <p>66. The second part of this project, the delivery of wider footways, set out to improve several areas of concern which had been raised through the public consultation and monitoring of the traffic restrictions. These were to:</p> <ol style="list-style-type: none"> Reduce pedestrian and cycle conflict. Improve current pedestrian comfort levels. Improve pedestrian and cycle compliance and behaviour at pedestrian crossing points and throughout the junction. Improve compliance with the traffic restriction; and Investigate options to increase the amount of disabled parking within the Bank Monitoring Area. <p>67. The first four points were planned to be improved by the footway and crossing widening design.</p> <p>68. The last point regarding increasing disabled parking, three spaces were identified in the monitoring area, advertised, and installed. One bay in Pancras Lane and two bays in George Yard. With the two bays that were moved from Bartholomew Lane to Cornhill as</p>
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	<p>part of the experiment, this gives an increase of two bays in the local area.</p> <p>69. Similarly, to some of the other monitoring criteria, the ability to objectively critique the success or not of the footway widening has been impacted by the pandemic, with the numbers of people walking in the area not returning to pre pandemic levels to be able to compare.</p> <p>70. Observationally, the additional pavement is providing more comfortable space for people walking to socially distance. The original footprint of the junction would have struggled to offer adequate pavement space for bidirectional movement and social distancing.</p> <p>71. Officers' observations in terms of compliance of crossing movements is that generally people walking are remaining on the pavement and not needing to step into the carriageway to overtake slower moving people. However due to the reduced numbers of people crossing the junction in a vehicle (including cyclists) in comparison to pre pandemic numbers, many people walking are not waiting for the pedestrian phase of the traffic signals before crossing. This means that it looks as though pedestrian compliance of the traffic signal authority has reduced.</p> <p>72. Observationally, the quieter streets have also increased the percentage of people cycling proceeding through red lights into the junction. This is likely to be a combination of quieter surroundings, better sight lines meaning that they can see there are no vehicles, and fewer people walking in the area crossing the carriageway (formally or informally). It is expected that this a temporary situation until traffic volumes rise again.</p> <p>73. Since the scheme was completed in September 2020, the provisional casualty recordings at Bank Junction (to end of August 2021) have indicated one pedestrian and cycle collision out of a total of six collisions. These are provisional and there maybe self-reported incidents not yet included. All six collisions happened between May and August 2021, five of which occurred during the Monday to Friday 7am to 7pm restrictions. They have all happened in different locations across the junction area. With a limited amount of information there is no conclusion that can be drawn from this data. With fluctuating national restrictions, it is impossible to distinguish the impacts of the changes vs the impacts of people returning to work unfamiliar with the area after a long period away.</p>
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16 Key benefits realised	74. The key benefits have been realised which was to see a significant safety improvement at the junction in advance of the longer-term project linked with the Bank Station Capacity upgrade.
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Lessons Learned and Recommendations

17 Positive reflections	<p>Implementation of the experiment:</p> <p><u>TfL</u></p> <p>75. Initially there were some difficulties with getting buy in from TfL to work with us on developing the experiment. However, as the technical work started to show that there was the opportunity for improved safety, bus journey time savings and minimal disruption to the surrounding network, the working relationship improved. As we moved into the implementation phase of the experiment, the partnership with TfL was very strong, officers working well together with a common purpose. This partnership was recognised at the London Transport awards in 2018, as the transport team/partnership of the year.</p> <p>76. A large component of the implementation of the experiment was the changes to traffic signal timings at approximately 25 surrounding junctions. During the initial start of the experiment there was a very structured feedback system in place to ensure that the network was operating as efficiently as it could. Officers from the City were invited to sit within the TFL control room to ensure rapid communications in the event of an issue in the first days of the experiment.</p> <p><u>Communications</u></p> <p>77. There were little physical works required for the experiment, but a significant part of the implementation was ensuring that people knew about the restrictions. TV news coverage, radio, newspapers (local and national) covered stories on the experiment. There was also good use of Variable Messaging signs on street in advance of the experiment becoming live, giving advance warning to drivers of the changes coming. There was a good working relationship internally with the press office team, and regular updates provided to ensure the key messages were being distributed at the right times.</p> <p>78. Whilst the interest in the experiment was much greater than originally anticipated, the resource was put into providing information, briefings, presentations etc to stakeholders, and this developed a wider network of communication cascade. The experience of this has fed into other City Transportation projects and the relationships made during this time maintained where possible. However, this is difficult to maintain as individuals</p>
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v. April 2019

	<p>move on and the relationships are broken, and there is not always a relevant project in the area to retain ongoing continuing communication.</p> <p><u>Enforcement:</u></p> <p>79. Whilst the planning, monitoring and communication of the experiment was largely undertaken by City Transportation, this was a large change for the parking enforcement teams to deal with. The Civil Enforcement Officers were briefed so they also spread the message that things were changing or had changed, by handing out leaflets to people in the local area explaining what was happening and giving drivers warning of the changes. They were the face-to-face daily contact with drivers and their hard work was appreciated.</p> <p>80. The parking services team worked incredibly hard to keep up with the volume of work that was directed to them in both the number of PCN's that were issued, and the subsequent enquiries, challenges, and Freedom of Information requests. This experiment was a large change to the way that the team had operated, but the team responded positively and overcame the issues and developed and embedded new ways of working. They were able to respond to this change, and without their hard work the experiment may have failed if compliance had not been rigorously enforced.</p> <p><u>Awards:</u></p> <p>81. In addition to the London Transport Award for Transport Team/Partnership of the year in 2018, the scheme also won</p> <ul style="list-style-type: none"> • Most Effective Road Safety, Traffic Management & Enforcement Projects 2019 at the London Transport awards; and • Highly Commended in the National Chartered Institute of Highways and Transportation awards in 2019 in the walking and cycling category. <p>Construction of the wider pavements</p> <p>82. There has been a delay in getting the second additional part of the project developed and constructed. The influence of the pandemic had both negative and positive impacts during construction. The negative impact being that construction had to be paused for a time whilst new risk assessments and working practices were identified and implemented.</p> <p>83. However, as the area was significantly quieter once construction resumed, the delivery team were able to speed up the</p>
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	<p>construction delivery without the significant flows of people walking and moving through the area in the peaks.</p> <p>84. The experimental construction methodology was also found to have worked well, with it being relatively easy to procure and install. Installation was less invasive because of the limited digging required. Bank has a natural gradient for drainage which in this instance helped the design needing few drainage changes to accommodate the new kerb lines.</p> <p>85. The materials used are not part of the City's usual material pallet, but they have shown that they have their place in certain instances. The kerb material is relatively quick to lay and for a scheme intended to have a limited life offers a quick and cost-effective change. The concrete pavers can be reused or crushed and reused as hard core.</p> <p>86. Prior to construction taking place, Traffic Management Orders were applied for that were broad enough in their requests to accommodate multiple roads (which was key at Bank as its where six streets meet). This approach then allowed flexibility in the construction programme, mitigating the risk of delay.</p> <p>87. The experience of delivering an interim improvement to provide changes for people whilst longer term transformation is planned, has helped to inform the approach to the Pedestrian Priority Phase 1 projects. It will also inform future projects where interim changes are appropriate.</p> <p>overall</p> <p>88. The experience has also demonstrated the advantage of undertaking complex projects in an iterative manner. It allows for proposed traffic movement changes to be tested and proven first at relatively low cost, compared to trying to move a complex project through detailed design all at once. The iterative approach can also help with taking the community with the project, giving them the experience of the traffic movement changes and give them a view of what that might then mean for the ability to transform a space.</p> <p>89. The City is seen as an exemplar in this approach, and have shared information with other London boroughs of things that have worked well and things that did not work so well.</p>
18 Improvement reflections	<p>The experiment:</p> <p>90. This project required an enormous amount of work which has provided many lessons. We had not tried to do something of this</p>

scale before as an experiment and there was a lack of knowledge in the beginning about the level of detail this would entail and the intricacies of the regulations. The team is more aware of some of the pitfalls and benefits of undertaking experimental traffic orders and lessons surrounding the required resource to manage large scale experiments are much more understood.

Construction of wider pavements

91. There were some issues with the design and installation of the traffic signals and the coordination of this element between the City and TfL. Earlier engagement would have been useful due to the junction's complex nature. This lesson has been taken forward into the All Change at Bank project where an engineer was allocated to the project by TfL during the main detailed design phase of the project.
92. On a more technical note, quite late into the construction planning, TfL stated they required a specific type of temporary traffic signal for when the main signals were out of action for a period. These temporary signals were able to be adjusted remotely if needed to be reactive to the network requirements. On its own this requirement was reasonable. However there appeared to be only one supplier which we had not worked with before, and the system cost more than had been budgeted for.
93. In addition, communication of requirements for installation of this equipment was poor and resulted in a requirement for a full closure of the junction, which had not been identified earlier in the planning process. This was an area that caused significant frustration. Ideally this system would not be used again, avoiding the installation issues that were identified, but this may be difficult to avoid depending upon the location. What is recommended is early engagement and specific questioning of installation processes and who is responsible for which elements to avoid short notice closures.
94. The scale of the experimental order meant that the ability to be flexible was diminished once live. The order could be tweaked and was in terms of the loading and waiting provision, but the main restrictions were difficult to be flexible with. This was an area that hadn't been fully appreciated during design. Officers had focused on the flexibility of removing the restrictions if they were not working as expected. However, when the scheme was showing positive signs of operating well, some of the stakeholder focus changed to trying to modify the restrictions, such as to

	<p>include taxis. There was not the flexibility to do this. Moving forward with future experiments, Officers have a better appreciation and understanding of how experimental traffic orders work, what additional work might be required prior to the start of an experiment to be better prepared for changes and modifications to be made later, and equally to be clearer of what cannot be achieved.</p> <p>95. In addition, whilst we liaised early with our internal legal team, we also had to seek additional support from Counsel. In future, for something of this scale, earlier engagement with Counsel in the process could be undertaken to look at mitigating risks and having a greater legal understanding of any possible options for changing the experiment. This would be an upfront cost but could reduce officer time later with a clearer understanding of our options.</p> <p>96. There was a lot of interest in the experiment from Members, and therefore there were regular reports produced. The usual hierarchy of reporting for this project was extended to include Policy and Resources and the Court of Common Council. This showed robust scrutiny of the proposals. However, it did mean that the time period for decision making was elongated. For future schemes, there may be greater opportunity to utilise delegations more effectively where appropriate.</p>
19 Sharing best practice	<p>97. Information has been shared with teams across City Transportation and Highways and already incorporated into other projects, including the All Change at Bank project.</p> <p>98. Lessons have also been shared externally with presentations at conferences and workshops on the experiment.</p>
20 AOB	no other points to note

Appendices

Appendix 1	Project Coversheet
Appendix 2	Air Quality information
Appendix 3	Before and After photos.
Appendix 4	Bank junction area for casualties
Appendix 5	Finance tables

Contact

v. April 2019

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Project Coversheet

[1] Ownership

Unique Project Identifier: 11599 **Report Date:** 17/01/2022
Core Project Name: Bank Junction Interim Safety Scheme (Bank on Safety)
Programme Affiliation: Bank Junction Improvements Project (All Change at Bank)
Project Manager: Gillian Howard
Next Gateway to be passed: G6

[2] Project Brief

Project Mission statement: To improve safety and reduce casualties at Bank Junction ahead of the original longer-term project delivery (which was scheduled for completion by 2021 – now 2022).

Definition of need: Heightened Member and public concerns regarding how dangerous the junction was following a fatality in 2015. It was not acceptable to wait to deliver a safety improvement as part of the overall holistic project which was not planned to deliver change until 2021, now 2022.

Key measures of success:

- 1) A significant safety improvement at Bank (minimum 25%)
- 2) Maintain access for deliveries
- 3) Improve Air Quality at Bank – and not make the wider monitoring area worse
- 4) Not unreasonably impact on traffic flow, whilst preferably improving bus journey times.

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: 1,822,374
Contingency Approved (unadjusted) [£]:33,000 (£13,549 was returned to the Projects sub contingency fund)
Total potential project liability (cost + contingency) [£]:1,822,374
Contingency used [£]:19,322
Total anticipated on-going commitment post-delivery [£]: Annual cost for enforcement cameras which will be met out of the On-Street Parking account
Programme Affiliation [£]: (up to) £8.5 million combined with Bank Junction improvements project

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£1,822,374	£0	£1,822,374
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£1,822,374	£1,782,571	- £39,803
[G] Spend to Date	[H] Anticipated future budget requests	

£ 1,778,518	Final account to be done following last processing of staff costs.
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**Contingency when realised and used is expected to be included here*

Headline Financial changes:

Since 'Project Proposal' (G2) report:

◀▶ £120,000 was approved of an estimated £500,000 project in December 2015.

Increased approved budget to £387,100 approved in Sept 16.

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

▲ ▶ ▼ No G3 report

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

▲ a G4/5 approved December 2016 – Approved budget £1,179,100

Further increase requested to £1,368,207 in September 2017 to cover additional staff costs

An additional £33,000 was agreed from the Project Sub contingency in February 2018 to complete an additional piece of work. This giving a total current approved budget of 1,401,207

An additional £36,000 was agreed in September 2018 to investigate "Phase 2" of improvement works following the experiment being made permanent. This took the total budget to £1,437,207 (working budget of 1,423,658 once unused contingency returned)

Since 'Options Appraisal and Design' Phase 2 (G4/5) report:

▲ an additional £398,716 is requested within the G4&5 report.

Project Status:

Overall RAG rating: Green

Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

The Court of Common Council, on 13th September 2018, decided to make the Bank on Safety experimental scheme permanent.

Streets and Walkways had approved Officers to "investigate additional measures to further improve compliance, behaviour and performance in the vicinity of the junction" in July 2018. This work is labelled Phase 2.

In early April 2019, Resource Allocation Sub-Committee and the Policy and Resource Committee then approved the recommendation to allocate £400,000 to the construction of the scheme.

[5] Narrative and change

Date and type of last report:

G4/5 (phase 2) July 2019

Key headline updates and change since last report.

Interim pavement widening completed in September 2020 but due to COVID 19 pandemic and the national restrictions in place, there was a delay in being able to observe how the temporary scheme was operating.

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

Since 'Project Proposal' (G2) report:

n/a

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

n/a

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

No significant design change since G4/5 report in December 2016 to the final decision in September 2018

Post September 2018 phase 2 design work undertaken and presented in a G4&5 report June 2019. Includes options for improving pedestrian comfort levels, shortening crossing distances and helps to reduce the opportunity for pedestrian and cycle conflicts as an interim step towards achieving the long-term vision at Bank. Additional Design Measures have also been included.

Timetable and Milestones:

Expected timeframe for the project delivery: November 2018 (experiment ends)

Milestones:

- | |
|---|
| 1) Court of Common Council Decision September 2018 (met) |
| 2) Outline improvements to the Bank on Safety scheme, if approved, to improve behaviour and compliance in January/February 2019 (not met) |
| 3) NEW: |
| 4) G4&5 report submitted for approval for the improvements submitted in summer 2019 (met) |
| 5) NEW |
| 6) Implementation of improvements complete by Spring 2020 (delayed to September 2020 due to pandemic) |

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

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

Risks and Issues

Top 3 risks: no longer relevant

<i>Risk description</i>	<ul style="list-style-type: none"> • The pre-allocated budget amount – Should project costs increase, descoping of the project would be required to maintain delivery within the budget.
	<ul style="list-style-type: none"> • Construction delays – If elements of the construction phase take longer than planned, costs would increase accordingly.
	<ul style="list-style-type: none"> • Road network access and TfL Approvals - With Bank junction still being used to reduce the traffic impacts of other work in the City, access to do work there could be difficult. Also, any construction plans will need to account for the nine bus routes and be approved by TfL via its TMAN processes.

Top 3 issues realised: There was a delay in the construction of the temporary pavement widening. However, due to the national restrictions once the contractors were able to get back onto site, they were able to work at a quicker pace as there were less people in the vicinity. Therefore the cost impact was minimised.

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

The Bank on Safety scheme has generated a reasonable amount of media, both positive and negative, locally and nationally. The most popular piece focuses on the generation of Penalty Charge Notices at the Junction. This money is ring fenced for Transport Improvements under the terms of the On-Street Parking Reserve. Most media cover the PCN story with the reasons for the scheme; largely they are quite balanced pieces.

There has also been a lot of public interest which is largely positive and encourages the City to go further. Conversely there is some public response regarding the restrictions on taxis across the junction and that this should be relaxed.

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Appendix 2 – Air Quality.

NO₂ diffusion tube data

Further details about the Air Quality Monitoring programme across the City including the Bank monitoring area can be found in the latest annual report <https://www.cityoflondon.gov.uk/assets/Services-Environment/air-quality-annual-status-report-2020.pdf>

The below data is taken from this report.

Annual average NO₂ readings for the Bank Monitoring area

Site	Location	2016 ^c	2017 ^c	2018 ^c	2019 ^c	2020 ^c
Bank 1	Cannon Street	78	65	50 ^c	40	38
Bank 2	Queen Victoria Street	72	59	58	51	35
Bank 3	King Street	52	52	52	47	30
Bank 4	Corner of Poultry and QVS	71	60	63	55	35
Bank 5	Magistrates Court	66	63	53	56 ^c	36
Bank 6	King William Street	76	70	61 ^c	61	42
Bank 7	Lombard and KWS	57	58	56	54 ^c	30
Bank 8	Lombard Street	59	56	56	45	30
Bank 9	Lombard Street and Cornhill	68	62	60	46	32
Bank 10	Cornhill Bank Junction	71	67	66	57 ^c	31
Bank 11	Cornhill-Royal Exchange	61	57	62 ^c	41 ^c	26
Bank 12	Threadneedle Street	85	69	62 ^c	42 ^c	31
Bank 13	31 Old Broad Street	59	57	53	45	29
Bank 14	Wormwood Street	64	61	57	49	33
Bank 15	3 London Wall	64	54	65	53	35
Bank 16	81 London Wall	60	59	62	53	38
Bank 17	55 Moorgate	69	66	66	52	36
Bank 18	85 Gresham Street	53	54	52	46	30
Bank 19	Lothbury	45 ^c	44 ^c	45	39	24
Bank 20	Princes Street	78	74 ^c	69 ^c	49 ^c	36
Bank 21	Gracechurch Street TKMax	-	68 ^c	64 ^c	46 ^c	-
Bank 22	Gracechurch Street Leadenhall	-	66	62 ^c	51 ^c	34
Bank 23	Fish Street Hill	-	66 ^c	61	43	32

Note

Note

Appendix 2 – Air Quality.

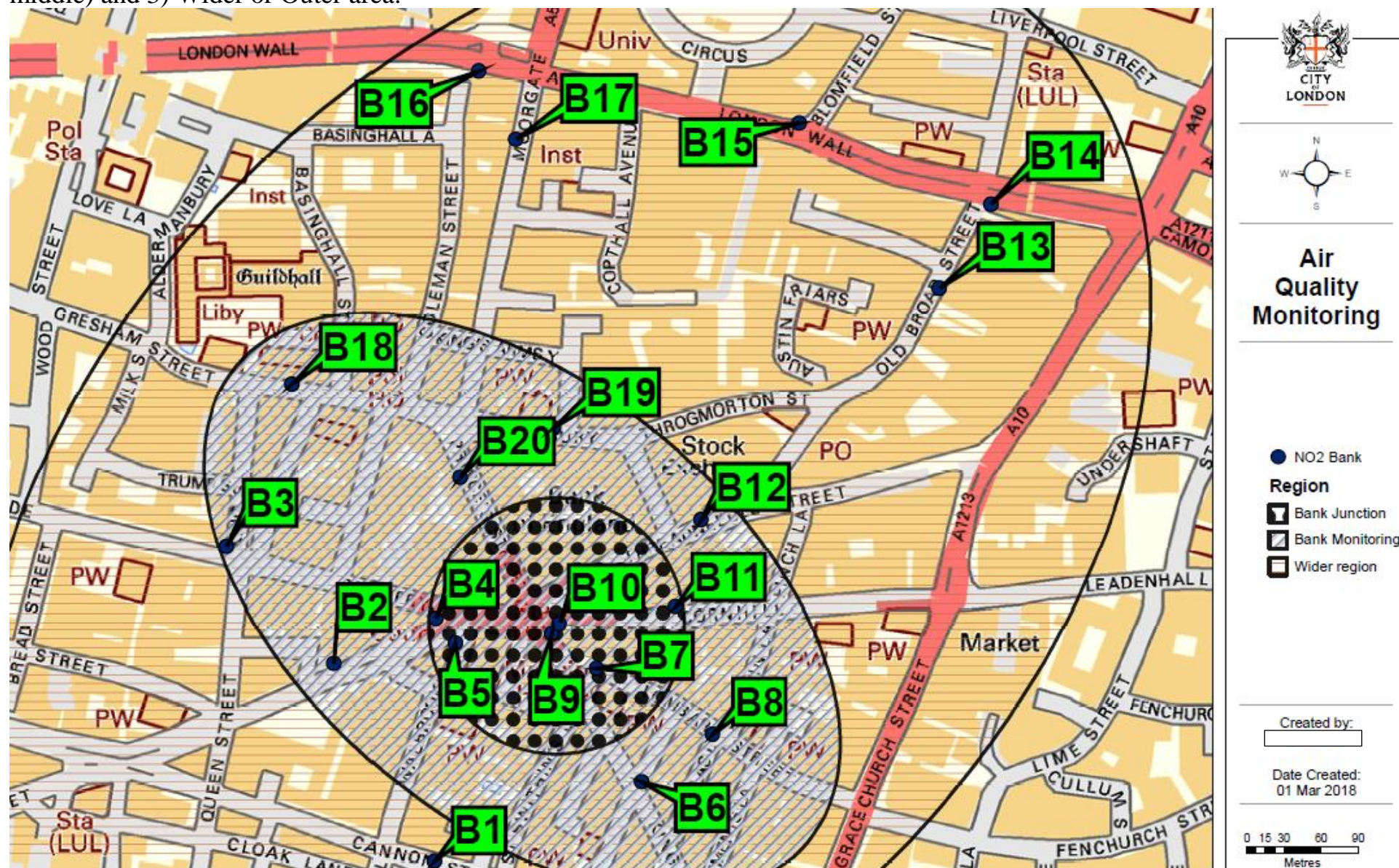
NO₂ diffusion tube data

c = data has been
annualised due data
capture being <75%

Appendix 2 – Air Quality.

NO₂ diffusion tube data

Map showing locations of the Diffusion Tubes and which area the fall within 1) Bank Junction, 2) Bank Monitoring area (or middle) and 3) Wider or Outer area.



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Appendix 3: Before and After photo's.

Looking west towards Mansion House and No 1 Poultry

Before



After: Pavement extended on the southside of Cornhill which narrows the carriageway at the enforcement point – making the signage more visible.



Looking towards Princes Street from the west side of Lombard street

Before



After: Pavement widened on the west side of Lombard street, centre island removed. Pedestrian crossing distance reduced.



East Side of Lombard Street looking west towards Poultry

Before

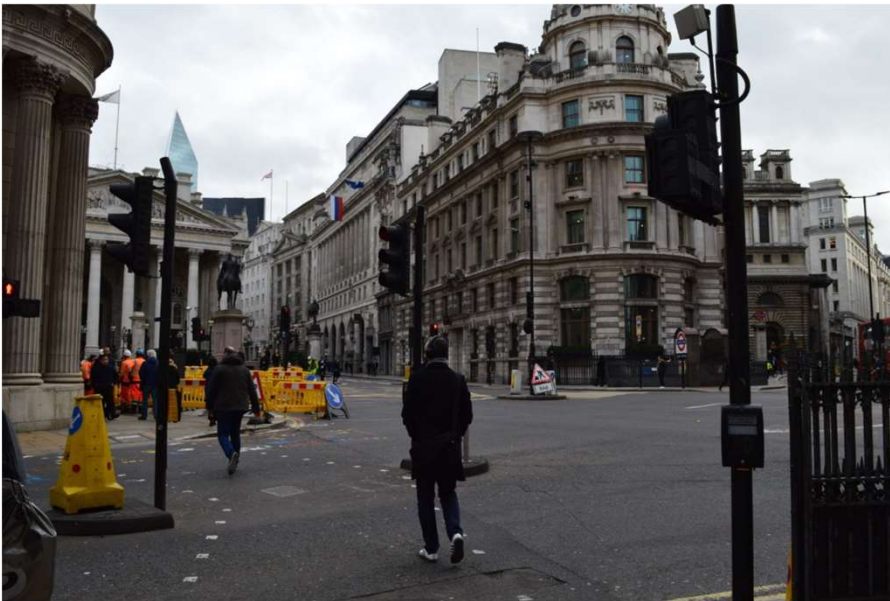


After: Significant pavement widening outside 1 Lombard and Mansion House. Narrowing the carriageway, making it clearer to vehicles where they should be on the carriageway.



Princes Street pedestrian crossing towards the Bank of England

Before



After: Pavement widened on both sides of the road moving the crossing waiting area away from the top of the Underground entrance. Pedestrian crossing straightened and centre islands removed (as crossing distance reduced).



Princes Street crossing looking towards the NatWest and Mansion House.

Before



After: Pavement created on the carriageway around the Underground entrance, providing additional space for people to walk to avoid the pinch point between the Underground entrance and the NatWest Bank.



Looking south along Princes Street

Before



After: Pavement widened on both sides of the street, number of traffic lanes reduced from three to two.



Looking east into Mansion House Street

Before



After: Pavement widened on both sides of the street, reducing the eastbound traffic lanes from three to two.



North side of Mansion House Street looking east

Before



After: Guardrail removed, pavement widened on both sides of the street.



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Appendix 4

The area considered Bank Junction when looking at collision information

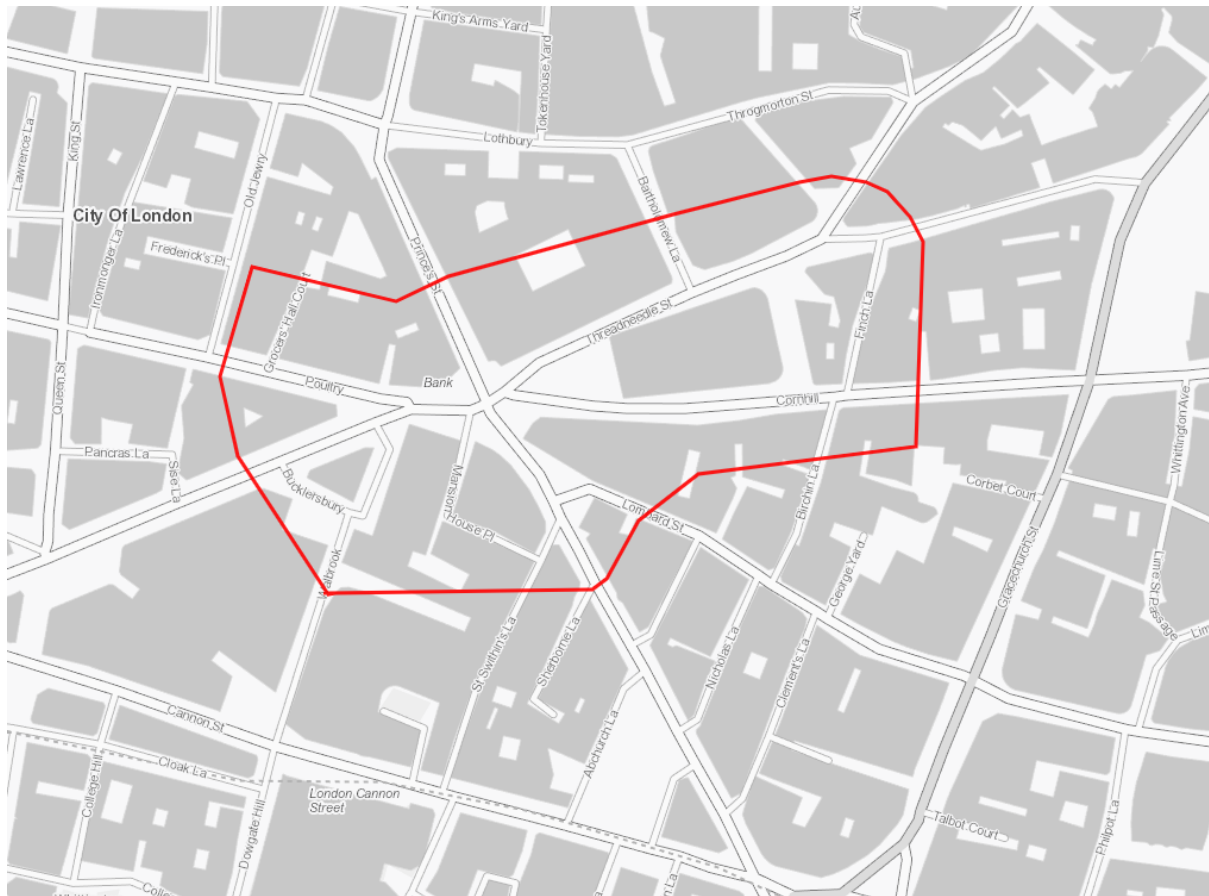


Table 1: the number of Collisions and casualties at Bank Junction each year from 2014 to the end of 2020

	Collisions			Casualties	
	At All times	M-F: 7am to 7pm only		At All times	M-F: 7am to 7pm only
2014	23	15		29	19
2015	14	9		15	10
2016	20	10		22	12
2017	17	12		20	13
2018	18	8		19	8
2019	17	8		19	9
2020	2	2		2	1

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Appendix 5 – Finance tables

Table 1: Expenditure.

Table 1: Spend to date - Bank Junction Interim Safety Scheme - 16100335			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	131,561	131,490	71
Legal Staff Costs	1,000	840	160
P&T Staff Costs	841,575	840,102	1,473
Taxi Modelling Staff Costs	2,271	2,270	1
P&T Fees	422,934	412,665	10,269
Taxi Modelling Fees	17,180	17,180	0
Highway Works	405,853	378,024	27,829
TOTAL	1,822,374	1,782,571	39,803

Table 2: Funding Strategy

Table 2: Funding Strategy	
Funding Source	Amount (£)
TfL LIP FY 2015/16	108,529
TfL LIP FY 2016/17	102,000
Projects Sub Contingency	19,451
OSPR	1,271,970
S106 - 02-4962Y - Cheapside 150 - Transport	1,082
S106 - 04/01005/FULEIA - Old Stock Exchange - Transport	47,837
S106 - 05/00105/FULL - Faraday Buildings (North) - Transport	10,274
S106 - 05/00653/FULEIA - Mondial House - Transport	159,239
S106 - 05/00864/FULL - Bartholomew Lane 1 - Transport	2,160

S106 - 05/01076/FULL - Bow Bells House - Transport	8,576
S106 - 06/00214/FULL - Mariner House - Transport	5,399
S106 - 06/00613/FULL - Fleetway House - Transport	5,392
S106 - 06/00903/FULL - New Court - Transport	8,772
S106 - 06/01123/FULEIA - Pinnacle - Transport	10,675
S106 - 14/00860/FULMAJ - King William Street 33 - Transport	61,018
TOTAL	1,822,374

Agenda Item 5

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Committees: Corporate Projects Board <i>[for decision]</i> Streets & Walkway Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 2nd February 15 February 2022 17 February 2022
Subject: St Paul's Cathedral External Re-lighting Project Unique Project Identifier: 9672	Gateway 3 Regular Issue Report
Report of: Director of the Built Environment Report Authors: Simon Glynn and Clarisse Tavin	For Decision
Report PUBLIC	

1. Status update	<p>Project Description: The project proposes to replace the ageing external lighting system at St Paul's Cathedral with a new energy efficient system. A recent inspection of the lighting has deemed many of the light fittings and cabling need replacement; many of the fittings have already failed and the system overall is not compliant with current IET regulations.</p> <p>RAG Status: Red (Red at last report to Committee -RASC 19 November 2021)</p> <p>Risk Status: High (High at last report to Committee -RASC 19 November 2021)</p> <p>Total Estimated Cost of Project (excluding risk): £2.075M (at last report to Committee -RASC 19 November 2021)</p> <p>Change in Total Estimated Cost of Project (excluding risk): Increase/Decrease of £0 since last report to Committee (RASC 19 November 2021)</p> <p>Spend to Date: £75k</p> <p>Funding Source: City Fund, External sponsorship, S106s</p>
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	<p>Costed Risk Provision Utilised: £0 (of which £0 amount has been drawn down since the last report to Committee)</p> <p>Slippage: The completion of the project programme was awaiting confirmation of funds and the results of the recent lighting inspection before being updated.</p> <p>Previous Gateway: G3 report May 2013 / City Lighting Programme Update July 2021</p>										
2. Requested decisions	<p>Next Gateway: Combined Gateway 4 - Detailed Options Appraisal (Complex)</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Note that a project capital funding bid of £1.16M was approved by RASC on 14th January 2022, with further approval of all capital funds for 2022/23 required from Finance Committee and Court of Common Council in February and March 2022 respectively. 2. Note that should this report be approved, a draw-down of the capital funds will then be sought via the Chamberlains 'Project Funding Update' report to Policy and Resources Committee in March 2022. 3. Approve the project budget of £2.075M, funded as referenced in Section 3 of this report. 4. Approve the £250k budget to progress the project to the next Gateway. 5. Approve the updated programme for the delivery of the project. 										
3. Budget	<p>3.1 The total project cost is £2,075,000. This comprises the following estimated funding sources as part of the capital investment. Further details of the funding assessment are available in the St Paul's Cathedral External Re Lighting (RASC) – <i>Delegated report to Chair and Deputy Chairman - December 2021</i> in Appendix 2.</p> <table border="1"> <thead> <tr> <th>Table 1: Source of Funding</th><th>Cost (£)</th></tr> </thead> <tbody> <tr> <td>City of London Capital Bid (City Fund)*</td><td>£1.16M</td></tr> <tr> <td>External Sponsorship</td><td>£650k</td></tr> <tr> <td>S106 contributions</td><td>£190k</td></tr> <tr> <td>Finance Committee</td><td>£75K</td></tr> </tbody> </table> <p>*Subject to approval from Finance Committee and Court of Common Council in February and March 2022 respectively.</p>	Table 1: Source of Funding	Cost (£)	City of London Capital Bid (City Fund)*	£1.16M	External Sponsorship	£650k	S106 contributions	£190k	Finance Committee	£75K
Table 1: Source of Funding	Cost (£)										
City of London Capital Bid (City Fund)*	£1.16M										
External Sponsorship	£650k										
S106 contributions	£190k										
Finance Committee	£75K										

3.2 Subject to approval of this sub Committee, the capital funds will be drawn down via the Chamberlains 'Project Funding Update' report to be submitted to Policy and Resources Committee in March 2022. This would allow the project to progress immediately if funding are approved at the beginning of the financial year.

3.3 The external sponsorship, already secured as part of the capital investment detailed above, will only be released once the project is fully funded. This is a condition of the external sponsors. The capital funding component enables the additional external funding to be secured and the existing external sponsorship to be released by April 2023 at the latest. As per the Project procedure, the detailed funding strategy for the external funding will be confirmed prior to Gateway 5. For further details see Appendix 2.

Table 2: Spend to date - St Pauls External Lighting - 16800038

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
PreEv P&T Fees	35,000	34,322	678
PreEv P&T Staff Cost	15,000	15,000	-
TOTAL	50,000	49,322	678

Table 3: Spend to date - St Pauls Cathedral External Lighting - 51800003

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Marketing Fees	1,900	1,900	-
Sponsorship Consultants	7,775	7,775	-
P&T Staff Costs	15,325	15,325	-
TOTAL	25,000	25,000	678
TOTAL	75,000	74,322	678

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	<p>3.4 The estimated figure to reach Gateway 4 stage is £250k. This will comprise (see details in Table 4):</p> <ul style="list-style-type: none">• Fees (specialist consultants, lighting designers, surveys) - £200k• Staff costs £50k <table><tr><th colspan="4">Table 4: Resources Required to reach the next Gateway</th></tr><tr><th>Description</th><th>Approved Budget (£)</th><th>Resources Required (£)</th><th>Revised Budget (£)</th></tr><tr><td>PreEv P&T Fees</td><td>35,000</td><td>-</td><td>35,000</td></tr><tr><td>PreEv P&T Staff Cost</td><td>15,000</td><td>-</td><td>15,000</td></tr><tr><td>Marketing Fees</td><td>1,900</td><td>-</td><td>1,900</td></tr><tr><td>Sponsorship Consultants</td><td>7,775</td><td>-</td><td>7,775</td></tr><tr><td>P&T Fees</td><td>-</td><td>200,000</td><td>200,000</td></tr><tr><td>P&T Staff Costs</td><td>15,325</td><td>38,000</td><td>53,325</td></tr><tr><td>Env Servs Staff Costs</td><td>-</td><td>10,000</td><td>10,000</td></tr><tr><td>Legal Staff Costs</td><td>-</td><td>2,000</td><td>2,000</td></tr><tr><td>TOTAL</td><td>75,000</td><td>250,000</td><td>325,000</td></tr></table> <table><tr><th colspan="4">Table 5: Revised Funding Allocation</th></tr><tr><th>Funding Source</th><th>Current Funding Allocation (£)</th><th>Funding Adjustments (£)</th><th>Revised Funding Allocation (£)</th></tr><tr><td>Finance Committee Contingency Budget</td><td>75,000</td><td></td><td>75,000</td></tr><tr><td>City of London Capital Bid (City Fund)</td><td>-</td><td>250,000</td><td>250,000</td></tr><tr><td>TOTAL</td><td>75,000</td><td>250,000</td><td>325,000</td></tr></table>	Table 4: Resources Required to reach the next Gateway				Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)	PreEv P&T Fees	35,000	-	35,000	PreEv P&T Staff Cost	15,000	-	15,000	Marketing Fees	1,900	-	1,900	Sponsorship Consultants	7,775	-	7,775	P&T Fees	-	200,000	200,000	P&T Staff Costs	15,325	38,000	53,325	Env Servs Staff Costs	-	10,000	10,000	Legal Staff Costs	-	2,000	2,000	TOTAL	75,000	250,000	325,000	Table 5: Revised Funding Allocation				Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)	Finance Committee Contingency Budget	75,000		75,000	City of London Capital Bid (City Fund)	-	250,000	250,000	TOTAL	75,000	250,000	325,000
Table 4: Resources Required to reach the next Gateway																																																																	
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City of London Capital Bid (City Fund)	-	250,000	250,000																																																														
TOTAL	75,000	250,000	325,000																																																														
4. Issue description	<p>4.1 This report confirms a proposed change to the programme to deliver the St Paul’s Cathedral external re-lighting project, which, as per the Project Procedure, must be presented as an Issue report. The reasons for the change in programme are detailed below. The programme itself is</p>																																																																

	<p>provided in Appendix 3, and further details are provided in the <i>St Paul's Cathedral External re Lighting</i> delegated report to Resource Allocation Sub-Committee (RASC) (Appendix 2).</p> <p>Reasons for Programme Change</p> <p>4.2 Following a comprehensive lighting inspection, undertaken in September 2021, it has been confirmed that the current external lighting system is failing and is no longer compliant with current IET regulations. Already the western and northern sides of the dome are in darkness at night; the southern and eastern sides of the dome are expected to fail in due course. The current condition of the external lighting poses a health and safety risk to users of the Cathedral and to the fabric of this Grade I listed building. The impact of the failure of the external lighting system could result in a catastrophic event. The likelihood of such an event is possible and will increase over time. The Cathedral's external lighting system has now been submitted as an item on the Environment Department's Risk Register (given the Corporation's responsibilities – see para 4.3)</p> <p>4.3 The Corporation maintains the Cathedral's external lighting system, having assumed responsibility for this system since 1966. Under the IET regulations and BS 7671, it is the Corporation's responsibility (as maintainer) to ensure safe management and use of the external lighting system. The continued deterioration of the existing system would ultimately require the Corporation to advise the Cathedral that the system was inadequate for continued use and to switch off the power supply.</p> <p>4.4 There is an important upcoming anniversary in 2023, in addition to other events which would place St Paul's Cathedral at the heart of national and global media interest.</p> <p>4.5 It is a high probability that without progressing with a new lighting system now, these major events will occur without adequate external lighting (leaving the Cathedral in partial or possibly complete darkness) and these images will be broadcast worldwide.</p> <p>4.6 It is proposed to progress the project immediately that funds are available with the aim of completing the project at the end 2023. The re-lighting would be undertaken in a phased manner to prioritise the most prominent sections of the Cathedral, starting with the Cathedral Dome.</p>
--	--

	<p>4.7 If the existing lighting system was promptly replaced it would:</p> <ul style="list-style-type: none"> • Limit the period of time the Corporation manages the increased risk of electrical failure within the existing system and/or prevent the complete switch off of the external lighting system • Facilitate the readiness of the Cathedral for forthcoming anniversaries and events of national and global importance • Transfer the City's on-going revenue costs associated with maintenance of the new lighting system to the Cathedral • Significantly reduce the carbon emissions of the Cathedral lighting system and therefore would contribute towards the Corporation's commitment to net zero carbon emissions by 2040.
5. Project Background	<p>5.1 Since 1966, the City Corporation and Cathedral have continued an informal arrangement whereby the responsibility for the maintenance of the external lighting system, the associated maintenance costs and the running costs are borne by the Corporation. In so doing, the Corporation must ensure compliance with The Institute of Engineering and Technology (IET) regulations and British Standard 7671. Duty-holders are required by law to consider the risks associated with the use of electrical equipment.</p> <p>5.2 The annual costs are in the region of £25k per annum. The specific responsibility sits within the Environment Department.</p> <p>5.3 In 2010, an evaluation of the external lighting was carried out with input from the Cathedral's Dean and Chapter. This led to a Gateway 3 report approved in May 2013 with the preferred option being the implementation of a new design using Light-Emitting Diodes (LED) technology (see Appendix 4 for illustrations). The programme for the project was dependent on securing external funding.</p> <p>5.4 The new proposed LED system is designed to meet the criteria of the City's Lighting Strategy, creating a highly attractive night-time appearance for the Cathedral, which has been absent in recent years. The new lighting system would be both a contributor and a symbol of the City's post-pandemic recovery and in particular the recovery of its night-time economy.</p>

	<p>5.5 Replacement with a new energy efficient lighting system will reduce on-going revenue costs by 60% and reduce its carbon emissions by 66%, contributing towards the Corporation's commitment to net zero by 2040.</p> <p>5.6 In September 2021, a comprehensive audit of the external lighting system was conducted. The audit stated that many of the lanterns have already failed and the system overall is not compliant with current IET regulations. The current condition of the external lighting therefore poses a health and safety risk to users of the Cathedral and to the fabric of this Grade I listed building.</p> <p>5.7 St Paul's Cathedral external re-lighting project was previously identified as one that would be progressed via receipt of external contributions only. However, the findings of the recent external lighting audit, coupled with approaching Cathedral anniversaries and events has prompted the recent capital funding bid as part of a mixed funding model, in order to expedite the replacement of the existing lighting system. The various funding sources are listed in Section 3 of this report with full details of the funding sources and assessment undertaken to date provided in Appendix 2.</p> <p>5.8 Officers can confirm that St Paul's Cathedral has agreed in writing to accept financial responsibility for new external lighting system once it has been installed. This agreement is subject to a final sign-off by the Dean and Chapter at its next meeting in 2022. The Cathedral has agreed to pay the revenue costs associated with the external lighting of the Cathedral, which includes maintenance costs and electricity costs, which is estimated to be £10k p.a. once the new lighting system has been installed.</p> <p>5.9 On this basis, the City would be able to reduce its current revenue outlay of £25k per annum to zero in respect of the existing lighting system and would have no further financial responsibility or liability, formally or informally, in respect of the new external lighting system once installed.</p>
<p>6. Options</p>	<ul style="list-style-type: none"> • <u>Option 1</u> : Approve the of the project as per the updated programme (in Appendix 3) and progress the replacement of the Cathedral's external lighting system • <u>Option 2</u>: Do not approve the updated programme. Do not progress the replacement of the Cathedral's external lighting system

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Appendices

Appendix 1	Project Briefing Sheet – St Paul’s Cathedral external re-lighting project
Appendix 2	NON PUBLIC - Resource Allocation Sub-Committee (RASC) – Delegated report to Chair and Deputy Chairman - December 2021
Appendix 3	Project Programme
Appendix 4	Visuals of Lighting Design
Appendix 5	Risk Register

Contact

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Telephone Number	0207 332 1095

Project Coversheet

[1] Ownership & Status

UPI: 9672

Core Project Name: St Paul's External Lighting

Programme Affiliation (if applicable): City Lighting Strategy

Project Manager: Clarisse Tavin

Definition of need: The project proposes to replace the ageing external lighting system at St Paul's Cathedral with a new energy efficient system. A recent inspection of the lighting has deemed many of the light fittings and cabling unsafe; many of the fitting have already failed and the system overall is not compliant with current IET regulations.

Since 1966, the City Corporation and Cathedral have continued an informal arrangement whereby the responsibility for the maintenance of the external lighting system, the associated maintenance costs and the running costs are the responsibility of the Corporation. The annual costs are in the region of £25k per annum. The specific responsibility sits with the Environment Department.

Replacement with a new energy efficient system will reduce on-going revenue costs by 60% and reduce its carbon emissions by 66%, contributing towards our commitment to net zero by 2040. The new system will be designed to meet the criteria of the City's Lighting Strategy, creating a highly attractive night-time appearance for the Cathedral, which has been absent in recent years. The new lighting system would be both a contributor and a symbol of the City's post-pandemic recovery and, in particular, the recovery of its night-time economy.

A recent inspection of the external lighting system has deemed many of the light fittings and cabling unsafe; many of the lanterns have already failed and the system overall is not compliant with current IET regulations. This is a health and safety risk to users of the Cathedral and to the fabric of this Grade I listed building. The impact of the failure of the external lighting system could result in a catastrophic event. The likelihood of such an event is possible and will increase over time. This risk is being added to the Departmental risk register.

The existing lighting system is not efficient, both in terms of energy consumption and sustainability. Replacement with a new energy efficient system will reduce on-going revenue costs by 60% and reduce its carbon emissions by 66%, contributing towards our commitment to net zero by 2040.

The failure of lanterns and problems associated with current system has resulted in a poorly lit Cathedral exterior, which has a negative impact on the City skyline and night-time economy.

Both the City and Cathedral receive complaints from the public and institutions about the poor state of the external lighting of St Paul's. There are reputational risk to both institutions.

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Key measures of success:

- 1) A new lighting system that significantly reduces the health and safety risk associated with system failure, as per the Corporate risk assessment process.
- 2) The reduction of costs associated with the maintenance and energy consumption of the lighting system by 60% compared with the existing system – to be borne by St Paul's Cathedral.
- 3) The reduction of associated carbon emissions of the new lighting systems by 66%, compared with the existing system.

Expected timeframe for the project delivery:

Project programme was dependent on external funding being secured; full project to be delivered by 2024/25.

Key Milestones: Completion of Phase 1 by end of 2023.

Completion of Phase 2: 2024/25

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

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? Not to date. However due to its high profile, the project will certainly attract future interest from media/wider public.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Feasibility Study' (as approved by Members in May 2008)

'Capital Bid' report (as approved by P&R 21/10/10)- (pre Gateway process)

- Total Estimated Cost (excluding risk): £1,050,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: N/A

The City of London is responsible since 1966 for the lighting of St Paul's Cathedral. The lighting scheme was approaching the end of its 25 years life and was now in need of replacement.

A feasibility study to replace the lighting of St Paul's Cathedral was undertaken with the Dean and Chapter of St Paul's Cathedral in May 2008 which identified a preliminary proposal for a future project.

A Capital Bid was approved in 2010 for further evaluation for the external relighting for St Paul's, at a cost of £50,000 being met from central resources. The implementation of the project was expected to be met from external sources. The evaluation key objectives were:

- Replace the current lighting equipment which is approaching the end of its life;
- Create a flexible lighting scheme that highlights the architecture of the building;

- Deliver annual savings of approximately 50% of running costs (electrical and maintenance);
- Reduce light pollution and energy use in line with the Corporation's commitment to sustainability;
- Improve the quality of the evening environment in this area and therefore, London as a whole;
- Identify an external funding strategy for the implementation of the project.

'Options Appraisal and Design' G3 report (as approved by PSC 16/05/13):

- Total Estimated Cost (excluding risk): range between £425,000 and £1,105,000
- Resources to reach next Gateway (excluding risk) £25k
- Spend to date: £50k
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: dependant on securing external funding for the implementation for the project.

Following the feasibility study undertaken in May 2008 which identified a preliminary proposal for a future project, a number of options were evaluated to replace the lighting of St Paul's Cathedral. These include replacing the current scheme like for like or implementing a new design using a range of lighting equipment. The 3 options evaluated are as follows:

- Option 1: Replacing the current scheme like for like;
- Option 2: Implementing a new design using High Intensity Discharge (HID) lighting;
- Option 3: Implementing a new design using Light-Emitting Diodes (LED) technology

The preferred option (Option 3) was approved by Committees and includes the replacement of the current lighting scheme with a new scheme using the latest LED lighting technology. This option will better highlight the buildings architectural features and the new design would continually adapt to the level of lighting needed (i.e. for special events, at different times of the night...). This would deliver considerable energy savings and would reduce maintenance costs, thereby reducing the City's running costs by approx. 60%. It would also deliver considerable sustainability benefits by reducing the City's carbon footprint. This option is also the best in terms of lighting quality.

The Gateway 3 report also requested that a total contribution of £100,000 from the City Finance Committee Contingency Budget be allocated to St Paul's lighting project. £25,000 of this budget was allocated to evaluate design options, develop a Sponsorship Package and take the project to the next Gateway.

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

Following the development of the Sponsorship Package, potential external sponsors were approached, and briefings organised. External funding was secured for part of the project budget.

City Lighting Programme Update (as approved by S&W on 25/02/20 and P&T on 06/03/20)

Update on investigation of sources of funding to deliver St Paul's External Lighting Scheme, through external sponsorship and a possible application to CIL Neighbourhood funding.

City Lighting Programme Update (as approved by S&W on 08/07/21, P&T on 20/07/2021 and PHES on 13/07/21)

Officers are continuing to investigate sources of funding to deliver St Paul's External Lighting Scheme, which includes external sponsorship and a possible future application to CIL Neighbourhood funding. Discussion with St Paul's Cathedral about the lighting project and its future maintenance.

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

The annual costs are in the region of £25k per annum. The specific responsibility sits with the Environment Department. Replacement with a new energy efficient system will reduce on-going revenue costs by 60%. The new costs are anticipated to be £10k per annum.

The lifetime operational cost (over 25 years) of the existing lighting is estimated at £625,000; the estimated cost of the new lighting system over the same period is £250,000.

Future maintenance of the lighting system is due to be transferred to St Paul's Cathedral.

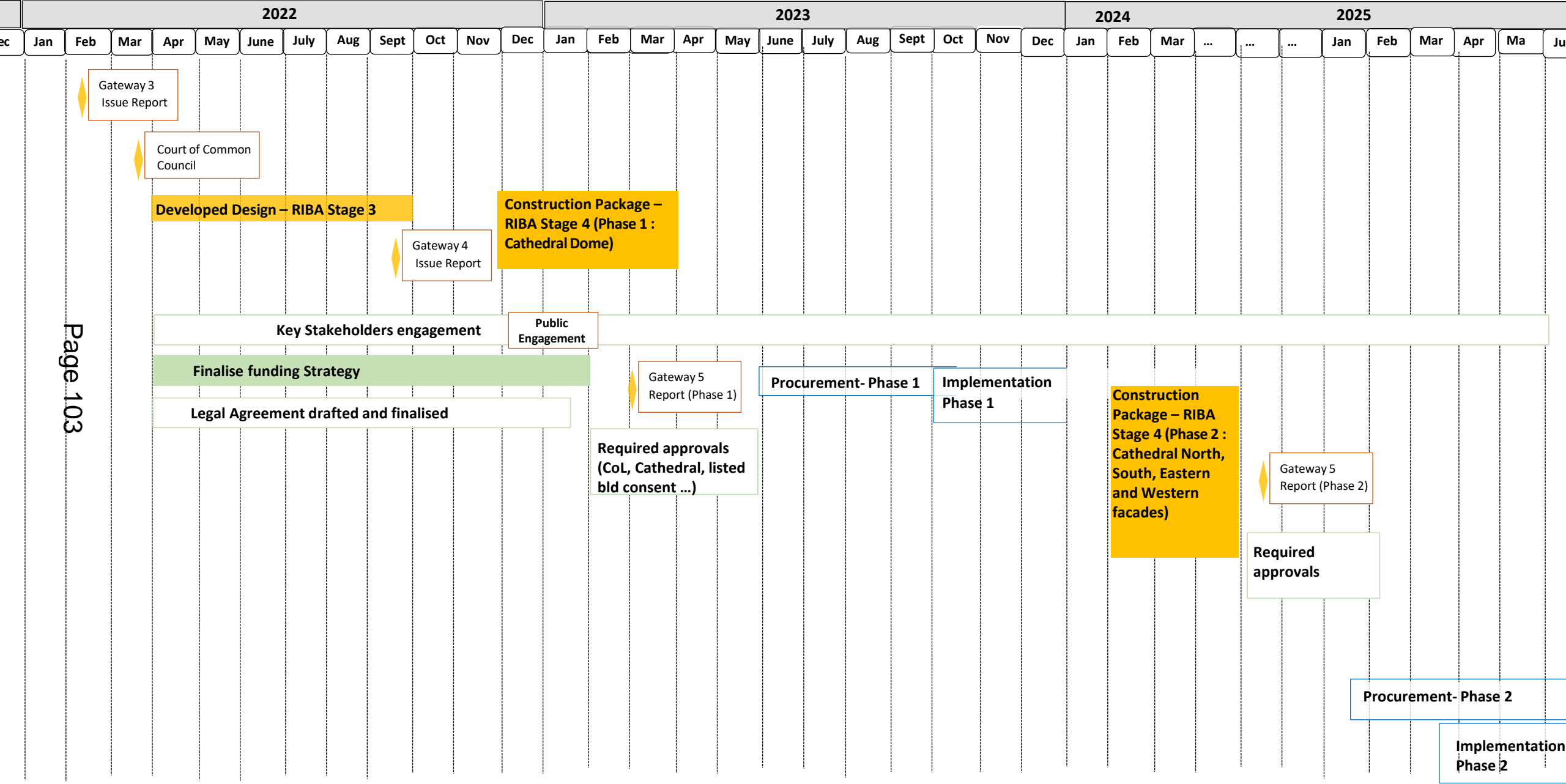
Programme Affiliation [£]:/

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

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Appendix 6 - St Paul’s External Lighting - High Level Indicative Programme



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Appendix 7- St Paul's External Lighting Visuals

Concept

South Elevation with Lantern & Bell Towers internally illuminated

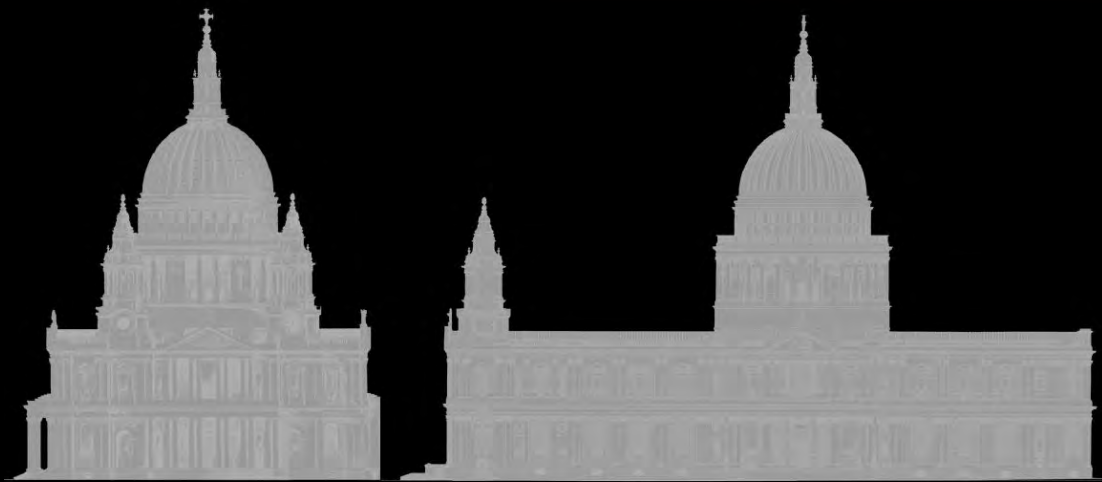


Concept

West Elevation with Lantern & Bell Towers internally illuminated West Elevation with Lantern & Bell Towers left dark



Concept
Existing



Concept
Proposal



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Project Name:	Project Name: St Paul's External Lighting Project
Version No & Date:	Version 05 Date: 17/01/2022
Project Manager:	Project Manager: Clarisse Tavin
Project Director:	Approver: Simon Glynn

Snapshot - Open Risks	No
High	
Medium	
Low	

Risk Register								
Risk ID	Author / Date	Description of Risk	Risk Category	Probability	Impact	Proximity	Total Risk	Risk Owner
1	CT	St Paul's Cathedral project development objectives differ from CoL objectives	Scope	High	High	Short Term		PM
2	CT	Insufficient coordination between St Paul's and CoL	Scope	Medium	High	Short Term		PM
4	CT	St Paul's Cathedral do not manage consultants in accordance with CoL evaluation requirements resulting in insufficient information to produce CoL evaluation report	Scope	Medium	High	Short Term		PM
5	CT	Funding insufficient to cover all required consultants work	Cost/Scope	Medium	High	Short Term		PM
6	CT	Spend to save element of project is too low to allow match funding to be sought	Cost/Scope	Medium	High	Short Term		PM
7	CT	Cost consultants not appointed resulting in no cost information	Scope	Low	High	Short Term		PM
8	CT	Electrical Engineers not appointed resulting in insufficient technical information	Scope	Low	High	Short Term		PM

9	CT	Lack of CoL Member support	Scope	Medium	High	Medium Term		PM
10	CT	Project management structure unclear results in confusion over roles and responsibilities	Scope	Medium	Medium	Short Term		PM
11	CT	Members do not agree to provide Committee Contingency Funding to the project	Scope	Medium	High	Short Term		PM/PS
12	CT	Members to do not approved Gateway 3 report	Time	Medium	Medium	Short Term		PM/PS
13	CT	St Paul's Cathedral do not manage consultants in accordance with CoL programme resulting in delays	Time	Medium	Medium	Short Term		PM
14	CT	Public spaces lighting not included in evaluation exercise	Scope	Medium	Medium	Short Term		PM
15	CT	Sponsorship Consultant not provide high quality sponsorship Package	Scope	Low	High	Short /Medium Term		PM
16	CT	Sponsorship Package does not reflect both City and Cathedral expectations and view	Scope	Low	High	Short /Medium Term		PM
17	CT	CoL and Cathedral do not agree on the sponsorship approach and sponsorship funding	Scope	Low	High	Short /Medium Term		PM
18	CT	CoL and Cathedral do not agree who will be the recipient of the sponsorship funding	Cost	Medium	High	Short /Medium Term		PM

19	CT	CoL regulations regarding sponsorship does not allow sponsorship funding to be received	Scope	Low	High	Short /Medium Term		PM
20	CT	Internal CoL agreement regarding sponsorship process not received	Scope	Low	High	Short /Medium Term		PM
21	CT	No response from potential sponsorship	Scope/Cost	Low	High	Short /Medium Term		PM/PS
22	CT	Lack of support from City Members to the Sponsorship Package developed and presented in the Gateway 4 report	Scope/Time	Low	High	Short /Medium Term		PM/PS
23	CT	Existing Main distribution equipment not in good condition and needs replacement	Scope/Time/Cost	Low	High	Short /Medium Term		PM/Lighting engineer
24	CT	Lack of support from the Cathedral in the final Sponsorship Package	Scope	Low	High	Short /Medium Term		PM
25	CT	Consultants fees higher than expected	Cost	Low	High	Short /Medium Term		PM

26	SM	Sensitivities over information result in poor quality information being provided and undermining the quality of recommendations in the draft strategy by the sponsorship consultants.	Scope/Time	Medium	High	Short Term		PM
27	SJE	Lack of secured external funding.	Cost	High	High	Short/Medium Term		PM
28	CT	Health and Safety risks associated with ageing current lighting system		High	High	Short/Medium Term		PM
29	CT	Delay to programme and Phase 1 not completed on time to align with St Paul's events	Scope/Time	High	High	Short/Medium Term		PM
30	CT	Unforeseen technical issues which are delaying implementation phase	Scope/Time	High	High	Medium Term		PM
31	CT	Unforeseen technical issues which are delaying implementation phase	Scope/Time	High	Medium	Medium Term		PM
32	CT	Inflation costs non anticipated increasing project budget	Cost	High	Medium	Medium Term		PM
33	CT	Procurement delays	Scope/Time	High	Medium	Medium Term		PM

Definitions

Probability (How likely is the risk to occur)		Impact (Of the risk occurring)		Proximity (How far away)	
Low	Not likely to occur	Low	No real impact(s) on the project	Short Term	Within 0-3 m

Medium	Has some chance of occurring	Medium	Some impact(s) on the project	Medium Term	Within 3-6 m
High	Quite likely to occur	High	Severe impact(s) on the project	Long Term	From 6 to 12

Total Risk Value				
Probability				
High Medium Low				
Impact	High	high	high	medium
	Medium	high	medium	low
	Low	medium	low	low

Response	Mitigating Action	Comments / Notes	Risk Status	Date Closed
Reduce	Agree scheme objectives early in process	Cathedral support the lighting scheme in principle at mtg with Registrar 10/12/13	Closed	
Reduce	Communicate regularly with St Paul's. Arrange Design Team / Working Group meetings.	Liaison meetings have been effective in building trust. Wider discussion with Chapter at St Paul's still planned	Open	
Reduce	Early agreement on consultants scope of work	Management of consultants will be the responsibility of CoL, with St Pauls acting in the capacity of client.	Closed	12/12/13
Reduce	Source cost estimates from consultants and agree funding strategy with St Paul's Cathedral	Updates will be required to keep members apprised of ongoing risks so that requests for additional funding are not a surprise.	Open	
Reduce	Ensure that cost analysis is part of the design process, and spend to save element taken as an important design factor		Closed	
Reduce	Ensure that cost consultants are appointed		Closed	
Reduce	Ensure that electrical engineers are appointed		Closed	

Reduce	Arrange Members briefings		Closed	
Reduce	Discuss and agree PM structure at inception meeting	Governance has been agreed. CoL project, with St Pauls as notional 'client'.	Closed	12/12/13
Reduce	PE to discuss with Chairman prior to Committee		Closed	
Reduce	Briefing to Members to be done and PE to discuss with Chairman prior to Committee		Closed	
Reduce	Agree programme with St Paul's early in process	Management of consultants will be the responsibility of CoL, with St Pauls acting in the capacity of client.	Closed	12/12/13
Reduce	Ensure that this is included in design consultants brief	Spiers and Major have included this in their proposed concept.	Open	
Reduce	Ensure that information required in the sponsorship package are detailed in the consultants brief	St Pauls are satisfied so far with the approach being taken by Four Communications.	Closed	12/12/13
Reduce	Ensure that information required in the sponsorship package are detailed in the consultants brief	St Pauls are satisfied so far with the approach being taken by Four Communications.	Closed	12/12/13
Reduce	Internal briefings and presentations to St Pauls Committees	St Pauls are satisfied so far with the approach being taken by Four Communications.	Closed	12/12/13
Reduce	CoL and Cathedral to discuss and agree this at an early stage	St Pauls are comfortable with the idea of a trust. Approach needs to be endorsed by Chamberlains department.	Closed	12/12/13

Reduce	Internal briefings and presentations to St Pauls Committees		Open	
Reduce	Internal briefings and presentations to St Pauls Committees		Open	
Reduce	Right City businesses and Lighting Companies to be approached for potential sponsorship		Open	
Reduce	Internal briefings and presentations to City Committees		Open	
Reduce	Detailed assessment of the existing main distribution equipment to be carried out		Open	
Reduce	Internal briefings and presentations to St Pauls Committees	St Pauls are satisfied so far with the approach being taken by Four Communications. There is no risk of the Cathedral being presented with a package they won't support.	Open	
Reduce	Consultant brief to include all detailed information needed in the Spnshoprship Package and fees to be agreed accordingly. Consider approaching lighting suppliers who have inhouse consultancy services.		Open	

Reduce	Engage with the Cathedral at a low level of intensity when clarifying any matters of sensitivity. Provide reassurance about intentions. Avoid applying pressure where possible.	The relationship between the City and the Cathedral was placed under strain during the Occupy movement. It is important that the City send out messaging that emphasises respect and trust to encourage reassurance and confidence.	Open	
Reduce	Working with Cathedral and Head of Philanthropy to develop shortlist of donors to reach out to. Aim to secure funding asap.	Securing funding is crucial, all efforts are currently focused here. We have Cathedral commitment to co-approach funders which should add gravitas and support efforts. Plan to leverage member connections and neighbouring businesses.	Open	
Reduce	Carry out regular checks and progress with new lighting system on a timely manner	Detailed survey carried out in Sept 2021	Open	
Reduce	Progress project on a timely manner as per Programme	Issue report submitted to Committees on Jan/Feb with updated Programme	Open	
Reduce	Progress project on a timely manner as per Programme	Issue report submitted to Committees on Jan/Feb with updated Programme	Open	
Reduce	Progress project on a timely manner as per Programme		Open	
Reduce	Cost estimate to be calculated with likely future inflation to be considered in projection		Open	
Reduce	Anticipate potential delays to procurement		Open	

What is the risk?	Response Category (What type of response to mitigate the risk)	
Months	Avoid	Change project to avoid risk

Accept	Accept risk as tolerable
Fall-back	Develop fall-back plan should risk occur
Reduce	Take action to reduce probability/impact

Committees:	Dates:	
Corporate Projects Board Streets and Walkways sub-committee Projects sub-committee	2 February 2022 15 February 2022 17 February 2022	
Subject: St. Paul's gyratory project (UPI 11377)	Issue Report: Gateway 2 Complex	Public
Report of: Executive Director Environment Report Author: George Wright		For Decision

PUBLIC

1. Status update	<p>Project Description: Transformation of the streets and public realm on the gyratory system between the Museum of London Rotunda and St. Paul's Underground station to deliver key elements of the City's Transport Strategy and the Cheapside & Guildhall Area Strategy. Working to coordinate and steer the opportunities for the highway changes around a new development at 81 Newgate Street (former BT site) and potential new development at London Wall West (Bastion House). The two developments requiring highway changes offer a major opportunity to add value and funding to the project and help address road safety and public realm issues in the project area.</p> <p>RAG Status: Amber (Amber at last report)</p> <p>Risk Status: Medium (Medium at last report)</p> <p>Total Estimated Cost of Project (excluding risk): £13-£17 million.</p> <p>Change in Total Estimated Cost of Project (excluding risk): No change.</p> <p>Spend to Date: £415,318 of an approved budget of £680,442.</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Funding sources: Section 106. Section 278 contributions from 81 Newgate Street and London Wall West (subject to the granting of planning permission). Central capital funding subject to approval.</p> <p>Slippage: None since last report to Members (Gateway 2 Issue report in April/May 2021).</p>
2. Requested decisions	<p>Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)</p> <p>Requested Decisions:</p> <p>Members of the Streets and Walkways sub-committee and the Projects sub-committee are requested to:</p> <ol style="list-style-type: none"> 1. Approve the release of the £100,000 Section 278 design and evaluation payment from the Section 106 for 81 Newgate Street into this project.

	<ol style="list-style-type: none"> 2. Approve a revised budget of £780,442 to reach the next Gateway (see Appendix 2). 3. Approve the signing of a Section 278 agreement with the developer of 81 Newgate Street. 4. Note Resource Allocation sub-committee approval of a capital bid for £555,500 to be allocated to the project for 2022/23 which will be considered in turn by Finance Committee in February and the Court of Common Council in March, 5. Subject to the approval of the Finance Committee and Court of Common Council of that capital bid, approve delegated authority to the Executive Director Environment, in consultation with the Chamberlain and the respective Chairmen & Deputy Chairmen, to incorporate this funding into the project budget. 6. Note that there may be the need to phase the project over several years to accommodate the varying timelines of the two development sites contained within the project scope. <p>Next steps:</p> <ol style="list-style-type: none"> 1. Further assess and develop concept design options for the gyratory that include the highway changes required for the proposed London Wall West development and the aspirations of the development at 81 Newgate Street. 2. Develop a phased programme of delivery of the gyratory project. 3. Update the cost estimates for the Section 278 highways options and the whole St. Paul's gyratory project area. 4. Sign a Section 278 agreement with the developers of 81 Newgate Street before the end of July 2022. 5. Return with a Gateway 3 in Summer 2022 presenting options for the gyratory
<p>3. Budget</p>	<p>Total Estimated Project Cost</p> <p>Following the re-start of the project in May 2021, officers have been working with the development teams of 81 Newgate Street and London Wall West. Concept highway layouts to facilitate the needs and ambitions of the building developments have been drafted for each development and coordinated for the whole gyratory. These concept options now need to be costed and tested with further traffic modelling to assess their impacts on the highway network before they are presented as feasible options at Gateway 3.</p> <p>The project will be part-funded by the Section 278 project in the south and, were planning permission to be granted, the associated project to the north. The extent of developer contributions will determine what additional central funding is required and any central funding requirement will be subject to the annual capital bidding process.</p> <p>The current funding for the project derives from and local Section 106 payments. Expenditure to date is £415,319 from an approved budget of £680,442, leaving an available balance of £265,1243.</p>

	<p>A proposed revised budget is detailed in Appendix 2 and includes the £100,000 funding from the 81 Newgate Street Section 278. It is estimated that these additional Section 278 funds will be spent on staff costs (£40,000) and fees (£60,000). Key tasks will be pedestrian and traffic modelling and a Healthy Streets assessment.</p> <p>In addition, the capital bid of £555,500 for 2022/23 has been approved by Resource Allocation Sub Committee and is included in the Medium-Term Financial Plan to be considered by Court of Common Council in March 2022. If approved at Court, this funding will be incorporated into the project as per recommendation 6 above and will include work to firm up cost estimates, apportionment of costs between different elements of the projects, traffic modelling, survey work and programming. The proposed budget for this is shown in Appendix 2A.</p> <p>Costed Risk Provision requested for this Gateway: No Cost Risk Provision is requested before Gateway 3.</p>
4. Issue description	<p>The key issue for Members to consider in this report is the recommendation to incorporate the 81 Newgate Street Section 278 into the St. Paul's gyratory project and approve the commencement of the Section 278 evaluation and design work for 81 Newgate Street. A payment of £100,000 has been received from the developer.</p> <p>Other issues (not requiring a decision) but to be noted are:</p> <ol style="list-style-type: none"> 1. It has become clear that the St Paul's gyratory project will need to be delivered in phases and there is a need to progress the Section 278 for 81 Newgate Street as a priority. 2. The 81 Newgate Street development is currently expected to start in February 2022 and complete in March 2025. The developer has an obligation to have a s278 agreement signed within six months of commencement on site. It is anticipated that this agreement will cover the essential highway changes needed to make their development acceptable. 3. In addition, the developer has ambitious proposals to create a substantial, new public space, "King Edward Square", by closing King Edward Street to motor vehicles between Newgate Street and Angel Street. This proposal would require significant changes to the highway including the re-introduction of two-way traffic on Newgate Street and St. Martin Le Grand and would deliver elements of the Transport Strategy and the Cheapside & Guildhall Area Strategy. These changes require much greater consideration and if agreed at Gateway 3 would form part of a second S278 with the developer. 4. The new highway contract rates also need to be factored into the cost estimates and these will become available during the next phase of work.
5. Options	<p>The 81 Newgate Street Section 278 could be progressed as a stand-alone project but its incorporation into the St Paul's gyratory project ensures a more coordinated approach.</p>

Appendices

Appendix 1	Cover sheet
Appendix 2	Finance table
Appendix 2A	Capital bid expenditure breakdown (2022/23)
Appendix 3	General arrangement plans for options 1 and 1A.
Appendix 4	Risk register

Contact

Report Author	George Wright
Email Address	george.wright@cityoflondon.gov.uk
Telephone Number	07802 378812

Project Coversheet

[1] Ownership & Status

UPI: 11377

Core Project Name: Museum of London gyratory project

Programme Affiliation (if applicable): N/A

Project Manager: George Wright

Definition of need: The project is identified in the Cheapside and Guildhall Area Enhancement Strategy as a key project to deliver. The entire gyratory area is traffic dominated and uninviting, causing significant severance for pedestrians between St. Paul's and the Museum of London. Two significant developments within the project area and their associated s278 works have brought renewed momentum to the project.

Key measures of success:

1. Reduction to pedestrian and cycle casualties, working towards Vision Zero.
2. Improved pedestrian comfort levels
3. Meeting the needs of the developer in the coordination and delivery of the Section 278 highway work
4. Delivering outcomes in the Corporate Plan and City Transport Strategy.

Expected timeframe for the project delivery:

Key Milestones:

- July 2022 – Gateway 3
- June 2023 – Gateway 4
- December 2023 – Gateway 5

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G1/2 report (approved 2014):

- Total Estimated Cost (excluding risk): Cost range £13-17 million
- Resources to reach next Gateway (excluding risk): £680,442
- Spend to date: £319,967
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: March 2014-September 2022 (G3 report)

Scope/Design Change and Impact: No change.

'Options Appraisal and Design' G3/4 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk): N/A
- Resources to reach next Gateway (excluding risk): N/A
- Spend to date: N/A

- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: N/A

Scope/Design Change and Impact: N/A

‘Authority to start Work’ G5 report (subject to Chief Officer delegated approval):

- Total Estimated Cost (excluding risk): N/A
- Resources to reach next Gateway (excluding risk): N/A
- Spend to date: N/A
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: N/A

Scope/Design Change and Impact: N/A

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

St Paul's gyratory 2022/23 capital bid expenditure profile

Item	£
Staff costs: Project management	240,000
Staff costs: Engagement	12,000
Staff costs: Highway design	10,000
Fees: Traffic surveys	25,000
Fees: Traffic modelling	52,000
Fees: Road safety audits	14,500
Fees: Third party approvals	102,000
Fees: Radar surveys	100,000
Total	555,500

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Budget Monitoring Report - Summary

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Core Project	Linked Project Number	Project Number	Project Name
L5-St Paul's Gyratory	16800278	16600278	St Paul's Gyratory OH
		16800278	St Paul's Gyratory Project
	16800278 Total		
L5-St Paul's Gyratory Total			
Grand Total			

Top Task	Sub Task	Approved Budget	Actuals - AP + Misc	GRN Actual Unmatched	Commitment
Pre-Evaluation	Pre-Evaluation	165,401.51	86,769.62	0.00	0.00
	PrevEv Env Serv Staf	2,250.00	0.00	0.00	0.00
Pre-Evaluation Total		167,651.51	86,769.62	0.00	0.00
Fees	Traffic Modelling	9,484.00	9,483.79	0.00	0.00
Fees Total		9,484.00	9,483.79	0.00	0.00
Pre-Evaluation	PreEv D.SVY Staff Co	4,000.00	0.00	0.00	0.00
	PreEv Env Staff Cost	2,750.00	0.00	0.00	3,595.21
	PreEv OS Staff Cost	1,000.00	0.00	0.00	0.00
	PreEv P&T Fees	295,442.00	157,615.19	0.00	23,084.85
	PreEv P&T Staff Cost	200,114.49	134,261.17	0.00	7,829.16
Pre-Evaluation Total		503,306.49	291,876.36	0.00	34,509.22
		680,442.00	388,129.77	0.00	34,509.22
		680,442.00	388,129.77	0.00	34,509.22
		680,442.00	388,129.77	0.00	34,509.22

Total	Amount Unspent
86,769.62	78,631.89
0.00	2,250.00
86,769.62	80,881.89
9,483.79	0.21
9,483.79	0.21
0.00	4,000.00
3,595.21	-845.21
0.00	1,000.00
180,700.04	114,741.96
142,090.33	58,024.16
326,385.58	176,920.91
422,638.99	257,803.01
422,638.99	257,803.01
422,638.99	257,803.01

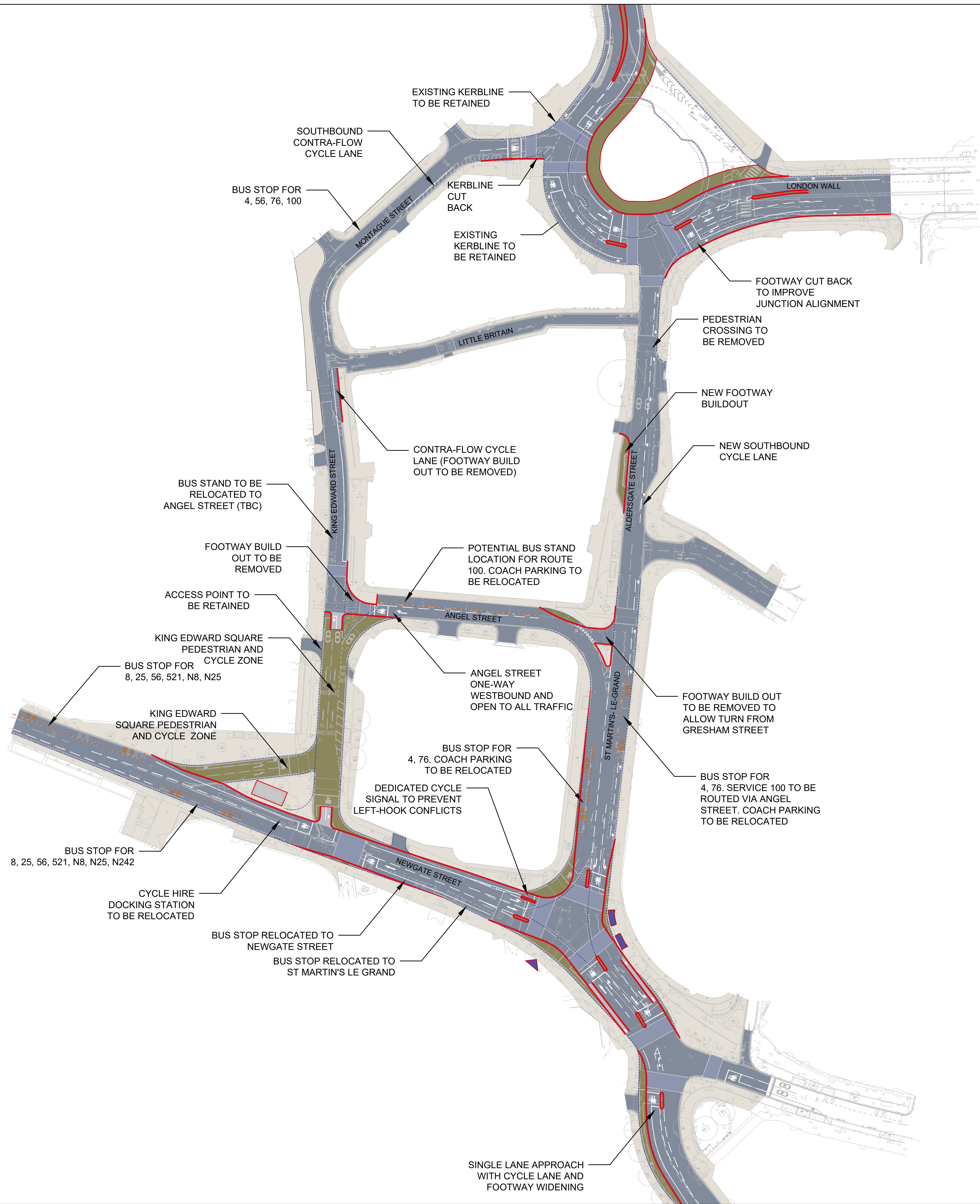
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Table 1: Expenditure to date - St Pauls Gyratory 16800278			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
PreEv P&T Staff Costs	365,516.00	228,859.95	136,656.05
Traffic Modelling	9,484.00	9,483.79	0.21
PreEv D.SVY Staff Co	4,000.00	-	4,000.00
PreEv Env Staff Cost	5,000.00	3,595.21	1,404.79
PreEv OS Staff Cost	1,000.00	-	1,000.00
PreEv P&T Fees	295,442.00	180,700.04	114,741.96
TOTAL	680,442	422,639	257,803

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
PreEv D.SVY Staff Costs	4,000	(4,000)	-
PreEv Env Staff Costs	5,000	5,000	10,000
PreEv Open Sp Staff Costs	1,000	(1,000)	-
PreEv P&T Staff Costs	365,516	30,000	395,516
PreEv P&T Fees	295,442	70,000	365,442
Traffic Modelling	9,484	-	9,484
TOTAL	680,442	100,000	780,442

Table 3: Funding Sources			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
TfL - LIP FY 2014/15	65,442		65,442
TfL - LIP FY 2017/18	50,000		50,000
S106 - 04/00958/FULL - Austral House - LCEIW	341,000		341,000
S106 - 10/00832/FULEIA - London Wall Place - Transportation	224,000		224,000
S278 - 81 Newgate	-	100,000	100,000
TOTAL	680,442	100,000	780,442

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NOTES:

This scheme drawing has been developed as a design concept for the purposes of option testing and therefore does not represent a final design for construction.

THIS DRAWING IS ONLY APPLICABLE TO THE PROJECT STATED BELOW.
THIS DRAWING IS ONLY TO BE USED AT THE SIZE AND SCALE STATED BELOW.
ANY DISCREPANCIES ARE TO BE REPORTED TO THE DESIGNER NAMED BELOW.

REV	DATE	DRAWN	REV'D	APP'D	NOTES

DRAWING STATUS

DRAFT



NORMAN ROURKE PRYME

London
57 Webber Street,
London, SE1 0RF
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CLIENT
CITY OF LONDON

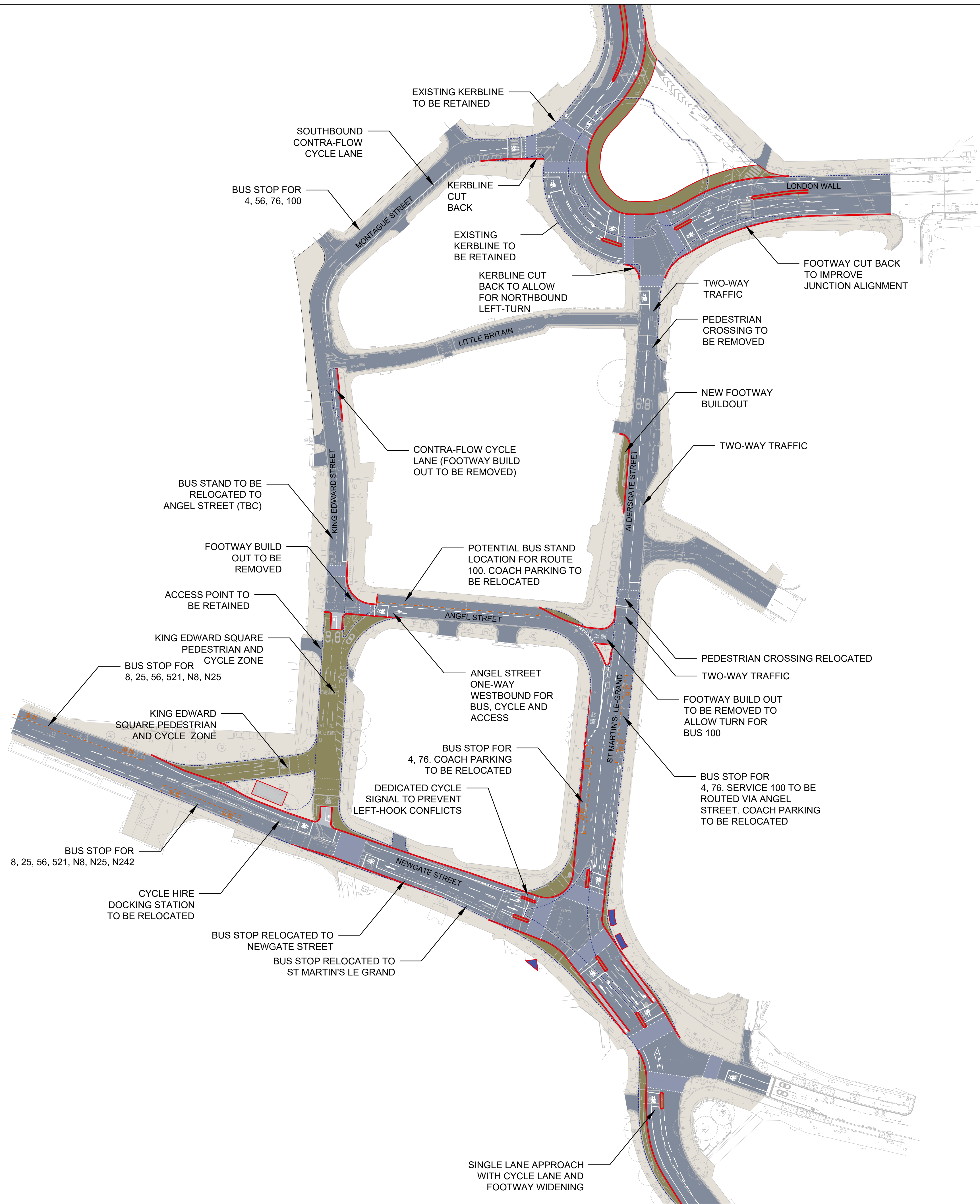
PROJECT
ST PAUL'S GYRATORY

DRAWN	DESIGNED	REVIEWED	DATE	APPROVED	DATE
CA	CA	CA	NOV 21		

TITLE
OPTION 1
OVERVIEW
PROPOSED DESIGN

SCALE	DRAWING No	REV
NTS	7721/OS/002 - SHEET 1 OF 11	A

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NOTES:

This scheme drawing has been developed as a design concept for the purposes of option testing and therefore does not represent a final design for construction.

THIS DRAWING IS ONLY APPLICABLE TO THE PROJECT STATED BELOW. THIS DRAWING IS ONLY TO BE USED AT THE SIZE AND SCALE STATED BELOW. ANY DISCREPANCIES ARE TO BE REPORTED TO THE DESIGNER NAMED BELOW.

REV	DATE	DRAWN	REV'D	APP'D	NOTES

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PROJECT

ST PAUL'S GYRATORY

DRAWN	DESIGNED	REVIEWED	DATE	APPROVED	DATE
CA	CA	CA	NOV 21		

TITLE

OPTION 1A

OVERVIEW

PROPOSED DESIGN

SCALE	DRAWING No	REV
NTS	7721/OS/002 - SHEET 1 OF 11	A

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City of London: Projects Procedure Corporate Risks Register

Project Name: St Paul's gyratory			PM's overall risk rating: Medium								CRP requested this gateway		Average unmitigated risk		10.7				Open Risks		6		
Unique project identifier: 11377			Total estimated cost (exc risk): £ 17,000,000								Total CRP used to date £ -		Average mitigated risk score		8.5				Closed Risks		0		
General risk classification												Mitigation actions							Ownership & Action				Comment(s)
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	
R1	5	(1) Compliance/Regulatory	Successful challenge to a permanent traffic order	Challenge on procedural or other grounds relating to the traffic order	Possible	Major	12	£0.00	N	B – Fairly Confident	Ensure that best practice is followed to mitigate against a successful challenge. Lessons have been learnt from judgements at Beech Street and Bishopsgate.	£0.00	Possible	Serious	£0.00	6	£0.00		07/12/21	Leah Coburn	George Wright		Robust and extensive engagement will take place during scheme development. Initial discussions with developers indicate they share the project's ambitions. However, recent legal challenges mean the risk of challenge remains possible.
R2	5	(1) Compliance/Regulatory	Delays to TfL approving the TMAN for the permanent traffic order	There may be delays to the TMAN approval if TfL have any concerns relating to the impact of a permanent scheme on the network	Possible	Major	12	£0.00	N	B – Fairly Confident	Regular and ongoing liaison with TfL teams	£0.00	Possible	Serious	£0.00	6	£0.00		07/12/21	Leah Coburn	George Wright		In theory TfL have 28 days to approve or reject a TMAN but it is the extensive preliminary engagement with TfL teams that is crucial to its approval. This has already started
R3	5	(8) Technology	Additional data and monitoring is required	Post COVID, traffic flows have changed significantly. Stakeholders and Members may want more data to prove the impacts of the scheme	Likely	Minor	4	£0.00	N	B – Fairly Confident	Interrogate the data already collected as far as possible to draw reasonable conclusions on traffic reductions or collect fresh traffic survey data if acceptable to TfL	£0.00	Possible	Minor	£0.00	3	£0.00		07/12/21	Leah Coburn	George Wright		The data currently held is robust and adjustments for COVID could be made to reflect current conditions. However, it is possible that TfL will require updated traffic survey data. This has been bedgetted for.
R4	5	(2) Financial	Capital funding for construction is not yet in place	The project cannot proceed to construction phase until capital funding is secured	Possible	Major	12	£0.00	N	B – Fairly Confident	The purpose of the next phase of the project is to obtain updated cost estimates based on concept designs. These will give further clarity on overall costs and enable the financial contribution of the respective s278 agreements to be determined. Work will also take place to assess the feasibility of an internal capital bid.	£0.00	Possible	Major		12	£0.00		07/12/21	Leah Coburn	George Wright		Both developers share the project's ambitions for the area and can contribute via s278 agreements. Internally, the project was ranked first in the 2019 DBE project prioritisation exercise.
R5	5	(2) Financial	The absence of sufficient City funding may result in a reduced contribution from developer of 81 Newgate Street.	The developer shares the City's ambition for a transformational scheme and is prepared to make a significant financial contribution. If no City contribution is secured, the developer is likely to revert to a minimum s278, putting the whole gyratory project is jeopardy.	Possible	Major	12	£0.00	N	A – Very Confident	Transportation officers have made it clear that a significant developer contribution could be secured if the City also make a clear funding commitment.	£0.00	Possible	Major		12	£0.00		07/12/21	Leah Coburn	George Wright		A capital bid was submitted in 2021 but was not approved.
R6	5	(3) Reputation	No confirmation of City funding for construction.	The developer shares the City's ambition for a transformational scheme and is prepared to make a significant financial contribution. If no City contribution is secured, the reputation of the City will be damaged, the developer is likely to revert to a minimum s278, putting the whole gyratory project is jeopardy.	Possible	Major	12	£0.00	N	B – Fairly Confident	Transportation officers have made it clear that a significant developer contribution could be secured if the City also make a clear funding commitment.	£0.00	Possible	Major		12			07/12/21	Leah Coburn	George Wright		A capital bid was submitted in 2021 but was not approved.
																		£0.00					
R12																							
R13																							
R14																							
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						

[illegible]

Committees: Corporate Projects Board <i>[for information]</i> Streets and Walkways Service Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 02 February 2022 15 February 2022 17 February 2022
Subject: St Mary Axe Experimental Timed Closure (within City Cluster Vision - Pedestrian Priority and Traffic Reduction programme) Unique Project Identifier: 12072	Gateway 3/4 Regular Issue Report
Report of: Executive Director Environment Report Author: Daniel Laybourn – City Transportation	For Decision
<h1>PUBLIC</h1>	

1. Status update	Project Description: The City Cluster Vision aspires to deliver an outstanding environment and public realm that is environmentally resilient, addressing climate change impacts in the coming years, and supports the local economy and its recovery from the pandemic. As part of Programme 1 (pedestrian priority and traffic reduction) of the vision delivery, the St Mary Axe project seeks to deliver improvements to this key walking route through and into the City Cluster from Liverpool Street and Fenchurch Street stations. This is a route that experiences very high pedestrian density, particularly at peak times. This report updates Members on progress since the last report to Committee in February 2020 and seeks approval for the change in scope of the project. <i>(Previously this project sat within Phase 1 of the implementation of the City Cluster Vision)</i> RAG Status: Green (Green at last report to Committee) Risk Status: Low (Medium at last report to committee) Total Estimated Cost of Project (excluding risk): £255,400 max.
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	<p>Funding Source: Approved S106 funding.</p> <p>Change in Total Estimated Cost of Project (excluding risk): No change since last report to Committee.</p> <p>Spend to Date: £27,490 as of 14 January 2022.</p> <p>Costed Risk Provision Utilised: None. A CRP provision of £14,600 is being requested as part of this report</p> <p>Slippage: Delivery of on-street measures has slipped from Summer 2020 to at least Summer 2022, primarily due to the Covid-19 pandemic.</p>
2. Requested decisions	<p>Next Gateway: G3/4/5 Options Appraisal and Authority to Start Work (Regular)</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That additional budget of £35,500 is approved to reach the next Gateway; 2. Note the revised project budget of £77,199 (excluding risk); 3. Note the total estimated cost of the project at £255,400 (excluding risk); 4. That a Costed Risk Provision of £14,600 is approved (to be drawn down via delegation to Chief Officer); 5. Note the total estimated cost of the project inclusive of costed risk at £270,000 (no change from previous); 6. Approve the removal of the existing Temporary Traffic Regulation Order (TTRO), implemented under the Covid-19 on-street response, that prohibits motor vehicles from entering St Mary Axe Monday-Friday 7am-7pm except for access to off-street premises. 7. Note that the experimental timed closure in St Mary Axe is not proposed to be progressed and approve the changes in scope to that detailed in section 5 of this report, which are: <ul style="list-style-type: none"> ○ Approve a change in project title to 'St Mary Axe Improvements – Phase 1' to better reflect the rescoping of this project ○ Commence the detailed design of a raised carriageway table on St Mary Axe at the junction with Undershaft and survey work to both inform the detailed design of the raised table and future proposals on St Mary Axe (<i>as shown in Appendix 2 and detailed in paragraphs 5.1 and 5.3</i>) ○ Support the City Cluster Vision Programme's Activation & Engagement work strand for potential temporary activation initiatives on St Mary Axe

	<ul style="list-style-type: none">○ That the next Gateway report proceeds under delegation to the Executive Director Environment, subject to the project cost not exceeding the maximum of £270,000 inclusive of CRP (as detailed in paragraph 5.1) <p><u>Project Sub Committee Only</u></p> <p>8. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Project Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that falls within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General), as prescribed in Appendix 3 of this report, is to be delegated to Chief Officer or escalated to committee(s); and</p> <p>9. 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>												
3. Budget	<p>Table 1: Resources required to reach the next gateway</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>P&T Staff Costs</td><td>To enable City P&T staff to project manage the scheme to reach the next gateway.</td><td>Approved S106 funding.</td><td>£32,600 <i>(additional £15,000 being requested)</i></td></tr><tr><td>Environmental Services (Highways) Staff costs</td><td>To enable Highways staff to undertake design and supervision work to reach the next gateway</td><td>Approved S106 funding.</td><td>£14,849 <i>(additional £2,500 being requested)</i></td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	P&T Staff Costs	To enable City P&T staff to project manage the scheme to reach the next gateway.	Approved S106 funding.	£32,600 <i>(additional £15,000 being requested)</i>	Environmental Services (Highways) Staff costs	To enable Highways staff to undertake design and supervision work to reach the next gateway	Approved S106 funding.	£14,849 <i>(additional £2,500 being requested)</i>
Item	Reason	Funds/ Source of Funding	Cost (£)										
P&T Staff Costs	To enable City P&T staff to project manage the scheme to reach the next gateway.	Approved S106 funding.	£32,600 <i>(additional £15,000 being requested)</i>										
Environmental Services (Highways) Staff costs	To enable Highways staff to undertake design and supervision work to reach the next gateway	Approved S106 funding.	£14,849 <i>(additional £2,500 being requested)</i>										

	Fees	To fund work by parties external to the project such as but not limited to topographical & ground penetrating radar surveys, traffic management orders and Equality Impacts Assessments.	Approved S106 funding	£29,750 (additional £18,000 being requested)
	Sub-total			£77,199
	Costed Risk	Pre-allocated S106 funding. Further details can be found in Appendix 2 – Risk Register		£14,600
	Total			£91,799
	<p><u>Planning and Transportation Staff Costs</u> It has been estimated that an additional 150 hours, on top of that already approved, will be required to account for the work to be undertaken by a Project Manager, Principal Project Manager and Project Director to reach the next Gateway. Tasks within their remit oversight of the detailed design process, stakeholder engagement and general project management tasks.</p> <p><u>Environmental Services (Highways) Staff Costs</u> Approximately 25 hours of additional staff time has been estimated for the team to manage and assess the required survey work and undertake the detailed design in advance of the next Gateway.</p> <p><u>Fees</u> An additional £18,000 is requested to fund work by parties external to the project such as but not limited to topographical & ground penetrating radar surveys, traffic management orders and Equality Impacts Assessments.</p>			

<p>4. Issue description</p>	<ol style="list-style-type: none"> 1. In February 2020, Committees approved a Gateway 3/4 report that requested delegated authority to trial a weekday peak-times closure of St Mary Axe, complimented by a traffic gate at the southern end of the street and temporary changes to the operational hours of the nearby taxi rank to reflect the hours of the trial closure. 2. The Covid-19 Pandemic began just after this. As a result, the delegated gateway 5 report was not submitted as it was unclear how long the pandemic would last and what the impacts might have been on the ability to satisfactorily test the proposed timed closure of Monday to Friday 8am-9:30am and 4:30-6:30pm. 3. Instead, staff resources were diverted to the City Transportation's Covid-19 On-Street Response, which introduced a number of temporary measures on City Streets to provide space for pedestrians and cyclists to be socially distanced. 4. The timed restriction that was implemented on St Marys Axe as part of this response was 'No motor vehicles Monday-Friday 7am-7pm except for access to off-street premises'. The times of these restrictions were consistent with other measures introduced in response to the pandemic and other restrictions already in place in the City. Responses to this received during the Covid-19 on-street response's consultation included comments on access to the motorcycle parking at the southern end of the street and taxi's ability to drop off disabled customers which was permitted whilst this restriction was in place. 5. Also, during 2021, Transport for London (TfL) implemented a Temporary Traffic Order on Bishopsgate to restrict through corridor traffic to buses and cyclists only. This is controlled through a series of bus gates located along Bishopsgate/Gracechurch Street. 6. As the pandemic restrictions eased, project work on St Mary Axe recommenced in Spring 2021. As a more restrictive timed closure had been in place as part of the COVID measures, but also because there had been many changes in the surrounding area, Officers reviewed the existing design and the original planned experiment to ensure that they were still relevant. 7. Post-pandemic pedestrian and vehicle flows in St Mary Axe were informally assessed by officers in October 2021, and these were found to be at approximately 40% of pre-pandemic flows. This corresponded well with similar pedestrian data provided by TfL, and early indications were that the reduction in traffic levels had, at least in part, been driven by their temporary traffic scheme on Bishopsgate. Pre-pandemic 2019 pedestrian survey data was also reassessed which did not indicate any immediate
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	<p>requirement to improve pedestrian comfort levels along St Mary Axe.</p> <p>8. As a result of these outcomes, officers have assessed that the requirement for a gated daily peak time closure, at this time, is unnecessary. Although a timed restriction may be applicable in future should the City return to or exceed pre-pandemic levels of activity. This can be reassessed as part of the City Cluster Vision Programme.</p> <p>9. Therefore, officers are recommending that no further work on an experimental timed closure on St Mary Axe is progressed and instead recommend that the scope of the project is refocused to concentrate on some interventions that will assist in achieving the aims of the City Cluster Vision in the short term, and act as a catalyst for future transformational change to the street. These changes will provide better pedestrian crossing facilities at a key location and help to rationalise areas for loading and servicing.</p>
5. Recommended Next Steps	<p>1. As TfL's Bishopsgate temporary traffic scheme has reduced non-essential traffic on St Mary Axe, its recommended that the current TTRO that prohibits motor vehicles from entering the street Monday-Friday 7am-7pm unless they're accessing off-street premises is rescinded as officers believe its no longer required.</p> <p>2. In line with the City Cluster vision, Officers have determined that the installation of a raised table in the carriageway at the junction with Undershaft would improve the east-west pedestrian crossing experience. This is on a walking route through the Cluster but the crossing has yet to be formalised in any way. This would also include complimentary alterations to the waiting and loading restrictions near to the raised table to help keep the crossing area clear of parked vehicles, which has been noted by officers on multiple occasions.</p> <p>3. These measures are envisaged to be swift to construct. Therefore, officers are recommending that this element of the City Cluster Vision is brought forward, now that the timed closure experiment is recommended not to proceed, and Members approve the detailed design of the raised table, with approval to commence construction (gateway 3/4/5) delegated to Chief Officer given the small scale and simplicity of these proposals. The construction cost is expected to be in the region of £100,000 to £135,000 (subject to market rates) and therefore is not expected to exceed the £270,000 that was already identified for experimental timed closure.</p> <p>4. It's expected that delivery of the proposed raised table could commence in Summer 2022, taking approximately 8 weeks to construct. This would be subject to road network</p>

	<p>accessibility and the retendering of the highways term contract.</p> <ol style="list-style-type: none"> 5. In addition, Officers intend to undertake topographical and ground penetrating radar surveys to aid in the detailed design of the raised table, but also recommend that approval is granted for the whole street to be able to assess the possibilities of greening and future footway widening. There are economies of scale of having the surveys undertaken at the same time and will be helpful in developing informed proposals. Any future design and subsequent construction for the length of St Mary's Axe would form part of a separate 'St Mary Axe – Phase 2' project that would sit within the City Cluster Vision Programme. Funding for this future project is set to be included in the City Cluster Vision Programme's 2023/24 central funding bid. If the bid is successful, a Gateway 1/2 report for a St Mary Axe Phase 2 project would be submitted in Summer 2023. 6. The location of the proposed raised table and area of the requested surveys is shown in Appendix 2. 7. With the emerging BID, there is an opportunity to explore with businesses whether they would like to introduce a regular closure of St Mary Axe to aid in the activation of the street and local area. Activation of spaces is a key element of the City Cluster Vision and forms one of the programme strands. 8. Approval is requested to support this initial engagement with local stakeholders in line with the City Cluster Vision Programme's stakeholder management and communication plans to assess whether there is appetite for such activation. If there is, officers can support the development of an Equalities Impact Assessment and subsequent progression of any temporary traffic orders. 9. Information and knowledge gained from developing the experimental timed closure to date will go on help to inform this activation work. However, the design work undertaken for this original proposal is now an abortive cost. 10. If the above recommendations are approved, it's expected that survey work commencing as soon as practicably possible, with a G5 for the raised table submitted (delegated) in the Spring of 2022. This would be followed by a G6 closure report in late 2022 for this strand of work. If the work to progress the activation strand of St Mary Axe has not developed to a sufficient point for the equalities analysis to be undertaken by the G6 stage, then the funding for this and any other remaining funds would be returned to the City Cluster Vision Programme budget.
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Requested Area of Scope
Appendix 3	Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)
Appendix 4	Risk Register
Appendix 5	Financial Information

Contact

Report Author	Daniel Laybourn
Email Address	Daniel.laybourn@cityoflondon.gov.uk
Telephone Number	0207 332 3041

Project Coversheet

[1] Ownership & Status

UPI: 12072

Core Project Name: St Mary Axe Experimental Timed Closure

Programme Affiliation: City Cluster Vision Phase 1 – Activation, greening and experiments programme

Project Manager: Daniel Laybourn

Definition of need:

The activation, greening and experiments programme is Phase 1 of the implementation of the City Cluster Vision. It includes a series of temporary and permanent installations and experiments that aim to enhance and activate the streets and public realm of the City Cluster as well as trialling changes ahead of long-term transformation. As part of this programme of work, a workstream on St Mary Axe to deliver improvements to the pedestrian environment has been proposed, with the street being a key pedestrian route into the City Cluster from Liverpool Street and Fenchurch Street stations and at peak times has a very high pedestrian density.

Key measures of success:

- Whether businesses can still meet their delivery and access needs
- Journey times are not significantly impacted on surrounding streets
- Perceptions of pedestrian and cycle comfort improve

Expected timeframe for the project delivery/ Key Milestones:

1. Delegated G5 to request approval to begin construction of the proposed raised table in Spring 2022
2. Substantial completion of the raised table in Autumn 2022
3. G6 closure report in late 2022

Are we on track for completing the project against the expected timeframe for project delivery? No. Delivery of on-street measures has slipped from Summer 2020 to at least Summer 2022, primarily due to the Covid-19 pandemic.

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 17/06/19):

- Total Estimated Cost (excluding risk): £250,000 – £750,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: July 2019 – March 2021

Scope/Design Change and Impact: None

'Project Proposal' G2 report (as approved by PSC 19/07/19):

- Total Estimated Cost (excluding risk): £250,000 – £750,000
- Resources to reach next Gateway (excluding risk): £95,000

- Spend to date: £95,000 (forecast to April)
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: August 2019 – January 2021

Scope/Design Change and Impact: None

'Options Appraisal' G3/4 report (as approved by PSC 24/02/20):

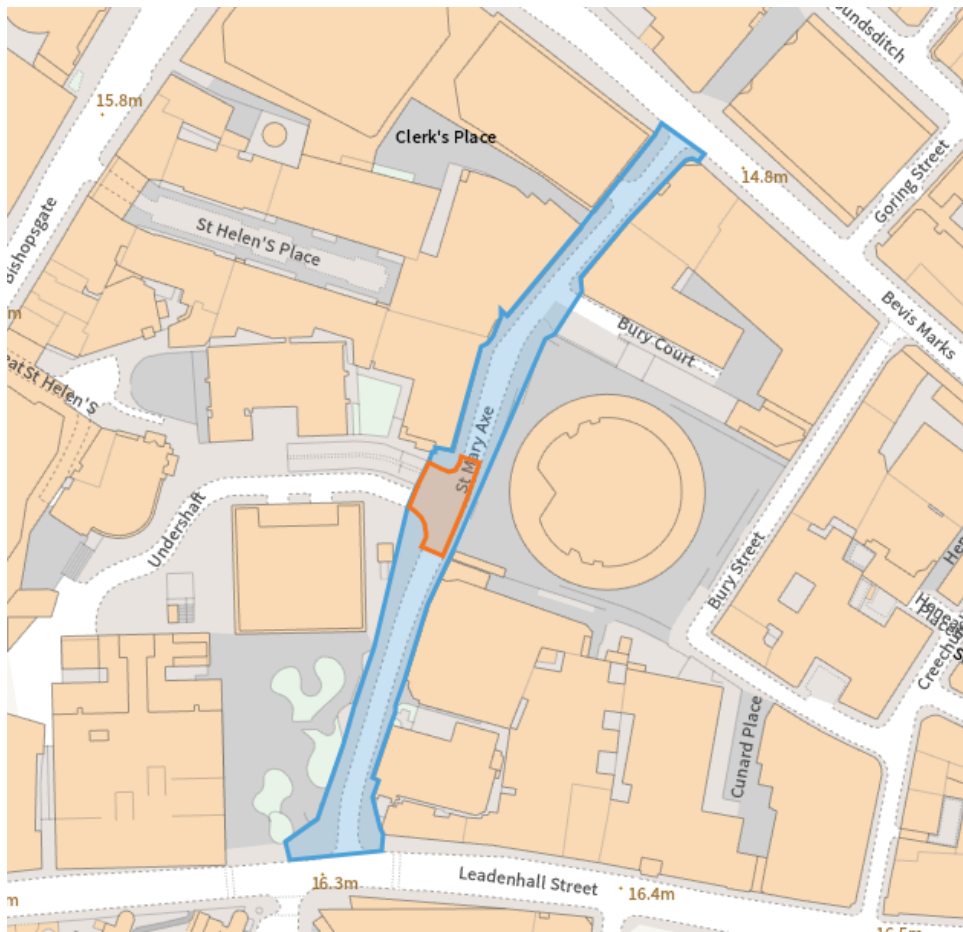
- Total Estimated Cost (excluding risk): £250,000 – £750,000
- Resources to reach next Gateway (excluding risk): £41,699
- Spend to date: £95,000 (forecast to April)
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Delegated G5 in April 2020 to request approval to proceed with the experimental traffic order, with a six-month statutory public consultation period begins when the ETO comes into force.

Scope/Design Change and Impact: Report requested approval to proceed with the detailed design and development of an experimental timed closure of St Mary Axe alongside the installation of a traffic gate at the southern end of the street. Delegation to the Chief Officer to approve the implementation of these interventions was also requested.

Total anticipated on-going commitment post-delivery [£]: None

Programme Affiliation [£]: £15million (Eastern City Cluster Programme)

Appendix 2 – Requested Areas of Scope



Key

Blue – Proposed Ground Penetrating Radar and Topographical survey area

Orange – Location of the proposed raised table at the junction with Undershaft

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Appendix 2 - Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)

Changes to Projects: General

45. *In cases where:*

- *the financial implications will be higher or lower than the agreed confidence range (capital or revenue expenditure or income/returns/savings);*
- *the overall programme needs to be accelerated or delayed +/- 10% of time against the last numbered Gateway report;*
- *the specification will be significantly different to that agreed, i.e. there will be a shortfall against one or more of the key objectives/ SMART targets, or the inclusion or reduction in the parameters of the project, which may include changing operational performance criteria and business benefits;*

Officers will report to the Committee(s) or Chief Officer who approved the last Gateway report on the circumstances, the options available and a recommended course of action. For example, if circumstances change on the Light and Regular routes where Authority to start work is delegated to Chief Officer, they would need to return to Committee to progress to the next gateway.

If additional unallocated City Corporation resources are required (i.e. from Central resources, not local risk budgets), the approval of the Policy and Resources Committee must also be obtained as Service Committees cannot approve Central resources.

In such cases the Policy and Resources Committee must be advised of the impact of the proposed increase in the City's overall Programme and any agreed increase must be reported to the next meeting of the Resource Allocation Sub-Committee for appropriate adjustments to be made to the City Corporation's Programme.

Note that Chamberlains have prepared guidance on the preparation of Whole Life Costing (available on the corporate intranet).

These will not apply to the costed risk provision drawdown increases to budgets as they have already been considered and delegated [See 49]:

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City of London: Projects Procedure Corporate Risks Register

Project Name: St Mary Axe Experimental Timed Closure			PM's overall risk rating: Low			CRP requested this gateway			£ 14,600		Average unmitigated risk		5.5		Open Risks		6						
Unique project identifier: 12072			Total estimated cost (exec risk):			£ 255,400			Total CRP used to date		£ -		Average mitigated risk score		3.3		Closed Risks		0				
General risk classification											Mitigation actions					Ownership & Action							
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)
R1	4	(3) Reputation	Issue with external engagement and buy-in lead to project delay and/or change	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could also arise from the public consultation results.	Possible	Serious	6	£4,000.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Early identification and engagement with key stakeholders	£0.00	Unlikely	Minor	£2,000.00	2	£0.00		0 03/02/2020	Leah Coburn	Daniel Laybourn		21/12/21 - As the new proposals for SMA are thought to be less uncontentious than previous, the risk scores has been adjusted accordingly. There is some risk however associated with the construction disruption.
R2	4	(3) Reputation	Procurement procedures impact negatively on project delivery	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.	Possible	Serious	6	£4,500.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Consider early engagement with internal suppliers where required (Highways, Traffic Enforcement)	£0.00	Possible	Minor	£2,000.00	3	£0.00		0 03/02/2020	Leah Coburn	Daniel Laybourn		21/12/21 - With the Highways term contract currently being retendered, there are procurement risks associated with this. Subsequently, the risk scores have been adjusted. However, its important to note that this risk is being dealt with at a business level.
R3	4	(10) Physical	Accessibility and/or security concerns lead to project change	Further changes to the project's design and scope may be required if accessibility/ security concerns are raised.	Possible	Minor	3	£3,000.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and internal contacts	£0.00	Unlikely	Minor	£1,800.00	2	£0.00		0 03/02/2020	Leah Coburn	Daniel Laybourn		21/12/21 - Given the deleted proposed scope of the project, any risks along these lines are now thought to be small. However, as the project is in the design stage, changes could be incorporated in the next design revision.
R4	Page 153	(2) Financial	Inaccurate or incomplete project estimates	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall.	Possible	Serious	6	£9,000.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Undertake internal re-estimates prior to each Gateway stage, including discussions with procurement/ finance * Monitor Highways Term Contract retendering	£0.00	Possible	Serious	£5,000.00	6	£0.00		0 03/02/2020	Leah Coburn	Daniel Laybourn		21/12/21 - With the Highways term contract currently being retendered, there are procurement risks associated with this. Subsequently, the risk scores have been adjusted. However, its important to note that this risk is being dealt with at a business level. Also of note in this regard is the general inflationary increases on resources due to the impacts of the Covid-19 pandemic.
R5		(10) Physical	Utility and utility & topo survey issues lead to further information being required.	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected or further topographical or utility surveys are required.	Unlikely	Serious	4	£5,000.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Subject to committee approval, undertake the proposed GPR and Topo surveys	£0.00	Possible	Minor	£2,000.00	3	£0.00		0 03/02/2020	Leah Coburn	Daniel Laybourn		21/12/21 - As part of the Feb 22 report, GPR and Topo surveys are proposed for the entire street not only to inform this project but also the Eastern City Cluster Programme's proposals for SMA. This information should identify any utility issues which can then be dealt with accordingly. Also, the new proposals for the raised table involve constructing 'upwards' - where alterations are made above the existing carriageway levels. This generally means that less excavation is required and therefore utility diversions are less likely.
R6		(3) Reputation	Stakeholder engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with stakeholders takes longer, requires more work or doesn't go as planned. Also, they may change their requirements for a project which results in abortive work and costs.	Likely	Serious	8	£3,500.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Keep in regular contact with those stakeholders which the project requires approval from for the scheme	£0.00	Unlikely	Serious	£1,800.00	4	£0.00		0 03/02/2020	Leah Coburn	Daniel Laybourn		21/12/21 - As the new proposals for SMA are thought to be less uncontentious than previous, the risk level has been adjusted accordingly. There is some risk however associated with the construction disruption.

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Appendix 4 – Financial information

Table 1: Spend to date - St Mary Axe Experimental Timed Closure - 16800429			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	12,349	1,554	10,795
P&T Staff Costs	17,600	20,616	-3,016
P&T Fees	11,750	5,320	6,430
TOTAL	41,699	27,490	14,209

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	12,349	2,500	14,849
P&T Staff Costs	17,600	15,000	32,600
P&T Fees	11,750	18,000	29,750
TOTAL	41,699	35,500	77,199

Table 3: Funding Strategy	
Funding Source	Amount (£)
Phase 1 - S106 - Pinnacle LCE 06/01123/FULEIA	92,657
Phase 1A – S106 – Pinnacle LCE 06/01123/FULEIA	77,350
S106 – 120 Fenchurch Street 11/00854/FULEIA	99,993
TOTAL	£270,000

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Committee(s): Streets and Walkways Sub-Committee – For decision	Dated: 15/02/2022
Subject: Objections to the proposed removal of a motorcycle parking bay on Old Jewry	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 9, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director Environment	For Decision
Report author: Min Yee Cheung, Environment Department	

Summary

In March 2020, a Healthy Streets Minor Scheme was delivered on Old Jewry and Gresham Street. As part of the scheme, the motorcycle parking bay on Old Jewry was relocated to accommodate a new loading bay. The new motorcycle bay location was later found to affect access to the Bank of China's service yard, the bay was then suspended pending a permanent solution.

Following officers' investigation, which took into account the availability of motorcycle parking in the surrounding area, including London Wall car park, it was concluded that removal of the motorcycle bay was the most suitable way forward. In November 2021, consultation on a statutory traffic order to formalise the permanent removal of the bay was carried out. This consultation resulted in seven objections, mainly on the basis that the bay is located in a convenient location and is well used; that there is limited motorcycle parking in the city; and that other travel modes are not available or safe.

Officers have explored options to address these objections. Investigations of alternative locations found that converting existing pay and display bays or extending nearby motorcycle bays are not feasible or desirable, particularly given the high levels of servicing and short stay parking activity in the area. The Transport Strategy recognises that it may be necessary to remove motorcycle or car parking to deliver improvements for people walking. The Strategy also encourages the use of car parks for long stay parking, with London Wall Car Park is only 0.6 kilometres or a few minutes' walk from Old Jewry. This report therefore recommends that Members agree to the removal of the motorcycle bay.

Recommendation(s)

Members are asked to:

- Agree to the making of the Traffic Order under s.6 of the Road Traffic Regulations Act 1986, to remove the motorcycle parking bay on Old Jewry, and that the objectors are informed of the decision accordingly.

Main Report

Background

1. Officers have been delivering an on-going programme of Healthy Streets Minor Schemes (HSMS) to improve walking, cycling and accessibility and to reduce road danger. HSMS are small scale, low cost interventions which are usually delivered through Chief Officer delegation under the scheme of delegation approved by the Court of Common Council.
2. In 2019, a HSMS was developed for Old Jewry and Gresham Street. Details of the scheme can be found in Appendix 1 and included:
 - a. A refuge island on Gresham Street to make it easier and safer for people to cross,
 - b. Raised carriageway at the junction of Old Jewry to provide a level crossing surface to improve accessibility and reduce road danger.
 - c. "At any time" loading restriction on Gresham Street between Basinghall Street and Old Jewry to improve crossing visibility and to reduce obstruction to traffic flow.
 - d. A new loading bay on Old Jewry to accommodate local servicing needs. This required the relocation of the existing motorcycle bay to a new position, opposite the Bank of China's service yard.
3. In October and November 2019, a public consultation exercise was carried out. This involved writing to and engaging with local occupiers, ward members and the Chairman & Deputy Chairman of the Streets & Walkways Sub-Committee. Statutory traffic order consultation followed in January 2020. This involved publishing press and street notices and writing to representative of road users.
4. No adverse comments or objections were received from the consultations, so in March 2020, the scheme was implemented, except the pedestrian refuge. Installation of this was delayed due to the impact from the Covid-19 pandemic but this has now been programmed to be installed in early March 2022.
5. In June 2020, the Bank of China contacted the City Corporation, complaining that the relocated motorcycle bay obstructed access to their service yard (see Appendix 2 for further details). To assist the Bank of China, the motorcycle bay was suspended (from September 2020) while a permanent solution was investigated.

Current Position

6. Since the suspension of the motorcycle bay, officers have investigated various options. After reviewing alternative locations and considering the availability of motorcycle parking nearby it has been concluded that removing the motorcycle bay is the most suitable way forward. This approach aligns with Transport Strategy.
7. In November 2021, statutory consultation was carried out for a traffic order to formalise the permanent removal of the suspended motorcycle bay. This consultation generated seven objections, including one from the Motorcycle Action Group. Discussions with ward members have also taken place as some objectors/users also contacted them directly.
8. There are various reasons given for the objections but common themes include the bay is located in a convenient location and well used; that there is limited motorcycle parking in the city; and other travel modes are not available or safe. Some objectors suggested that an alternative location should be found or that existing bays are extended if this bay were to be removed. An extract of the objections can be found in Appendix 3.

Options

9. A range of options have been considered. These are summarised below.
10. Option 1: Retain the motorcycle bay in the current position (opposite Bank of China service entrance). This is not an appropriate option as it will continue to obstruct access to the Bank of China's service yard. This option is therefore not recommended.
11. Option 2: Relocate the motorcycle bay towards Frederick's Place. Towards Frederick's Place there is approximately a 10m length of clear kerbside space where a motorcycle bay could be positioned. This space is currently left clear for informal delivery and servicing. It is well used and often occupied by vans or lorries servicing the local area. Some occupiers such as Browns or Goodman rely on this space for delivery of their supplies. This option is therefore not recommended.
12. Option 3: New or extend existing nearby motorcycle bays. There is a lack of unused kerbside spaces in the surrounding area which can accommodate a new a motorcycle bay or to extend existing ones without affecting other things such as servicing, obstruction, visibility or other parking bays. Any unallocated kerb space, such as on yellow lines are either needed for informal loading or servicing or need to be kept clear for visibility and safety reasons. This option is therefore not recommended.
13. Option 4: Convert existing 'pay and display' bay to a motorcycle bay. Observations and parking usage data show the parking bays in Old Jewry and in

the surrounding areas are very well used and often full. Several recent visits to Old Jewry (post lock down) have again shown that these bays are often at full capacity. They are very important if visitors have bulky or heavy equipment to carry and need close access to the premises. P&D bays are a very efficient use of kerbside as they provide short term parking (up to four hours) and each bay is often used by several users over the course of the day. Converting the P&D bay to a motorcycle bay would also result in a loss of income. This option is therefore not recommended.

14. Option 5: Reinstate the motorcycle bay to its original position prior to the Healthy Street Minor Scheme. This would require the loading bay to be removed and/or relocated elsewhere. As with Options 2,3 and 4, there are no other suitable alternative locations close to Gresham Street (where servicing is in high demand) to accommodate a new loading bay. It is, however, possible to abandon plans to install the pedestrian refuge and revoke the ban on loading on Gresham Street. However, these measures were key components of the HSMS aimed at making the street safer and easier to cross. Gresham Street has relatively high traffic flows (pre-Covid-19) and frequent parking obstructs both visibility and traffic movement. Removing the loading restrictions and not installing the refuges could therefore lead to more inconsiderate parking and increase safety risks. This option is therefore not recommended.
15. Option 6: Remove the motorcycle bay. The current location of the bay obstructs access to the Bank of China's service yard and this option would resolve this issue. As outlined above alternative locations, converting P&D bays or extension of existing motorcycle bays are not feasible or desirable because the kerbside in the area is well used. The Transport Strategy also recognises that it may be necessary to remove motorcycle or car parking to enable measures to improve safety and enhance the experience of walking to be carried out. Users of long stay parking such as commuters or those staying over 4 hours are encouraged to use car parks. The London Wall Car Park is only 0.6 kilometres away, which is approximately six minutes' walk. This car park is staffed, has spare capacity and is free to use for motorcycles. This option is therefore recommended.
16. Appendix 4 is a summary of the investigation of the surrounding area. Appendix 5 provides a snapshot images of recent kerbside utilisation in Old Jewry, Basinghall Street and Coleman Street.

Proposals

17. The recommended option (Option 6) is to remove the motorcycle parking bay as consulted in the statutory traffic order consultation in November 2021. This would formalise the permanent removal of the suspended motorcycle bay and address the access issue for the Bank of China's service yard. The proposal would involve making the traffic order under s.6 of the Road Traffic Regulations Act 1984. The parking bay markings and signage were removed as part of the suspension, so no other works would be required. The proposed Statement of Reasons is as follows: "The revocation of the motor cycle parking will assist vehicles to use the access opposite the parking place."

Corporate & Strategic Implications

18. Strategic implications – The recommended option will enable the HSMS to be fully delivered and aligns with the Corporate Plan Policies 1 – people are safe and feel safe and 9 – We are digitally and physically well-connected and responsive.
19. Removal of the motorcycle bay aligns with the Transport Strategy which recognises the potential need to remove parking to enable other measures, such as those to improve safety or the walking experience, to be introduced. The Transport Strategy also seeks to encourage long stay parking in car parks.
20. Financial implications – The making of the traffic order is estimated to cost £1,100 which can be met from Environment Department's Traffic Management Local Risk Budget. The removal of the motorcycle bay would not have any on-going financial implications. However, if the option to convert a P&D bay into a motorcycle bay was agreed, an annual income of approximately £8,500 would be lost.
21. Resource implications – No additional resources are needed as this falls within BAU activities.
22. Legal implications – Under regulation 9 of the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 ("the 1996 Regulations"), the Highway Authority may cause a public inquiry into objections to be held before making this order. Given the limited scale of this matter, the issues and options considered in this report including the availability of motorcycle parking in the nearby car park, and of the policies of the Transport Strategy, officers do not consider that holding a public inquiry would be in the public's interest, and it is considered open to the City as traffic authority to conclude that no public inquiry is required.
23. Regulation 13 of the 1996 Regulations requires the order making authority to consider objections before making an order. Consideration of these objections are detailed in this report.
24. Section 122 of the Road Traffic Regulation Act requires the traffic authority, in exercising its traffic authority functions, to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to (a) the desirability of securing and maintaining reasonable access to premises; (b) the effect of amenities of any locality; (bb) national air quality strategy; (c) public service vehicles; (d) any other relevant matters. The evaluation in this report has balanced the various relevant considerations, including the parking needs of motor cycle users, in order to reach the recommendation.
25. Risk implications – None envisaged.
26. Equalities implications – The HSMS has already made positive impacts especially for those with mobility difficulties by making the junction a 'levelled crossing surface as well as to improve crossing visibility. The provision of a

pedestrian refuge will help people cross Gresham Street easier and safer. The removal of the motorcycle bay is not envisaged to negatively impact equalities. A test of relevance has been carried and this confirms no impacts.

27. Climate implications - HSMS encourage the use of more sustainable transport modes such as walking and cycling.

28. Security implications - None

Conclusion

29. It is recognised that motorcycle parking in Old Jewry is very well used and provides convenient facilities for long stay parking. Motorcycle couriers who require very short term parking to deliver/collect items are not affected by this proposal as the motorcycle bay is generally used by motorcyclists that require longer stay parking. Alternative locations, converting P&D bays or extension of existing motorcycle bays are not feasible or desirable because the kerbside in this area is very well used, particularly for servicing and short stay parking.

30. The Transport Strategy recognises that it may be necessary to remove motorcycle or car parking to enable improvements to be carried out and seeks to encourage long stay parking to use the car parks. The London Wall Car Park has ample capacity to accommodate any displaced motorcycle parking and is only 0.6 kilometres away or approximately six minutes' walk.

31. Removing the motorcycle bay (Option 6) and not re-provided on-street will therefore address the obstruction issue and allow the full benefits of the HSMS to be delivered. It is therefore recommended that this option is approved.

Appendices

- Appendix 1 – Plan of the Healthy Streets Scheme
- Appendix 2 – Communication from Bank of China
- Appendix 3 – An extract of the objections
- Appendix 4 – Map showing summary of the areas investigated
- Appendix 5 – Photographs of recent kerbside utilisation in Old Jewry, Basinghall Street and Coleman Street

Min Yee Cheung

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Bank

Proposed loading restriction

Existing raised junction

Proposed pedestrian-refuge and dropped crossing

Proposed loading-
restriction

Extended
kerbline

Proposed
loading
bay

Proposed raised junction

Extended kerbline

LOADING ONLY

Bank Buildings

~~Motorcycle pay
to be revoked~~

Bank

Bank

St Olave's
House

St Olave's Court

27 to 32

D JEWRY

Bank

Hall

NOTES

Existing street
furniture (i.e. signposts
are not shown

Proposed gullies not shown

Existing road markings
are shown in grey

Project	Issue	Version	Issue	Drawn	Checked	Approved
Healthy Streets Minor Scheme 2019/20						
Lasinghall Street & Old Jewry/Gresham Street						

Revised Junction & Textiles

Scale	Original disp-size	Date	XXX
1:50	A3	Jul 2019	
Drawn	Checked	Approved	Drawing Title / No.
MYC	MYC	xxx	

DEPARTMENT OF PLANNING &
TRANSPORTATION
City of London Corporation
PO Box 270
Guildhall
London EC2P 2EJ
020 7332 1710



**CITY
OF
LONDON**



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From: [REDACTED]
Sent: 05 June 2020 09:35
To: [REDACTED]@cityoflondon.gov.uk>
Subject: Old Jewry revised Motorcycle Bay Location

Good morning [REDACTED]

The Bank of China management have instructed me to contact CoL forthwith regarding a major issue resulting from the recent relocation of the Motorcycle Bay in Old Jewry.

The revised Motorcycle Bay location is directly in front of our gated entrance preventing the safe use of our courtyard by large vehicles (see attached images). Vehicles now have to manoeuvre back and forth with restricted vision several times at extremely tight angles increasing tenfold the risk of pedestrian injury along with risk of property damage.

When the decision to reverse the location the disable-parking bay with the motorcycle bay, it appears that the Bank of China was not consulted in the process as the bank would have quickly highlighted the impact this would have on the business. Unfortunately, we do have regular requirement for the use of large Lorries for provisions and removals.

The Bank of China are importing and distributes at great expense, large shipments of PPE equipment to support the NHS Covid19 crisis and the issue come to light again this week during one of the deliveries.

The bank seeks consultation to have the motorcycle bay relocated reinstating the safer use of our courtyard.

Regards

[REDACTED]
Building & Facilities Manager UK



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Appendix 3 – Extract of objections

Philip Hobden, Motorcycle Action Group, London

I object to the removal of the m/c bay & the City should re-consider this. If this is unavoidable an alternative should be found nearby. There are limited m/c bays in the City which are an important lifeline and are cheap to install. M/cs are an alternative to over-crowded public transport and suitable for longer journey when walking is not a solution. The City has found spaces for cycles/scooters why not m/cs? The City could consider extending existing m/c bays.

Anton Shelupanov

I object to the removal of the m/c bay, it is a useful provision for workers/visitors who need to travel into the City. A nearby alternative m/c bays needs to be found to replace the bay to be removed. Walking and public transport is sometimes not an option.

Richard Young

I previously used the m/c bay constantly prior to the covid lockdown. A m/c is an alternative to over-crowded public transport. The City needs to find an alternative location for another m/c bay.

Aaron Nixon

I disapprove the removal of the m/c bay. M/cs are cost effective and time saving alternative to public transport. There is a health risk using public transport. The City needs to find an alternative location for another m/c bay.

Andrew Guy

I object to the removal of the m/c bay. There are too few m/c bays in the City which are heavily used. The City should covert an existing car parking bay to a m/c bay nearby.

Leo Lossifidis

Reconsider the removal of the m/c bay. M/c bays take up minimal space and it is unreasonable if the City is creating spaces for cycles/scooter/cycle lane. An alternative location for a new m/c should be found.

Simon Harris

I object to the proposal. It is a well-used facility for visitors and it is alternative to cars usage and less pollution. It is healthier than using public transport due to covid transmission. The m/c bay should be kept.

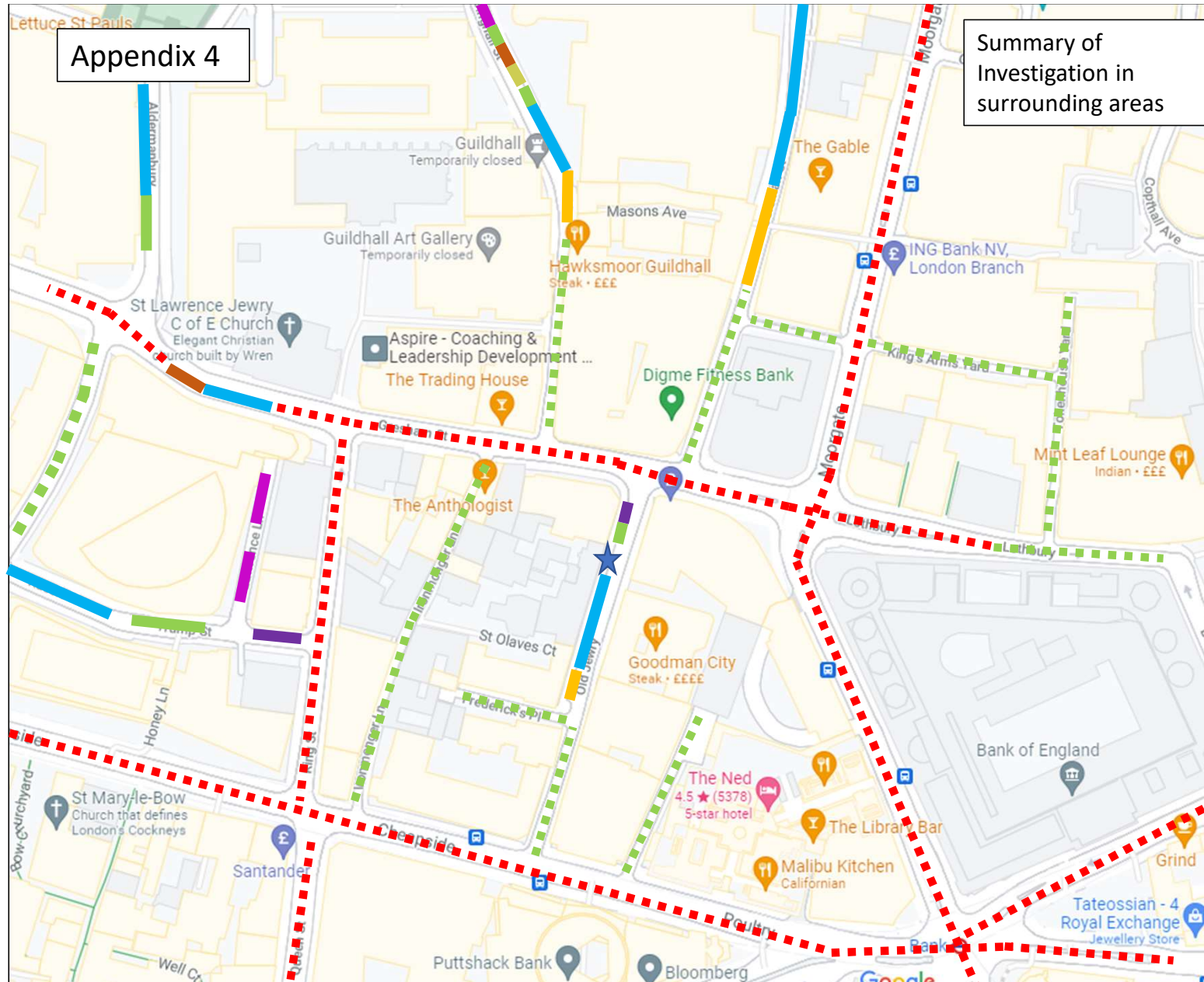
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Appendix 4

Summary of Investigation in surrounding areas

Key

- - - Unsuitable for parking – main traffic or bus routes
- - - Streets too narrow to accommodate motorcycle parking
- Existing parking bays – high occupancy
- Disabled persons parking bay
- Loading bay
- Motorcycle bay
- E-scooter bay
- Cycle parking bay
- Kerbside space used for loading/servicing – high occupancy
- ★ Proposed removal of motorcycle bay



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Appendix 5 Photos of recent kerbside utilisation in Old Jewry, Basinghall St & Coleman St



Figure 1 & 2: Old Jewry 27 January 2022 (approx. 11.15am)



Figure 3 & 4 Old Jewry 01 February 2022 (approx. 12pm)



Figure 5 & 6 Basinghall Street 01 February 2022 (approx. 12pm)

Appendix 5 Photos of recent kerbside utilisation in Old Jewry, Basinghall St & Coleman St



Figure 7 & 8 Coleman Street 01 February 2022 (approx. 12pm)

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Committee(s): Streets & Walkways Sub – For Information	Dated: 15/02/2022
Subject: TfL's London Bridge Experimental Scheme	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1. People are safe and feel safe 9. We are digitally and physically well-connected and responsive 12. Our spaces are secure, resilient and well-maintained
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	Y/N
Report of: Executive Director, Environment	For Information
Report author: Sam Lee, Environment	

Summary

In September 2020, Transport for London introduced a temporary Streetspace scheme on London Bridge to improve conditions for bus users, cyclists and improve the street environment for pedestrians to reduce crowding on public transport and prevent an increase in private motor traffic which would increase congestion.

The scheme was in response to the Covid-19 pandemic and included bus gates prohibiting vehicles other than buses, taxis, motorcycles and pedal cycles from crossing London Bridge 7am to 7pm Monday to Friday. The scheme reallocated road space and provided a full-width bus lane, a separated cycle lane and a single 'general traffic' lane in each direction.

It has improved bus journey times and appears to have provided safer spaces for cycling across the bridge. Walking across London Bridge is now more pleasant because of reduced noise, traffic fumes and views are largely unobstructed by vehicles.

Since the scheme was introduced, the government has lifted all social distancing requirements but due to the likelihood of danger to the public if the measures were removed, TfL replaced the original temporary order with a new temporary traffic order in August 2021.

TfL are now in the process of developing an experimental traffic order (ETO) based

on the current arrangements and to combine it with measures at Borough High Street to provide additional footway space. The ETO allows a scheme to be tested before making it permanent and includes the first 6 months for public consultation. Any objections must be made within this period. The ETO scheme is inter-connected with the Bishopsgate scheme and could have implications for the City such as access needs, traffic reassignment as well as the ability for the City to deliver our transport projects. However, in principle the scheme largely aligns with the aims of our Transport Strategy and would support the delivery of the Climate Action Strategy.

If the ETO does proceed, its impacts will be monitored by and reviewed with TfL to seek mitigation of any adverse impacts. A further report will be brought back to this committee for a final decision on whether or not to object to the scheme being made permanent before the end of the 6-month consultation period.

Recommendation(s)

Members are asked to:

- Note the report and that a further report will be brought to consider if the City Corporation should object to and/or make other representations in respect of the ETO being made permanent, in its current or modified form.

Main Report

Background

1. In response to the Covid-19 pandemic, Transport for London introduced a Streetspace scheme on London Bridge, King William Street and Borough High Street in September 2020. The scheme used a temporary traffic order to introduce restrictions at a series of locations to prevent the use of London Bridge by through traffic (except buses, taxis and motorcycles and pedal cycles) between 7am – 7pm, Monday to Friday.
2. A plan of the Streetspace scheme is provided in Appendix 1. The main measures introduced are:
 - A northbound bus gate at Borough High Street on the south side of London Bridge
 - A southbound bus gate on King William Street just north of London Bridge
 - A northbound bus gate on Fish Street Hill
 - A separated cycle lane in each direction on London Bridge
 - A bus lane in each direction on London Bridge uninhibited by Hostile Vehicle Mitigation barriers.
 - Banned left turn (except buses, taxis and cycles) from Borough High Street into Duke Street Hill just to the south of London Bridge (at all times).
 - Suspended loading and blue badge parking on the southbound side of London Bridge outside Adelaide House.
3. The reduction in motor vehicles has enabled the reallocation of carriageway space to provide wider bus lanes and separated cycle lanes. The restrictions have also resulted in some longer journeys for private motor vehicles including private hire vehicles, and some properties are not directly accessible during hours of operation.
4. The scheme became operational on 21 September 2020 and was due to expire on 22 March 2022 or when social distancing measures are no longer required, whichever is the sooner.
5. Since the government lifted all social distancing measures, the original temporary order no longer applies and has now been replaced by a new temporary traffic order. This new order is to address the “likelihood of danger to the public” if the original order and measures were removed. The new temporary order can remain in place until 22 March 2022 (the date of the original order was to expire) and retains the current measures and restrictions as is.
6. In October 2021, Members were updated on a similar ETO Streetspace scheme (except taxis were also prohibited) along Gracechurch Street, Bishopsgate and Norton Folgate. This ETO was eventually made on 17th January 2022 and consultation commenced on 25th January 2022 for a period of 6 months.

Current Position

7. TfL are now in the process of developing an experimental traffic order (ETO) for London Bridge, based on the current temporary arrangement and incorporating measures at Borough High Street. Their aim is to have the ETO in place by 21 March 2022. Monitoring, which includes engagement feedback and traffic data (bus performances, traffic and cycle flows and freight and general journey times) will take place throughout the experimental period and public consultation will be carried out over the first six months. The outputs of the monitoring and consultation will inform a potential permanent scheme. TfL will also undertake engagement with stakeholders, including briefing local CoL Members, before the commencement of the ETO. Further supplementary information provided by TfL is in Appendix 2 and 3.
8. It is recognised that in principle, limiting the use of London Bridge by cross-London traffic aligns with our Transport Strategy and street hierarchy; and that this is likely to be necessary to improve conditions for bus users, cyclists and the street environment. These improvements also align with our Climate Action Strategy by supporting sustainable transport.
9. We have requested that TfL incorporate improvements at various locations for their Bishopsgate scheme including to the Monument junction. We'll continue to press for these as part of the ongoing engagement with them.
10. The ETO scheme on Bishopsgate largely depends on the current temporary traffic restrictions on London Bridge being retained as this safeguards the City from large volumes of traffic reassignment, particularly to Cannon Street, Eastcheap but also to the wider city road network. Similarly, the London Bridge ETO scheme, will also depend on the Bishopsgate restrictions being in place for the same reason. The success of both schemes is therefore directly interconnected.
11. Tower Bridge has an 18-tonne vehicle weight limit. There is concern that more over weight traffic is being reassigned to Tower Bridge, particularly as a result of both London Bridge and Bishopsgate Streetspace schemes. Data provided by TfL (see Appendix 5) shows that immediately prior to these temporary schemes (and the waterproofing works on London Bridge) being implemented, average monthly penalty charge notices issued for overweight vehicles was 43. Average monthly PCN's issued after both Streetspace schemes were in place was 157. However, TfL has stated that there was a fault in the enforcement cameras prior to the scheme commencing which has resulted in lower numbers of PCN's being issued. Officers will continue to engage with TfL to review any additional data and to investigate measures to reduce over-weight vehicles using the bridge. Depending on the outcome of this review, further considerations may be necessary.
12. A summary of TfL's monitoring strategy is provided in Appendix 4. The monitoring largely covers the area south of the City but will also include a few locations and routes in the City. This monitoring strategy together with those proposed for Bishopsgate will cover quite an extensive area, however, further discussions on

this will still continue to ensure the monitoring incorporates all anticipated areas of concern.

13. The London Bridge proposals provide opportunities for improve the Arthur Street junction further as part of the reinstatement plans being developed from the Bank underground works. Discussions on this is still ongoing.

Next Steps

14. Experimental traffic orders allow for a scheme to be introduced to test the arrangements before it is made permanent. An ETO must be in operation for at least 6 months before it can be made permanent but must not exceed 18 months. Public consultation will be undertaken in the first 6 months and any objections must be made within this period.
15. Officers will continue to engage and work with TfL to ensure the implications arising from their schemes are addressed, particularly the inter-relations between London Bridge, Bishopsgate and the City's current and planned projects as well as on Tower Bridge. A further report will be brought back to this committee prior to the expiry of the 6-month consultation deadline so that a final view on whether or not to object, and/or whether to make other representations can be taken by your Sub-committee and submitted to TfL.

Corporate & Strategic Implications

16. Strategic implications – Reducing general motor traffic using London Bridge enables more effective and efficient use of street space. It improves conditions for people walking, cycling and using bus transport. It also reduces transport related carbon emissions, improves air quality and reduces road danger. Traffic reduction supports delivery of Corporate Plan Outcome 9: We are digitally and physically well-connected and responsive; the Transport Strategy; Climate Action Strategy and the Air Quality Strategy.
17. Financial implications – None. It is anticipated that any future mitigation measures required as a result of the scheme will need to be met by TfL
18. Resource implications – None
19. Legal implications – These are contained within the body of the report
20. Risk implications – Reducing motor traffic in the Square Mile helps mitigate Corporate Risks CR20 – Road Safety, CR21 – Air Quality and CR30 – Climate Action.
21. Equalities implications – At the time of writing, TfL is still undertaking an Equalities Impact Assessment of the proposed scheme. Although this is not yet available, officers are aware of some accessibility issues, particularly for those requiring vehicular access to some properties on the bridge, where no access is permitted at all, as well as through the route to access other facilities. In coming

to a view on whether to object or make other representations on the scheme following the future report to your sub-committee, regard will be had to any equality impacts which may be considered to arise.

22. Climate implications – Reducing motor traffic supports the delivery of the Climate Action Strategy by reducing carbon emissions and reallocating space for people Walking, cycling and using public transport.
23. Security implications – None

Conclusion

24. TfL's proposed ETO scheme extends the temporary scheme which has been in place since September 2020. The proposal is expected to provide significant benefits such as road safety, cycling conditions and improved bus journey times. It aligns with our Transport Strategy and the improvements support the delivery of the Climate Action Strategy.
25. The scheme, however, is inter-connected with the Bishopsgate scheme and together these could make it more difficult for the City to deliver some of our pipeline projects. However, TfL has agreed to review these together with their schemes which is now due to commence imminently, so that all schemes can be delivered.

Appendices

- Appendix 1: Plan of the London Bridge Streetspace/ETO scheme
- Appendix 2: Supplementary Information 1 – containing additional information on the ETO scheme
- Appendix 3: Supplementary Information 2 (RSPG Slides). This provides background information on the original temporary scheme
- Appendix 4: Monitoring Strategy
- Appendix 5: PCN enforcement data on 18T weight restriction on Tower Bridge

Sam Lee

Group Manager, Environment Department
E: sam.lee@cityoflondon.gov.uk

Changes on London Bridge
(Map A)

ARTHUR STREET

Monument



MONUMENT STREET



KING WILLIAM STREET

UPPER THAMES STREET

LOWER THAMES STREET

FISH STREET HILL

Bus stop Q
(unchanged)

Existing parking
bay remains

Existing barriers between
footway and carriageway
remain

Bus stop P
(unchanged)

Bus lane
widened

Removal of parking /
loading bay



Existing barriers between footway
and carriageway
remain

LONDON BRIDGE

Indicative designs
that may be subject
to change

Email feedback to:
streetspacelondon
@tfl.gov.uk

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River Thames

New segregated
cycle lane

New segregated
cycle lane



New cycle
lane sign

Bus lanes move
to allow space for
segregated cycle
lane



New cycle
lane sign

Existing barriers between
footway and carriageway
remain

Existing barriers between
footway and carriageway
remain

LONDON BRIDGE

**Changes on
London Bridge
(Map C)**

FOR CONTINUATION
SEE MAP B



Existing barriers between
footway and carriageway
remain

New segregated
cycle lane



New segregated
cycle lane

Existing barriers between
footway and carriageway
remain

River Thames

Bus lanes move
to allow space for
segregated cycle lane

**Glaziers
Hall**

Bus stop M
(unchanged)

Bus stop Y
(unchanged)

New bus lane
sign to replace
existing sign



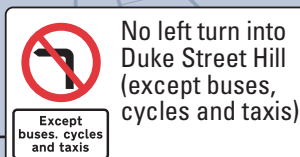
MONTAGUE CLOSE

BOROUGH HIGH STREET

TOOLEY STREET



BUS
GATE



Indicative designs
that may be subject
to change

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Appendix 2 – Supplementary Information 1

Healthy Streets: London Bridge & Borough High Street

Supplementary information for Streets and Walkways sub-committee on Tuesday 15th February 2022.

NB. The following is the current view and thinking of TfL officers on an experimental A3 London Bridge and Borough High Street scheme. No final decision has yet been taken by TfL. Details may change as further work is undertaken.

Data and feedback collected during initial TTO

A summary of the main data sources and of feedback received from the temporary scheme can be found in the RSPRG slides which has been shared with CoL officers for this report. In summary, the data (up to October 2021, the date at which the slides were prepared) shows that:

- Bus journey times on Bishopsgate are currently 38% lower northbound and 34% lower southbound
- There has been no consistently poor bus performance on the wider road network associated with the scheme
- Current cycle flow on London Bridge southbound are approximately 4,800 between 0600-2000 Monday to Friday.
- Quarter 2 (September) 2020 weekday cycle flow counts (0600-2200 in both directions) exceeded 10000, with highs of over 8000 reached on some days
- Average vehicle flows have reduced from circa. 420 vehicles/hour per direction to circa. 200 vehicles/hour over a 12-hour daytime period
- Internal feedback from TfL's Buses and Network Performance departments has been supportive of the benefits of the scheme, while having minimal impacts on other parts of the respective networks and understanding that traffic conditions continue to change as society reopens
- Consultation responses about the temporary scheme have been largely positive, with 70% supporting the measures. Concerns have been raised about the impact of the scheme on disruption to taxis, freight or other essential road users
- The number of Penalty Charge Notices (PCNs) issued to vehicles in excess of 18 tonnes using Tower Bridge has been shown to have increased between April 2019 and October 2021. It was found that at the beginning of this period enforcement cameras were not working or not working effectively, with no southbound vehicles being captured (in February and March 2020) on camera. Work has been carried out to fix the faults. Consequently, more PCNs have been issued. In June 2020 during bridge maintenance works on London Bridge, when it was closed to goods vehicles, the number of PCNs issued at Tower Bridge was 176. TfL has introduced additional signs on the approaches to Tower Bridge. In October 2021 the number of PCNs issued was 212, which could reflect an increase in the number of excess-weight vehicles using Tower Bridge or improved enforcement, or both.

Modelling outputs

The scheme has not been modelled.

Details of any mitigation measures

Mitigation of any emerging network impacts will take the form of a signal timing review in the first instance.

If monitoring identifies that the core success criteria are not being met TfL will identify the reasons and propose changes to the experimental scheme to improve the outcomes.

Scheme benefits and success criteria

TfL has set out 3 core success criteria for the experimental traffic order, based on Healthy Streets objectives set out in the Mayor's Transport Strategy:

- To reduce risk and injuries, and that make people feel safer travelling in the vicinity
- Bus journey times are not unreasonably impacted by the experimental scheme. Journeys are faster and more attractive
- Pedestrian and cyclist numbers remain high and pedestrian comfort levels improved

Monitoring Strategy

The Monitoring Strategy pertaining to the experimental scheme is included.

Communications and Engagement Strategy

At the time of writing, this has not been included.

EqIA

The EqIA pertaining to the experimental scheme has not yet been finalised at the time this pack was prepared and hence is not included. Positive impacts identified include reduced journey times for bus and taxi users crossing London Bridge. However, it is noted that journey times may be longer for journeys made by private car or Private Hire Vehicles that have to use diversion routes, particularly for journeys originating near to London Bridge. The experimental scheme increases the availability of blue badge parking in Borough High Street compared to the temporary scheme, however there is still less provision of blue badge parking space compared to the pre-scheme, 2019, scenario.

Journey time impacts, delivery and servicing arrangements and alternative routes

Journey times of trips across London Bridge during the bus gate operational hours (7am to 7pm Mon-Fri) have been found to be much reduced during the temporary scheme giving benefits to users of taxis, buses, motorcyclists, and pedal cyclists. Bus journeys have been an average of 2.6 minutes per km quicker southbound and 2.3 minutes per km southbound compared to the baseline averages. Outside of the hours of the bus gates, there are still journey time benefits for bus users and taxi users because the bus lane is wider and previously vehicles became stuck due to the Hostile Vehicle Mitigation (HVM) barrier reducing the bus lane width. Cyclists also have journey time benefits from having a separated cycle lane which does not get obstructed by motor vehicles on the bridge.

A circa 42m dual-use loading and blue badge parking bay outside Adelaide House on King William Street has been suspended to provide continuity for the southbound cycle lane and bus lane across London Bridge. This had previously been reduced in width and made difficult to access by the HVM barrier installed at the kerbside.

TfL monitoring of traffic journey times has shown for the links Tower Bridge Road – Commercial Street and Farringdon- Blackfriars Bridge, since the introduction of the London Bridge scheme journey times have been quicker than the reference baseline year 2019, however traffic levels have also been reduced due to lockdowns and COVID rules. Traffic is also diverted to use Southwark Bridge. Concern about congestion on Southwark Bridge has been raised with TfL who are investigating possible mitigation measures.

At Monument junction the cycle time of the traffic signals from 96 seconds to 72-80 seconds, which reduces the length of time that pedestrians have to wait for a green signal to cross. This has been possible due to the reduction in traffic passing through the junction.

Alternative routes have been signposted throughout the temporary scheme at London Bridge and Borough High Street and will continue to be signed during the experimental scheme. Services supplying mapping to drivers have been informed of the controls applied to London Bridge and have adjusted their services to re-route users.

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London Bridge

Road Space Performance
Review Group

4th November 2021



LONDON BRIDGE LSP SCHEME

Context

The London Bridge LSP, was a response to the COVID pandemic and supports both the Bishopsgate and Borough High Street Streetspace schemes by significantly reducing the amount of traffic that can enter either of those locations. London Bridge is located between these two schemes.

Prior to the scheme, London Bridge was closed from March to September 2020 for planned maintenance work by the City of London. Buses, taxis and motorcycles were permitted across. Subsequently TfL introduced a Temporary Traffic Order which:

1. prohibited cars, vans and lorries from crossing the bridge Mon-Fr 7am to 7pm
2. introduced separated cycle lanes
3. relocated the bus lanes outside of the cycle lanes
4. reduced general traffic lanes from 2 to 1 in each direction
5. prohibited left turns from the bridge into Duke Street Hill, except for cycles, buses and taxis



London Bridge LSP Objectives

1. Support LSP schemes at Borough High Street and Bishopsgate
2. Improve bus journey times and reliability – alternative to tube travel
3. Improve safety and experience of cyclists
4. Improve conditions for pedestrians in the City by reducing traffic levels – easier to cross roads, reduced cycle times, better environment

It is proposed that there are no changes made to the current road layout or restrictions, and that the Experimental TRO replicates the current Temporary Traffic Order.

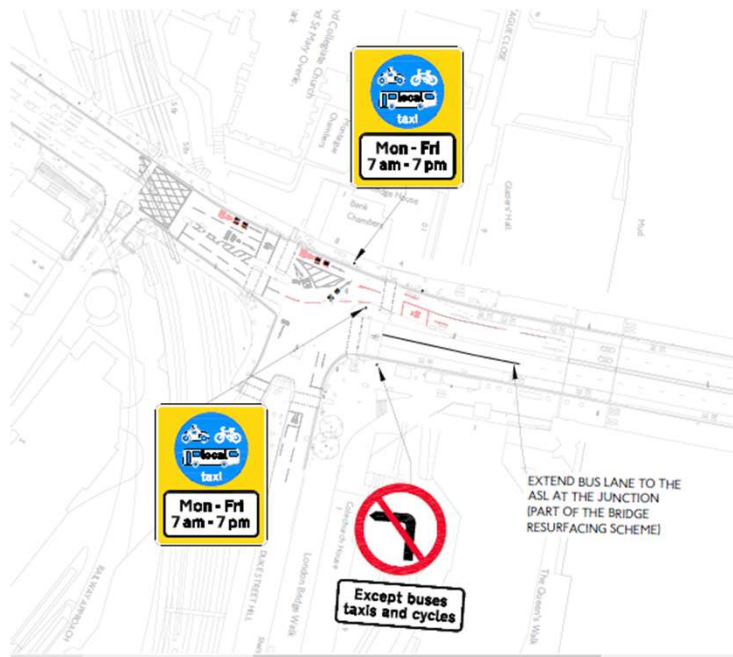


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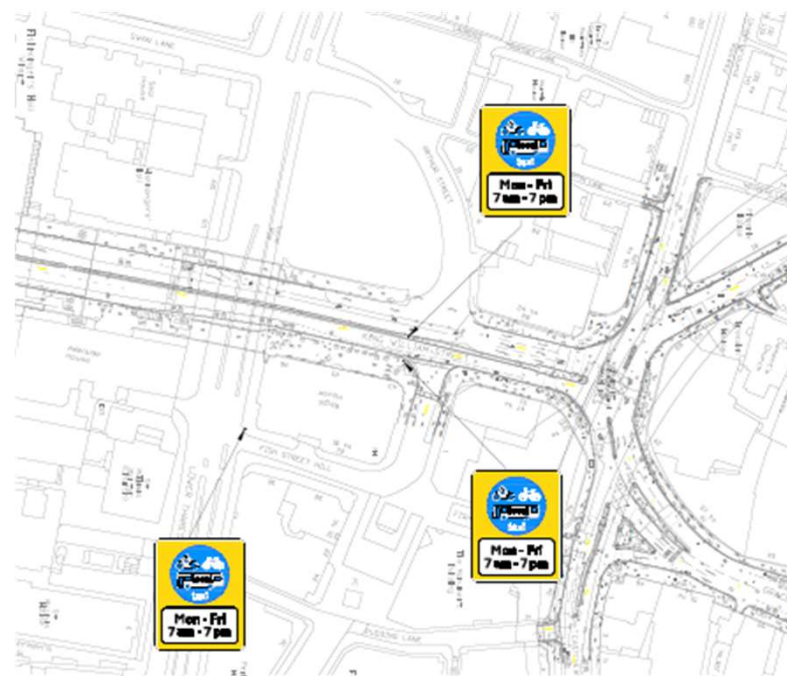


EVERY JOURNEY MATTERS

London Bridge Bus gate signage



Northbound bus gate



Southbound bus gate



London Bridge LSP

Stakeholder feedback:

- Both the Corporation of London and LB Southwark have been approached.
- We understand from discussions that the Corporation of London are pleased with the traffic reduction the scheme has brought about. LB Southwark are very supportive.
- No written response has been received from either of these stakeholders
- The Bridge House Estates, which is run by a board of the Corporation of London, has previously expressed concern about possible increase in HGVs heavier than 18T crossing Tower Bridge as a result of restrictions on London Bridge. Their engineer wanted further interventions to reduce overweight vehicles using Tower Bridge.



London Bridge LSP EqIA

Issues identified

EqIA				
Change made	Impact P/N?	Explanation	Evidence Base	Action taken
Cars, vans and lorries not able to use London Bridge between 7am and 7pm Mon-Fri	P	Better environment for pedestrians and cyclists. Improved bus and taxi journey times.	Data collected during lockdown	Diversion signs
As above	N	Some car or other motor users need to take a diversion route possibly adding to journey time.	Journey time estimates	Diversion signs
Left turn into Duke Street Hill banned	N	Some car or other motor users need to take a diversion route possibly adding to journey time.	Previous TTRO	Diversion signs

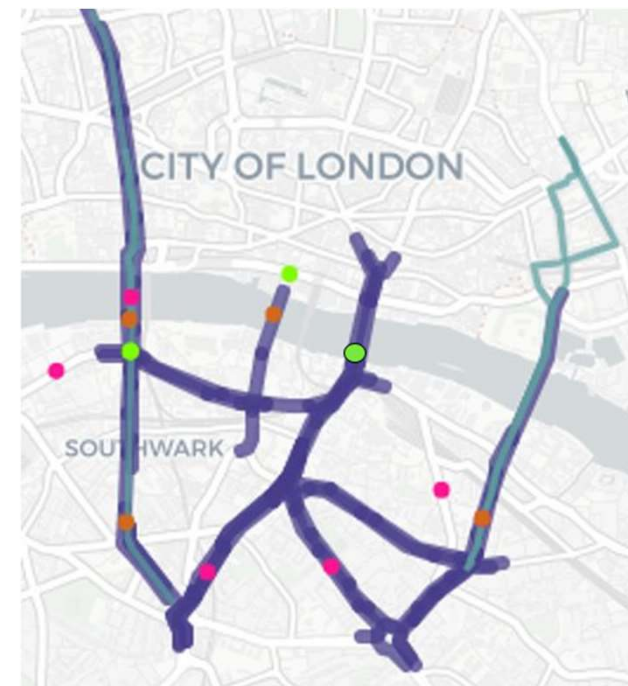




LONDON BRIDGE and BOROUGH HIGH STREET

MONITORING TO DATE

- Bus route monitoring corridors
- LCAP links
- Existing ATC
- Existing ACC
- Vivacity count-lines



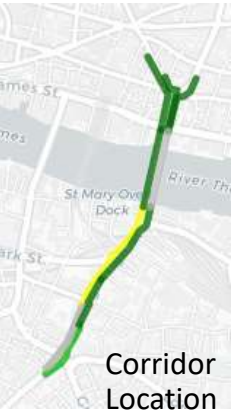
EVERY JOURNEY MATTERS

Bus journey times on London Bridge – Borough High Street Corridor

Northbound



Southbound

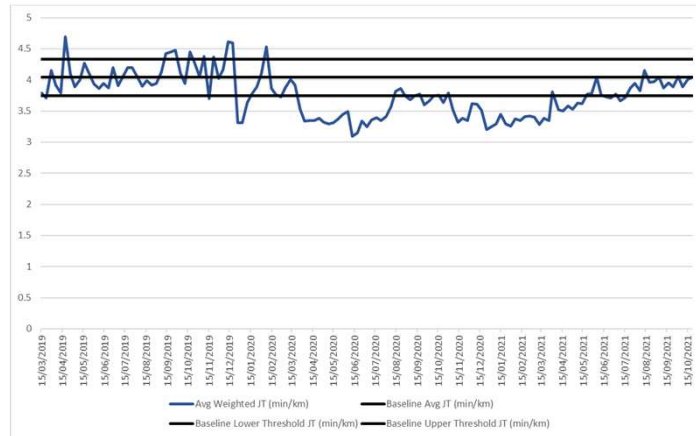


EVERY JOURNEY MATTERS

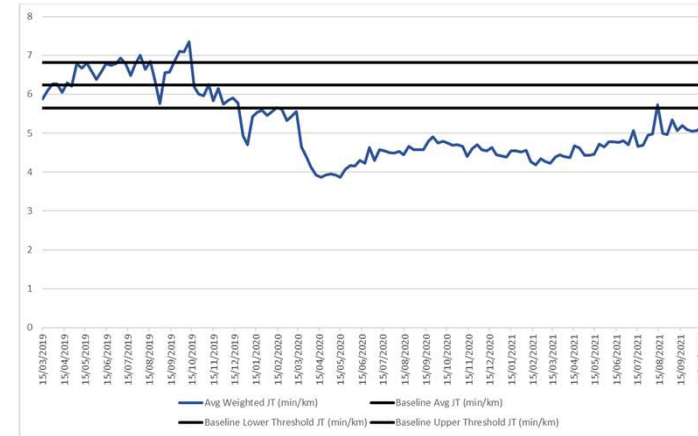
Bus journey times on London Bridge – Borough High Street Corridor: Out of Operational Hours

Late
Evening

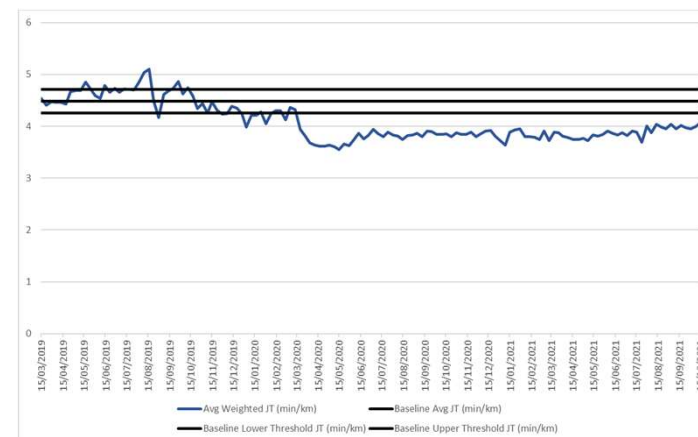
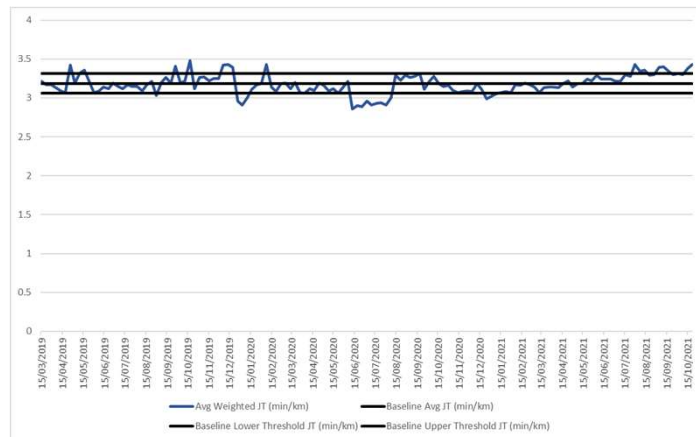
Northbound



Southbound

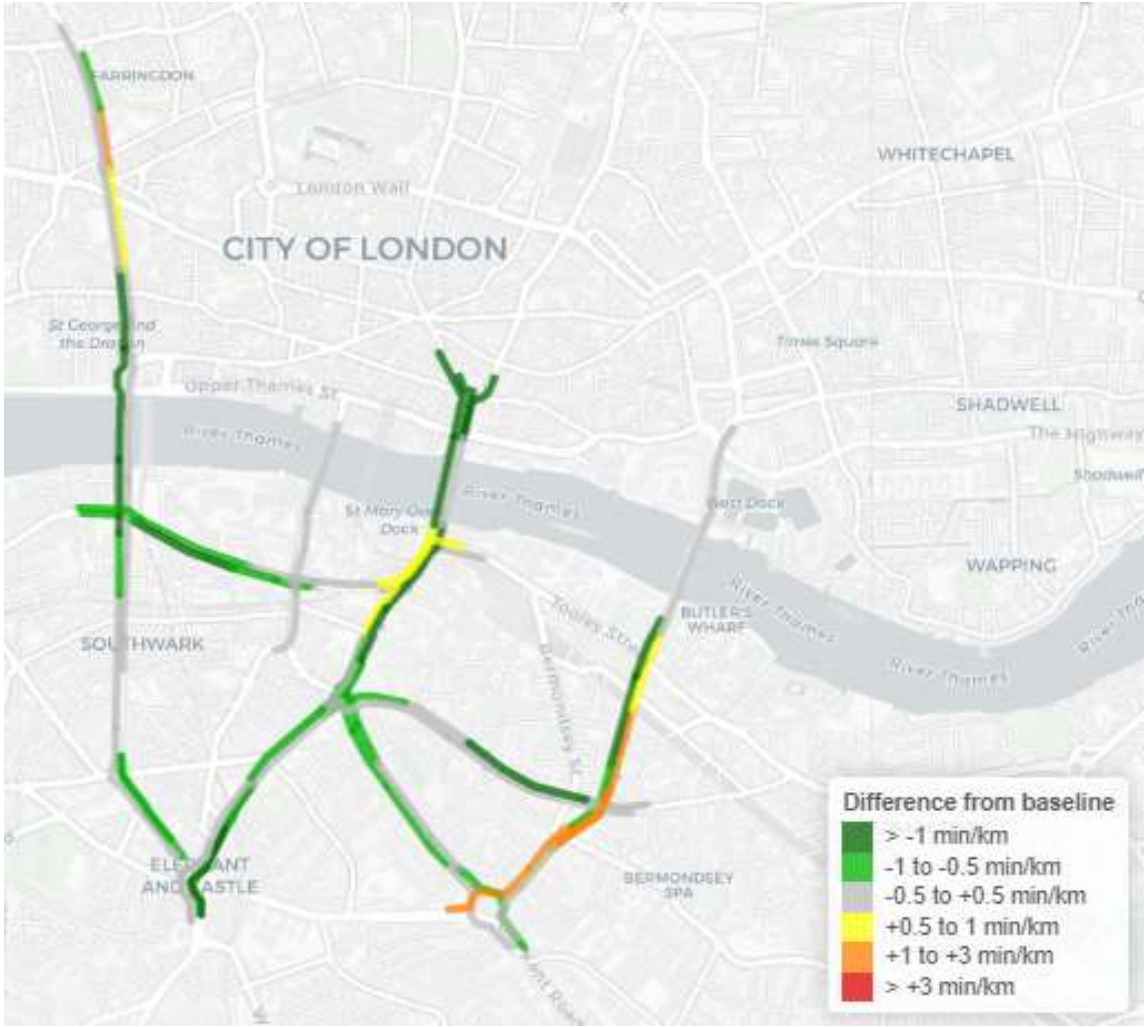


Early
Morning



EVERY JOURNEY MATTERS

Recent Weekly Snapshot of Bus Performance

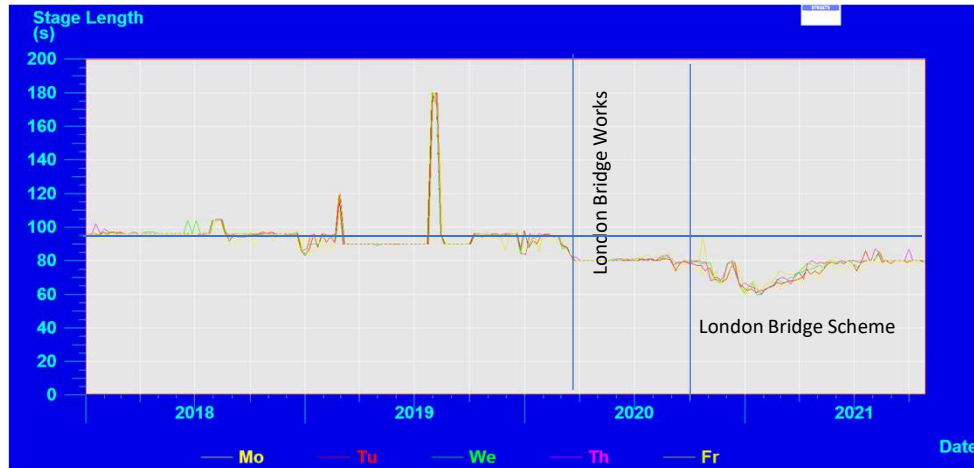


Bus Performance on all corridors is generally within 1 S.D.

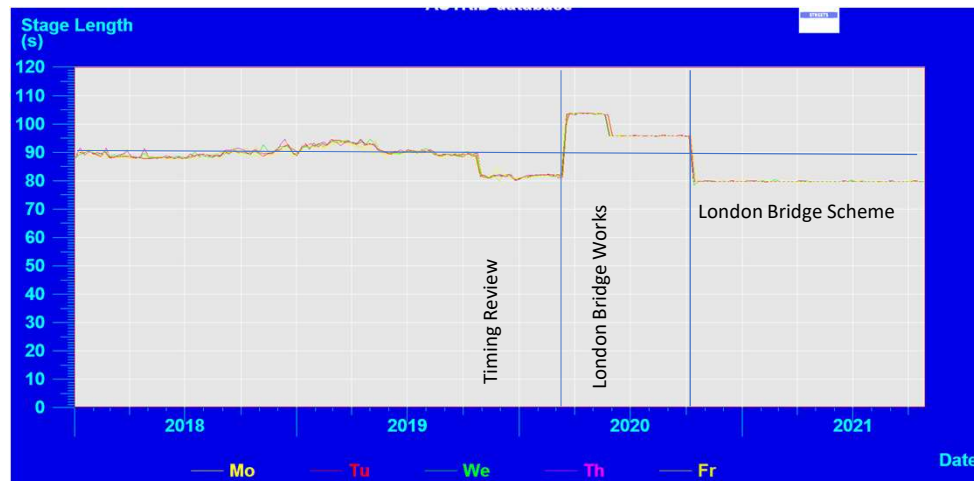
Corridor	Dir	Avg buses p/h	Baseline Lower	Baseline Avg	Baseline Upper	2021-08-06	2021-08-13	2021-08-20	2021-08-27	2021-09-03	2021-09-10	2021-09-17	2021-09-24	2021-10-01	2021-10-08	2021-10-15	2021-10-22
1 Farrington	NB	27	4.9	5.2	5.5	4.9	4.8	5.3	4.9	4.9	5	5.1	5.5	5.1	5.3	5.1	5.1
2 Farrington	SB	26	5.1	5.6	6	5.1	5.2	8	5.2	5.4	5.5	5.8	6.3	5.6	6	5.9	5.5
3 Great Dover Street	NB	8	4.2	4.4	4.6	3.9	4.1	3.9	3.8	4.5	4.2	4.1	4.1	3.8	4	4.1	3.9
4 Great Dover Street	SB	8	4.2	4.4	4.5	3.8	3.8	3.7	3.8	3.9	3.9	3.9	3.8	3.8	4.1	3.8	3.8
5 London Bridge - Borough High Street	NB	88	5.5	6.7	8	3.9	3.9	3.9	4	4.1	4	4.1	4	4	4	4.2	4.2
6 London Bridge - Borough High Street	SB	70	6.2	6.8	7.3	5.1	5.3	5.2	5.2	5.2	5.1	5.2	5.1	5.3	5.1	5.3	4.5
7 Long Lane	EB	7	4.5	4.8	5.1	4.2	4.2	4.2	4.2	4.6	4.5	4.6	4.5	4.3	4.3	4.3	4.3
8 Long Lane	WB	7	5.6	6.1	6.6	5.6	5.4	5.3	5.2	5.8	5.8	6	5.9	5.6	5.6	5.7	6.1
9 Newington Causeway	NB	60	4.4	4.5	4.7	4.1	4	4.1	4	4	4.1	4.1	4.1	4.2	4.3	4.1	4.1
10 Newington Causeway	SB	47	4.1	4.2	4.4	4.2	4.1	4.1	4.1	4.3	4.2	4.1	4.2	4.3	4.4	4.2	4.2
11 Southwark Bridge	SB	7	4.4	4.6	4.8	4.1	4.5	4.2	4.3	4.4	4.4	4.6	4.8	5.5	4.6	4.6	4.5
12 Southwark Street	EB	5	6.8	7.2	7.5	6.7	6.9	6.6	6.4	6.9	7	7.2	7.1	7.2	7	6.9	7
13 Southwark Street	WB	5	6.8	7.6	8.5	6.1	6.3	6.6	5.8	6.4	6.2	6.6	6.7	6.4	6.9	6.4	6.6
14 Tower Bridge	NB	28	5.7	7.5	9.3	6.8	5.9	6.9	6.5	8.6	8.4	10.8	7.3	5.6	6.7	6.9	7.5
15 Tower Bridge	SB	29	4.8	5.2	5.6	5	4.8	5	5.3	5.7	5.4	5.5	5.4	4.9	4.9	5.2	5.6



London Bridge and other nearby schemes have reduced flows facilitating the lowering of pedestrian and cycle wait times



Monument junction cycle time has reduced from 96 seconds pre-covid to 72-80 seconds from October 2020 to October 2021



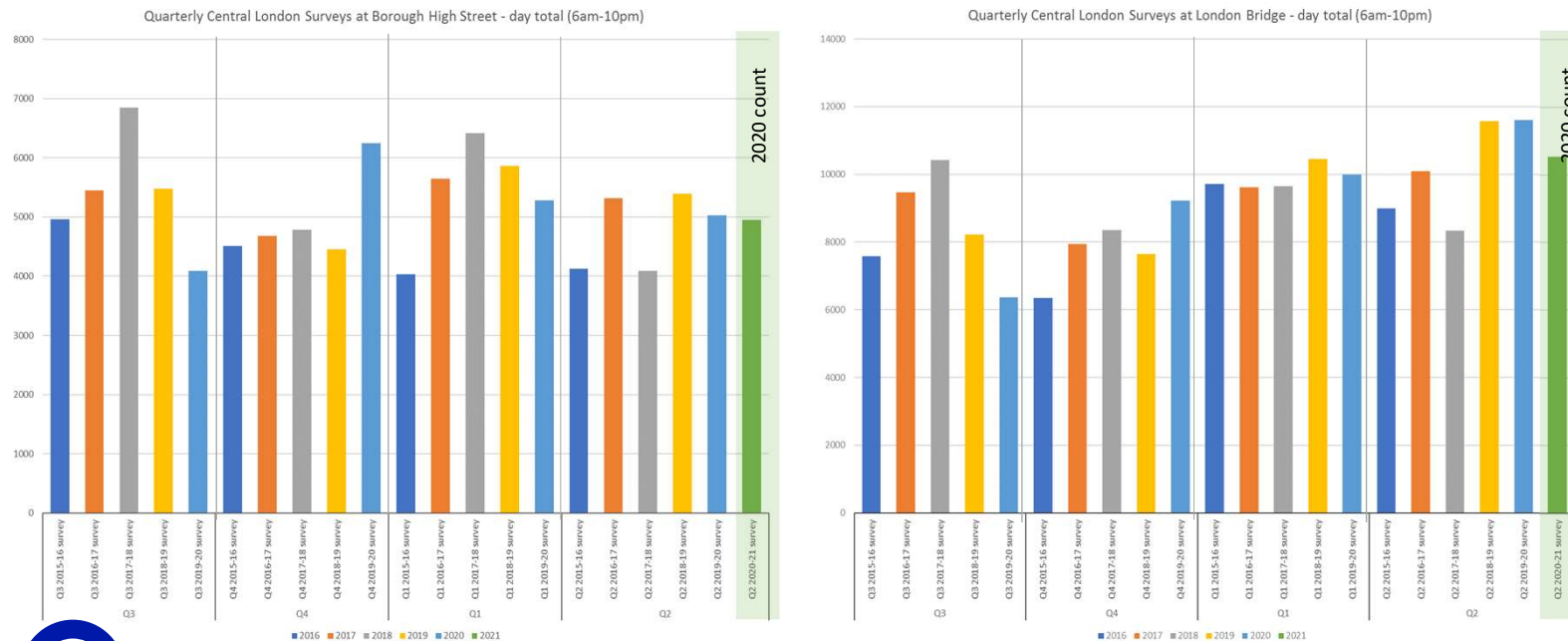
Borough High Street cycle time has been maintained at 80 seconds from October 2020 to October 2021. This matches timing review changes made in Autumn 2019, despite the Borough High Street scheme providing additional road space to pedestrians. Pedestrians are benefitting from additional space and low wait times.



Cycle Flows up to 2020

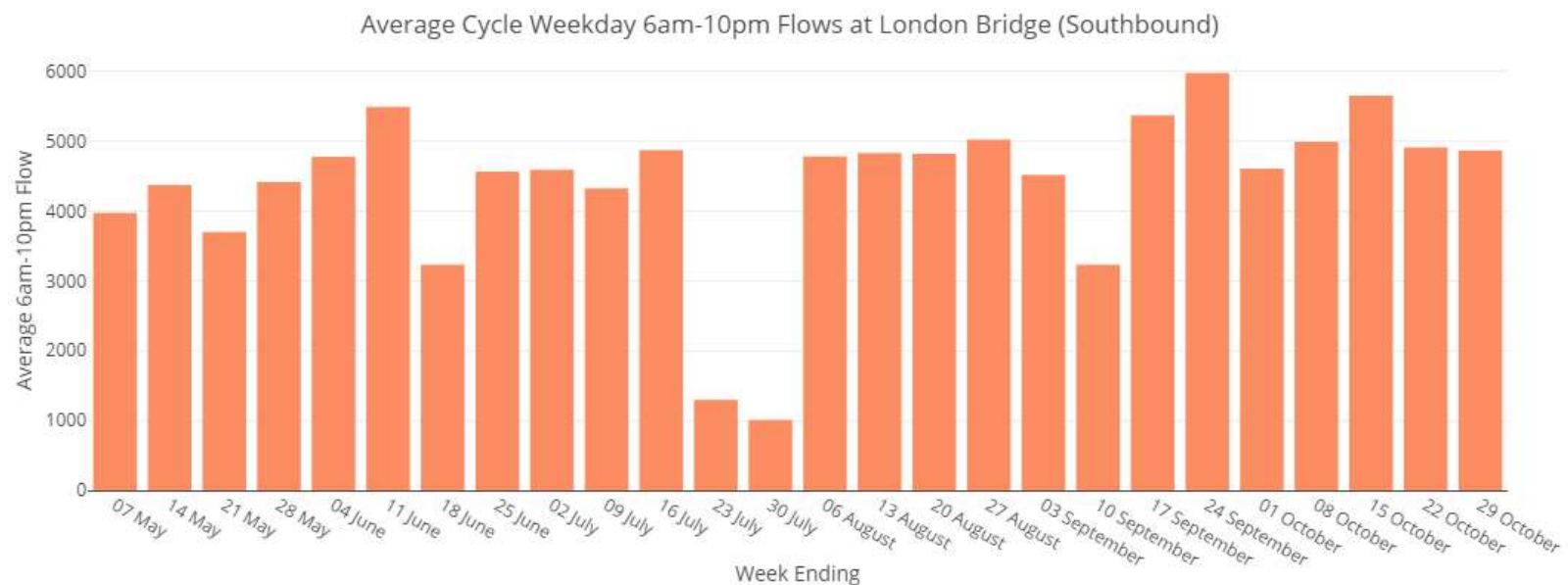
Quarterly Central London Cycle Surveys conducted between 2016 and 2020 counted **6am-10pm** flows across both directions ranging from **~4,100 to ~6,800 at Borough High Street**, and from **~6,300 to ~11,600 at London Bridge**. However, it should be noted that these surveys are only conducted over a sample of days so can vary significantly.

The only **2020 counts** available counted **6am-10pm flows of ~5,000** at Borough High Street in September, and **6am-10pm flows of ~10,500** at London Bridge in August. These were in line with previous Q2 counts which ranged from ~4,100-5,300 and ~8,300-11,600 respectively.



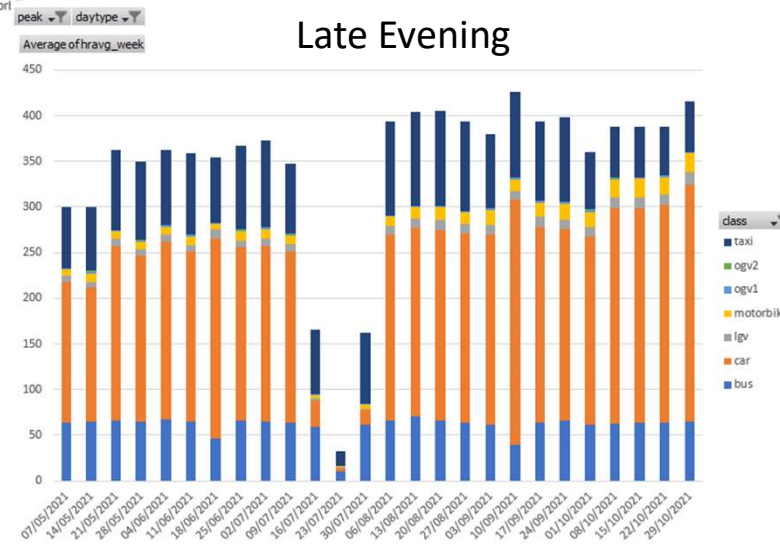
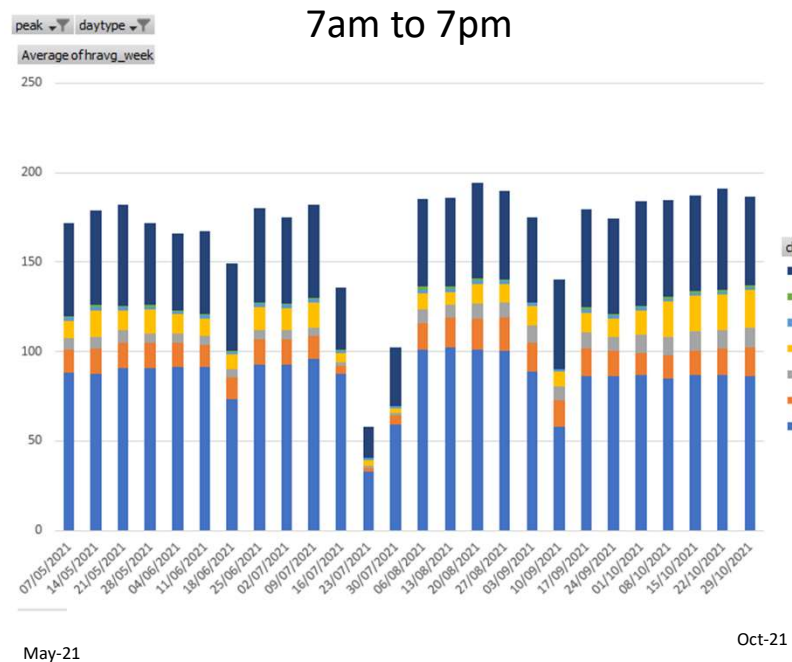
2021 Vivacity Data: Southbound Cyclists / Eastern Footway Only

- Approx. 4800 cyclists travel southbound across London Bridge daily 6am to 10pm Mon-Fri (Aug – Oct 21)
- Approx. 20,000 pedestrians use the eastern footway from 7am to 7pm Mon-Fri (May- Oct 21)



2021 Vivacity Data: Southbound Carriageway Motorised Flow

Southbound average hourly flow of motorised vehicles is just under 200 vph from 7am to 7pm Mon-Fri (May- Oct 21)



Appendix 4

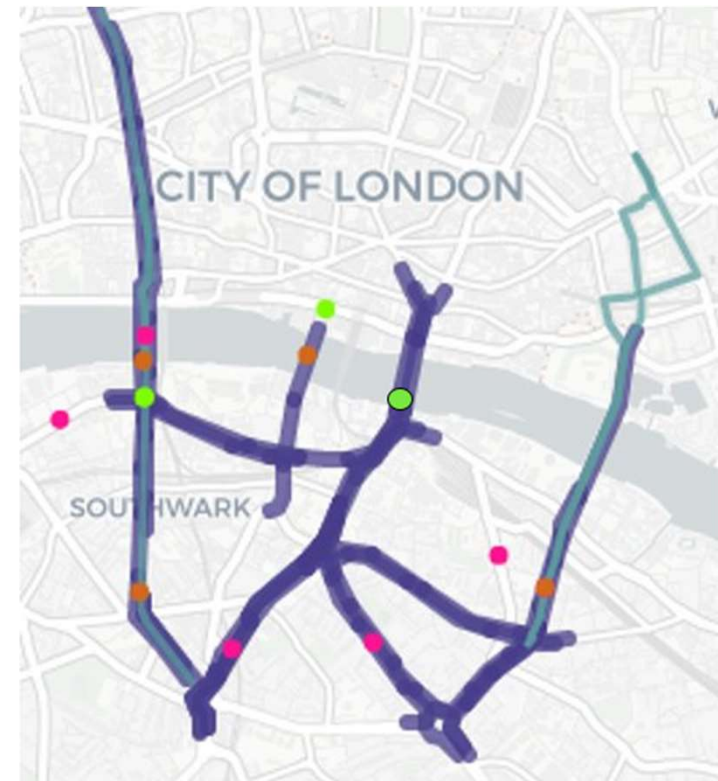
London Bridge and Borough High Street Monitoring Strategy



LONDON BRIDGE and BOROUGH HIGH STREET

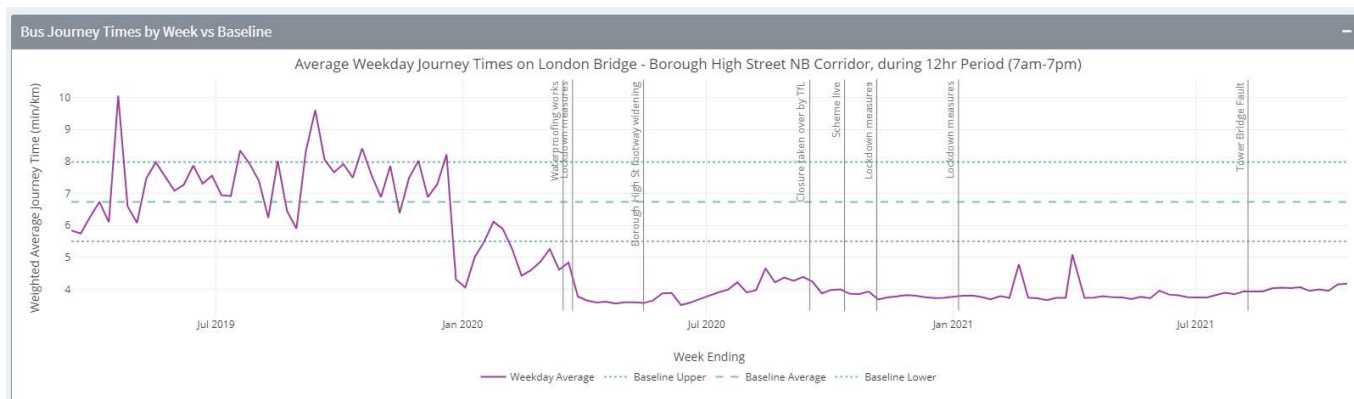
MONITORING TO DATE

- Bus route monitoring corridors
- LCAP links
- Existing ATC
- Existing ACC
- Vivacity count-lines



Bus journey times on London Bridge – Borough High Street Corridor

Northbound



6.7

minutes per km
Baseline average journey time
2019-03-11 to 2020-03-09

4.2

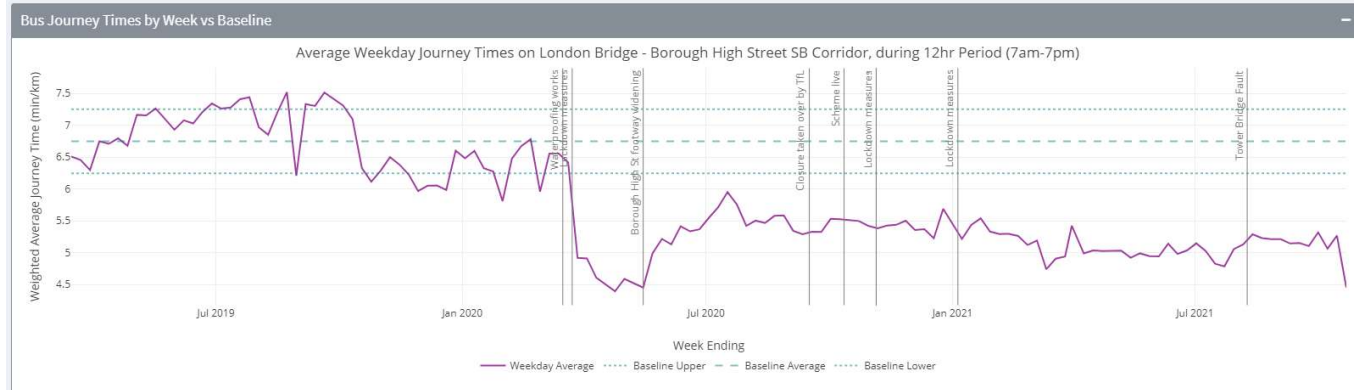
minutes per km
Latest week average journey time
W/E 2021-10-22

-2.6 (-38%)

minutes per km
Difference from baseline average

0 (1%)

minutes per km
Difference from previous week



6.8

minutes per km
Baseline average journey time
2019-03-11 to 2020-03-09

4.5

minutes per km
Latest week average journey time
W/E 2021-10-22

-2.3 (-34%)

minutes per km
Difference from baseline average

-0.8 (-18%)

minutes per km
Difference from previous week

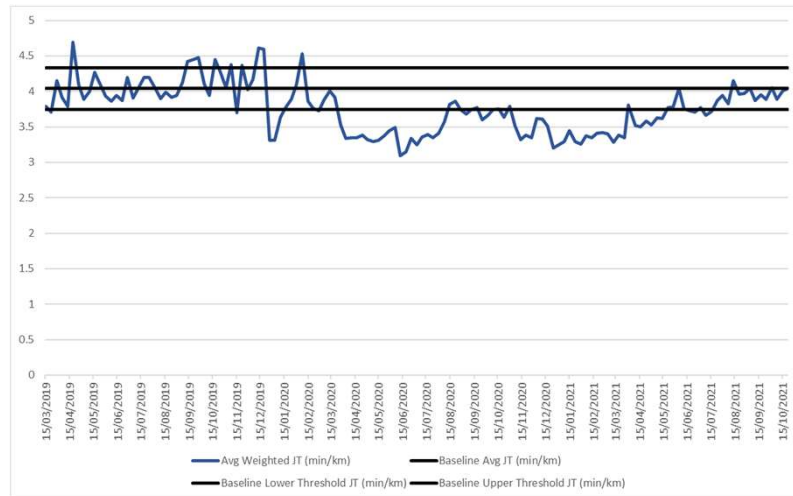
Southbound



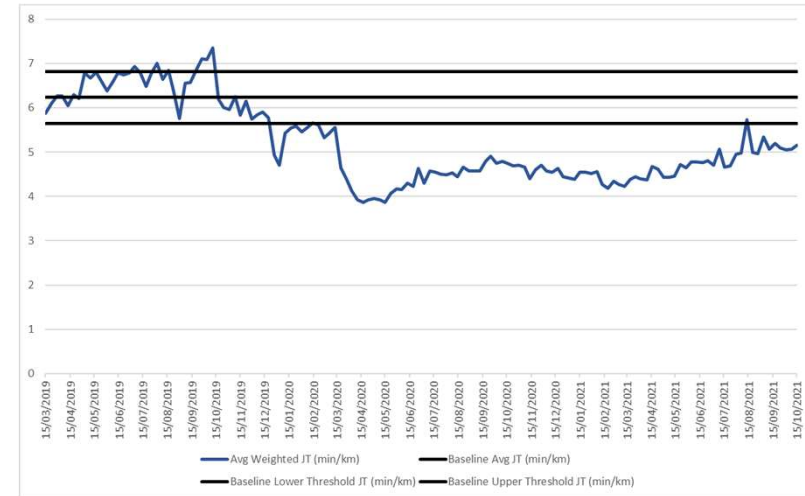
Bus journey times on London Bridge – Borough High Street Corridor: Out of Operational Hours

4

Northbound

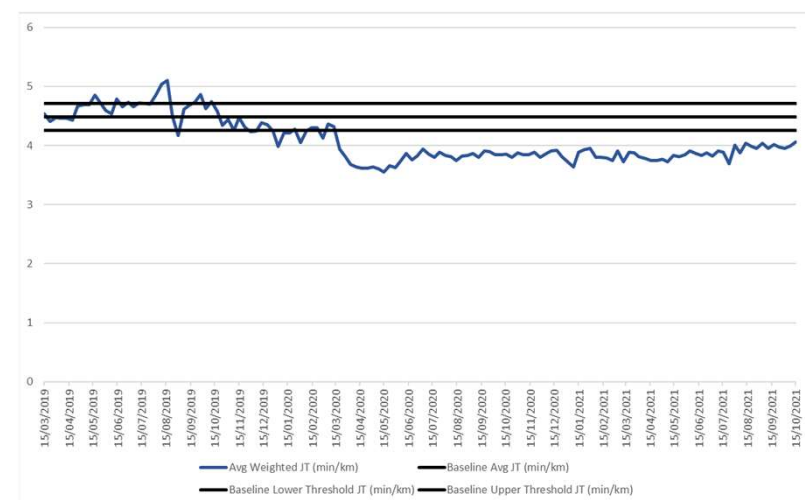
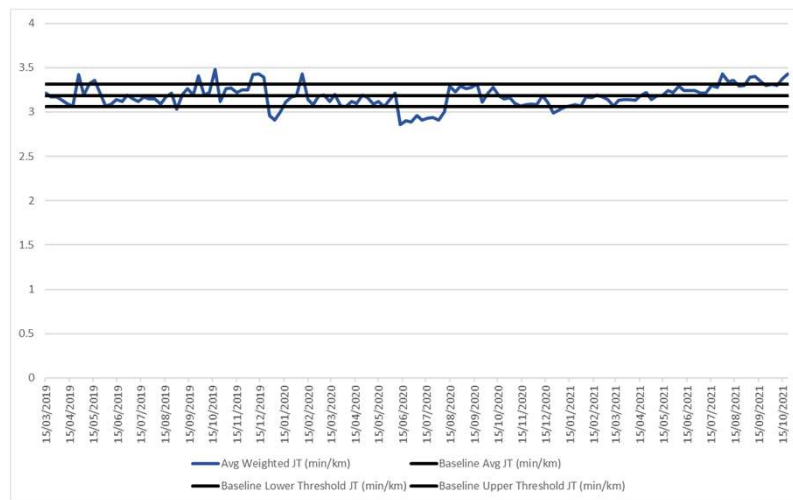


Southbound

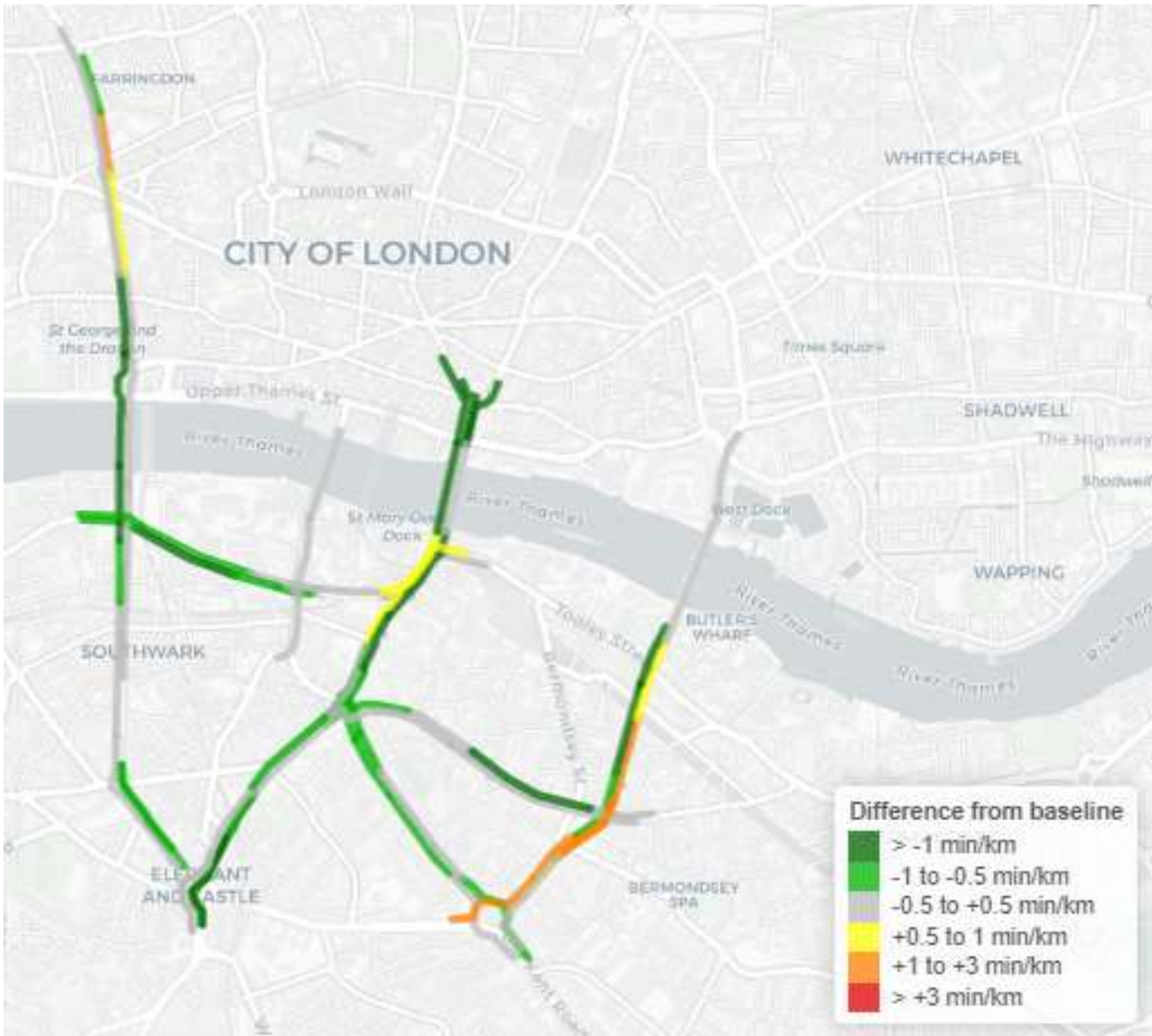


Late Evening

Early Morning



Recent Weekly Snapshot of Bus Performance



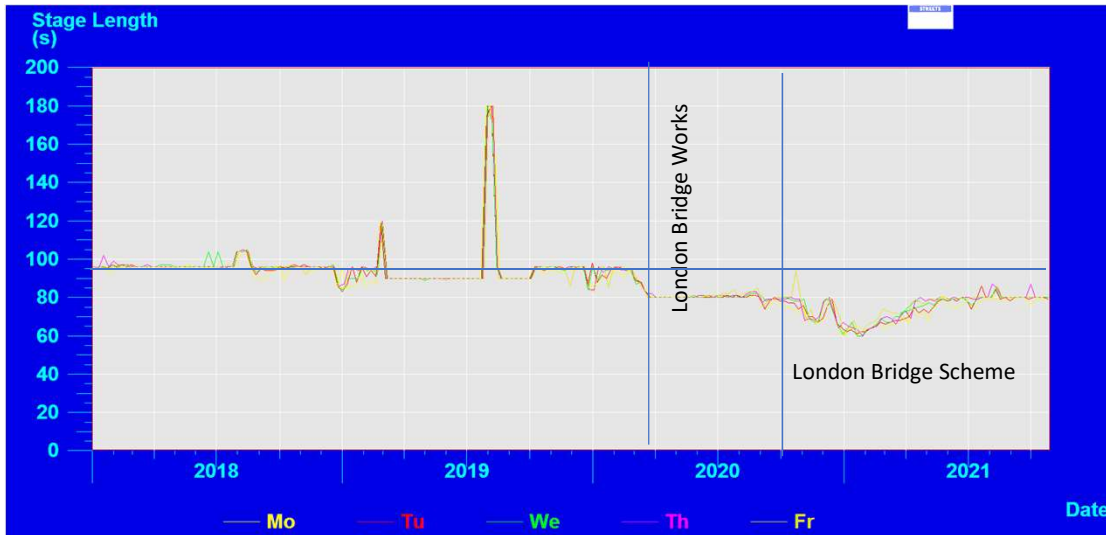
Bus Performance on all corridors is generally within 1 S.D.

	Corridor	Dir	Avg buses p/h	Baseline Lower	Baseline Avg	Baseline Upper	2021-08-06	2021-08-13	2021-08-20	2021-08-27	2021-09-03	2021-09-10	2021-09-17	2021-09-24	2021-10-01	2021-10-08	2021-10-15	2021-10-22
1	Farringdon	NB	27	4.9	5.2	5.5	4.9	4.8	5.3	4.9	4.9	5	5.1	5.5	5.1	5.3	5.1	5.1
2	Farringdon	SB	26	5.1	5.6	6	5.1	5.2	8	5.2	5.4	5.5	5.8	6.3	5.6	6	5.9	5.5
3	Great Dover Street	NB	8	4.2	4.4	4.6	3.9	4.1	3.9	3.8	4.5	4.2	4.1	4.1	3.8	4	4.1	3.9
4	Great Dover Street	SB	8	4.2	4.4	4.5	3.8	3.8	3.7	3.8	3.9	3.9	3.9	3.8	3.8	4.1	3.8	3.8
5	London Bridge - Borough High Street	NB	88	5.5	6.7	8	3.9	3.9	3.9	4	4.1	4	4.1	4	4	4	4.2	4.2
6	London Bridge - Borough High Street	SB	70	6.2	6.8	7.3	5.1	5.3	5.2	5.2	5.2	5.1	5.2	5.1	5.3	5.1	5.3	4.5
7	Long Lane	EB	7	4.5	4.8	5.1	4.2	4.2	4.2	4.2	4.6	4.5	4.6	4.5	4.3	4.3	4.3	4.3
8	Long Lane	WB	7	5.6	6.1	6.6	5.6	5.4	5.3	5.2	5.8	5.8	6	5.9	5.6	5.6	5.7	6.1
9	Newington Causeway	NB	60	4.4	4.5	4.7	4.1	4	4.1	4	4	4.1	4.1	4.1	4.2	4.3	4.1	4.1
10	Newington Causeway	SB	47	4.1	4.2	4.4	4.2	4.1	4.1	4.1	4.3	4.2	4.1	4.2	4.3	4.4	4.2	4.2
11	Southwark Bridge	SB	7	4.4	4.6	4.8	4.1	4.5	4.2	4.3	4.4	4.4	4.6	4.8	5.5	4.6	4.6	4.5
12	Southwark Street	EB	5	6.8	7.2	7.5	6.7	6.9	6.6	6.4	6.9	7	7.2	7.1	7.2	7	6.9	7
13	Southwark Street	WB	5	6.8	7.6	8.5	6.1	6.3	6.6	5.8	6.4	6.2	6.6	6.7	6.4	6.9	6.4	6.6
14	Tower Bridge	NB	28	5.7	7.5	9.3	6.8	5.9	6.9	6.5	8.6	8.4	10.8	7.3	5.6	6.7	6.9	7.5
15	Tower Bridge	SB	29	4.8	5.2	5.6	5	4.8	5	5.3	5.7	5.4	5.5	5.4	4.9	4.9	5.2	5.6

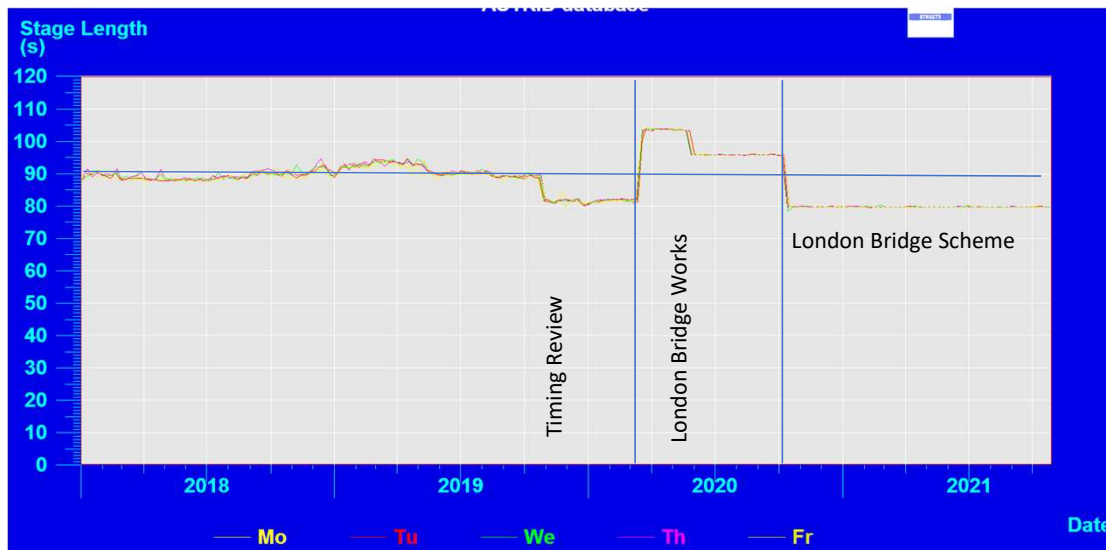


London Bridge and other nearby schemes have reduced flows facilitating the lowering of pedestrian and cycle wait times

7



Monument junction cycle time has reduced from 96 seconds pre-covid to 72-80 seconds from October 2020 to October 2021



Borough High Street cycle time has been maintained at 80 seconds from October 2020 to October 2021. This matches timing review changes made in Autumn 2019, despite the Borough High Street scheme providing additional road space to pedestrians. Pedestrians are benefitting from additional space and low wait times.

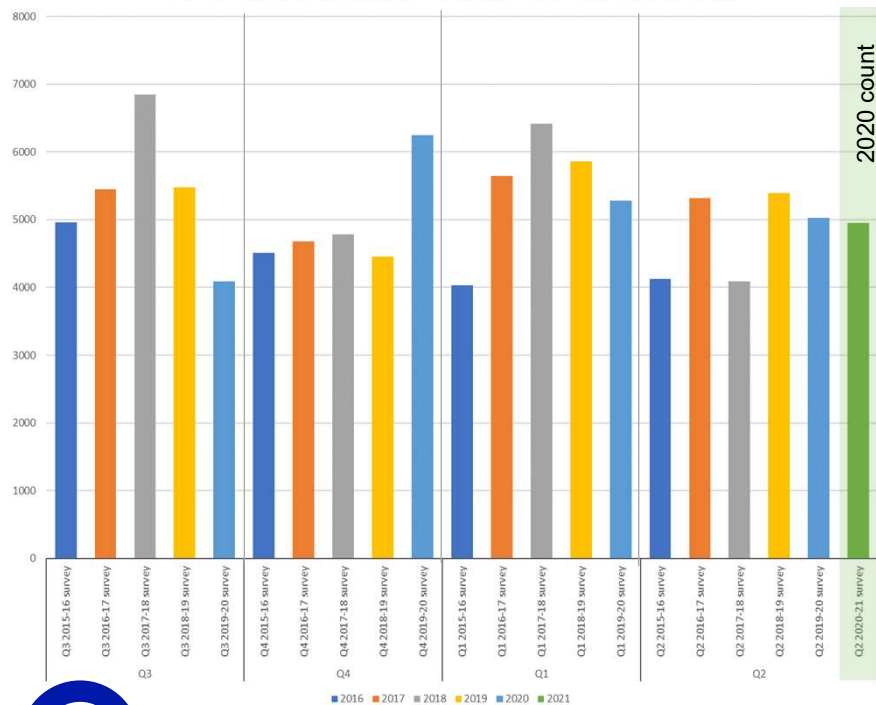


Cycle Flows up to 2020

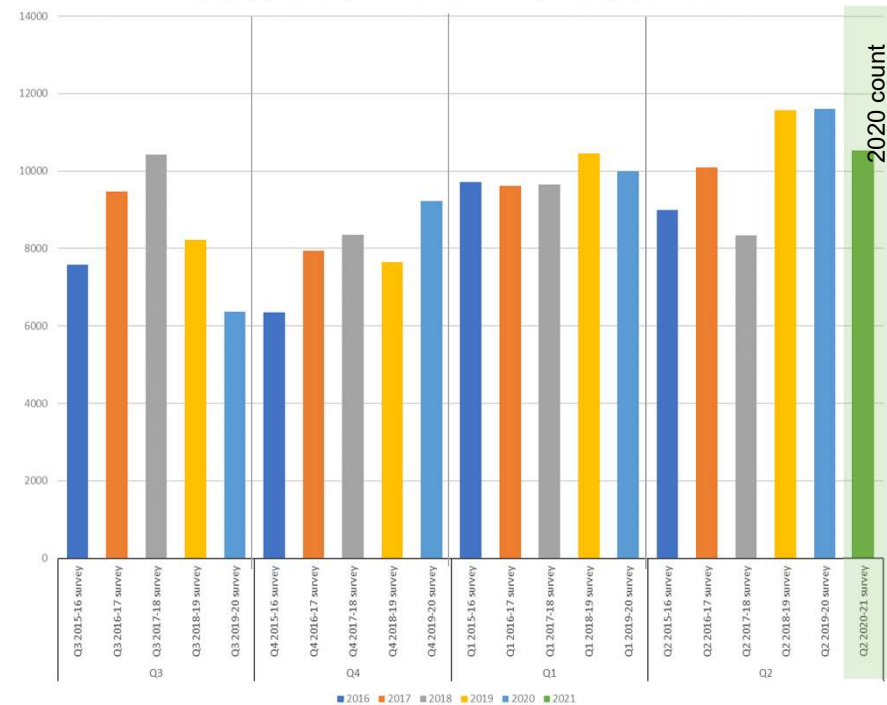
Quarterly Central London Cycle Surveys conducted between 2016 and 2020 counted **6am-10pm** flows across both directions ranging from **~4,100 to ~6,800 at Borough High Street**, and from **~6,300 to ~11,600 at London Bridge**. However, it should be noted that these surveys are only conducted over a sample of days so can vary significantly.

The only **2020 counts** available counted **6am-10pm flows of ~5,000** at Borough High Street in September, and **6am-10pm flows of ~10,500** at London Bridge in August. These were in line with previous Q2 counts which ranged from ~4,100-5,300 and ~8,300-11,600 respectively.

Quarterly Central London Surveys at Borough High Street - day total (6am-10pm)

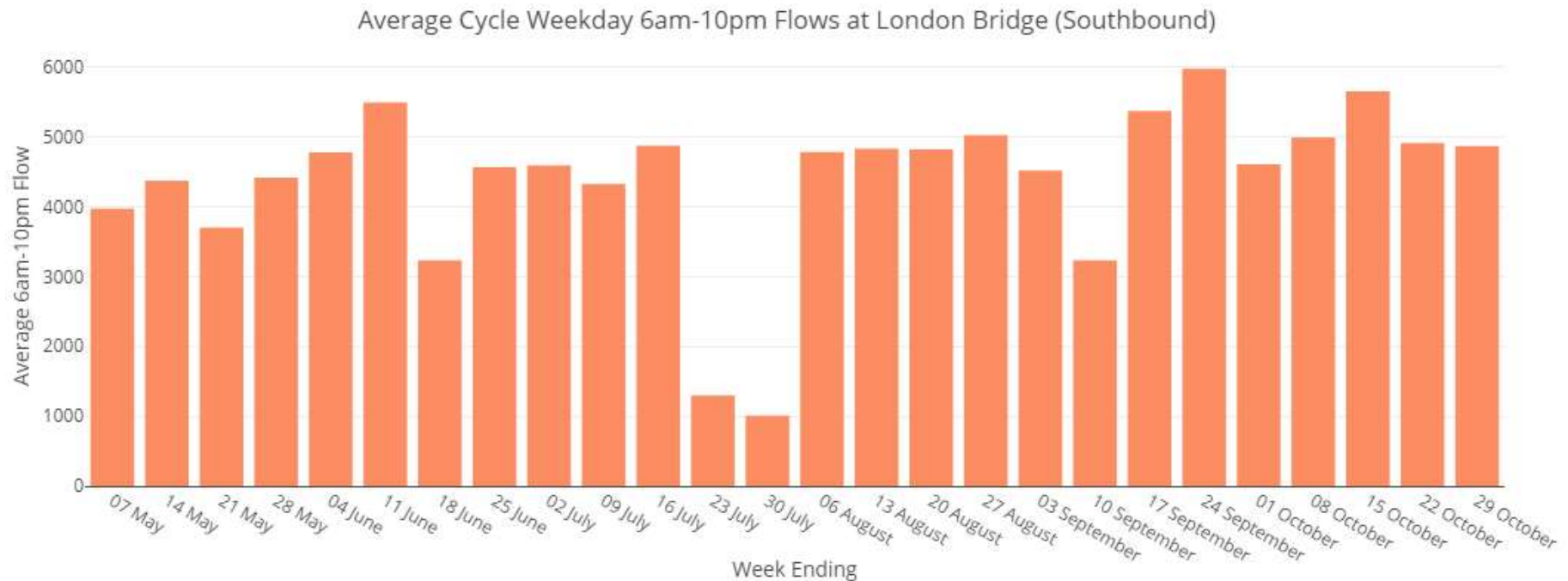


Quarterly Central London Surveys at London Bridge - day total (6am-10pm)



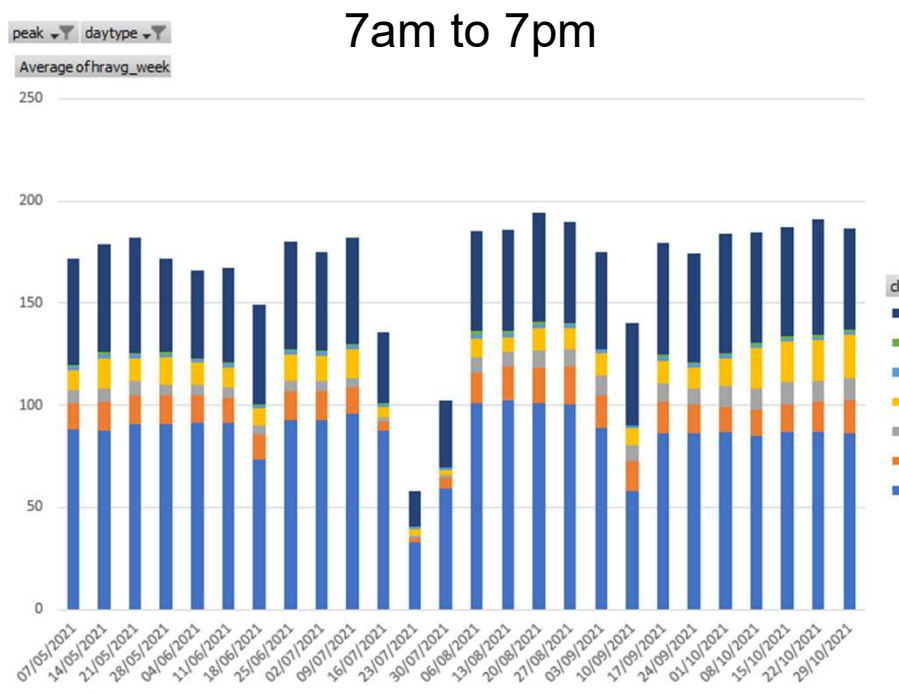
2021 Vivacity Data: Southbound Cyclists / Eastern Footway Only

- Approx. 4800 cyclists travel southbound across London Bridge daily 6am to 10pm Mon-Fri (Aug – Oct 21)
- Approx. 20,000 pedestrians use the eastern footway from 7am to 7pm Mon-Fri (May- Oct 21)



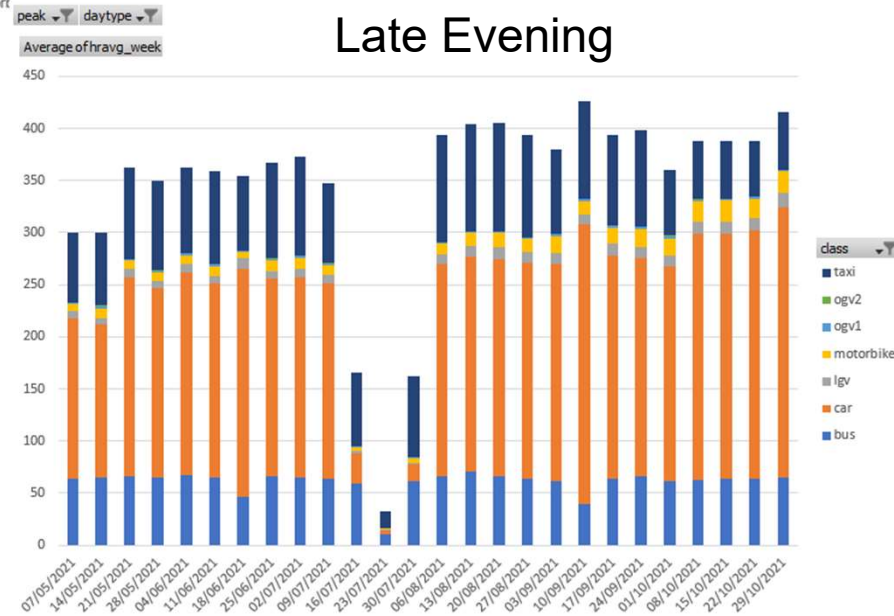
2021 Vivacity Data: Southbound Carriageway Motorised Flow

Southbound average hourly flow of motorised vehicles is just under 200 vph from 7am to 7pm Mon-Fri (May- Oct 21)



May-21

Oct-21



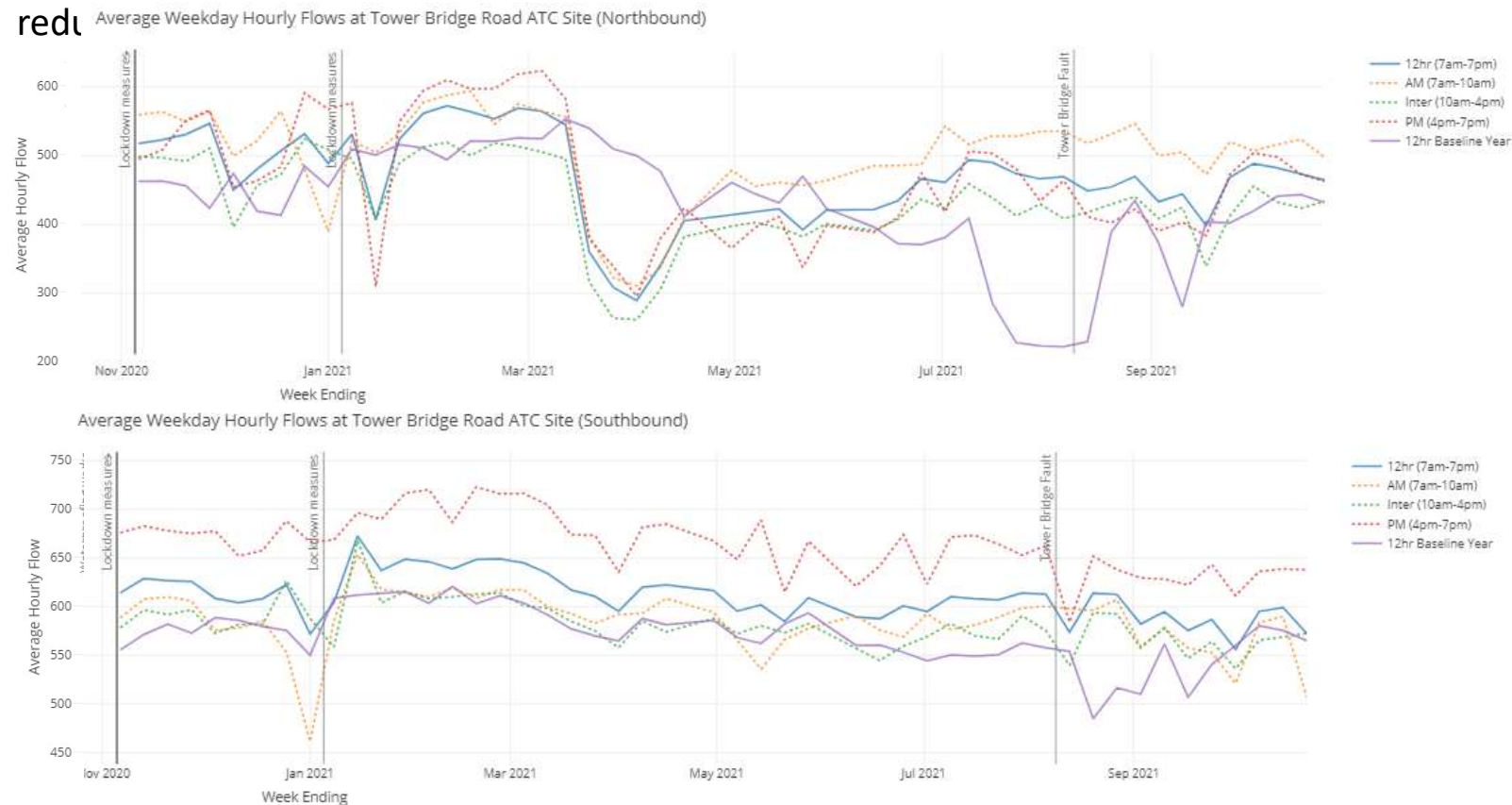
EVERY JOURNEY MATTERS

Freight / Traffic Journey Times and Flows

11

General traffic journey times on Tower Bridge Road have been similar to baseline and remain lower on the Farringdon corridor. This is likely to reflect the longer term suppressed flows within the IRR.

ATC on Tower Bridge Road indicate weekday 7am-7pm hourly flows southbound have increased by c.50 vehicles relative to baseline. Northbound flows are similar to baseline except for a red



Further general traffic data can be found in the appendix

EVERY JOURNEY MATTERS

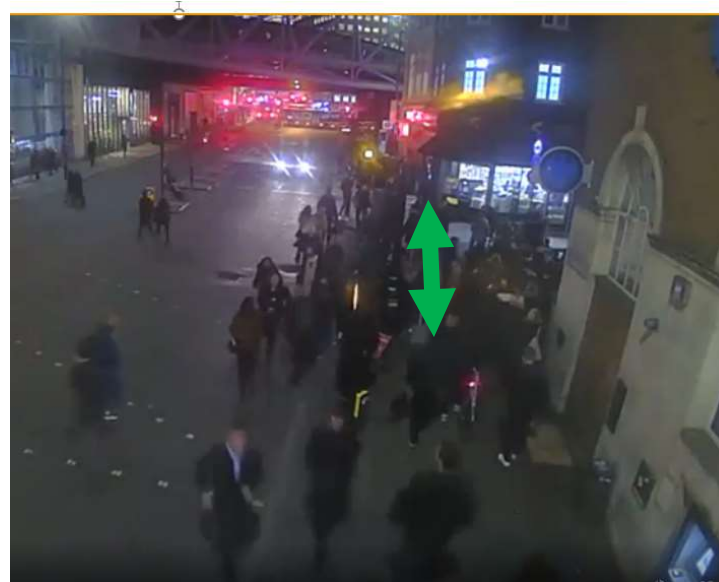
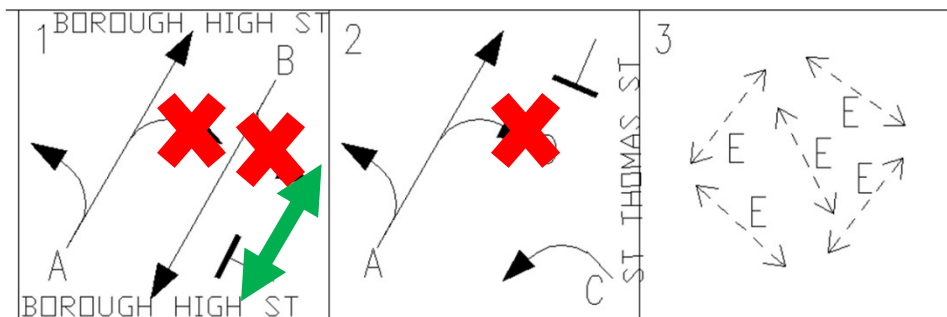
Further Corridor Opportunities

12

Under ETRO

Early Release scheme at Borough High Street / London Bridge / Duke Street Hill is ready to go

If committed to banning turning movements into St Thomas Street, there is an opportunity to add an extra c.40 seconds green time per cycle across the St Thomas Street arm. The green man would be shown over 50% of the cycle time



Longer term

- Maximising footway benefits on Borough High Street (including moving signal poles/ highway alignment).
- Study into full cycle segregation on the corridor and HVM arrangements on London Bridge.
- Monument junction redesign



EVERY JOURNEY MATTERS

Proposed Experimental scheme on both Borough High Street and London Bridge

Why do we need an experiment?

- Because traffic levels have not been close to pre-Covid levels long enough for us to be confident in making a permanent decision
- Because if London Bridge were to re-open, re-allocated highway space on Borough High Street may need to be given back to traffic – mainly to protect bus performance
- Buses are seeing their best performance, not having to fight for highway space with passing-through traffic.
- Tower Bridge weight limit – concerns from CoL re.impact on Tower Bridge from overweight vehicles that are choosing that over western bridges



Borough High Street and London Bridge – Proposed area to be monitored

Proposed monitoring locations and monitoring dashboard are already established from the previous Temporary Traffic Regulatory Order (TTRO)

★ Proposed manual traffic count locations

■ Bus route monitoring corridors

— LCAP links

● Existing ATC

● Existing ACC

● Vivacity count-lines

Classified turning counts will be collected at:

- Borough High Street / Duke Street Hill
- Borough High Street / Bedale Street / St Thomas Street
- King William Street / Fish Street Hill

Pedestrian counts will be collected at:

- Borough High Street / Thomas Street
- Borough High Street / London Bridge / Duke Street Hill
- London Bridge / Monument junction



Core success criteria for Borough High Street

Safety – the highway is safer for all road users

Safety data demonstrates a reduction in risk / injuries

People feel safer when travelling in the vicinity

- Collision data – comparison of flows and safety to evaluate a change in risk levels. A successful scheme will show a **reduction in risk**.
- A Safety Review Panel will evaluate and provide an **engineering safety assessment** from raw data periodically throughout the scheme.
- A user perception survey will show if people feel safer cycling through the scheme area than previously. A successful scheme will show that the **users feel safer than previously**.
- Any increase in queueing through pedestrian crossings where safety is impacted will be escalated.

Pedestrian and cycle numbers remain high and pedestrian comfort levels improve

Vivacity sensors, pedestrian and cycling counts or Strava

- Pedestrian comfort - we expect Borough High Street pedestrian flows to remain high. The additional pedestrian space is expected to be well used by pedestrians and improve pedestrian comfort levels.
- Cycle counts - we expect cycle numbers to continue to a level similar to that during the TTRO or to increase (data collected from September 2020 onwards show a rise in demand and there are consistently over 4,500 cyclists (one-way) a day using this route), subject to consideration of seasonality and pandemic factors affecting travel patterns.

Bus operations are not unreasonably impacted by the experiment

iBus data

- iBus data – comparison of bus journey times across the scheme area to the pre-pandemic average. A successful scheme will show **journey times are within one Standard Deviation of the pre-pandemic average on Borough High Street and the surrounding network**



Supporting success criteria for Borough High Street

Road network operations are not unreasonably impacted

ANPR and traffic count data

SCOOT flow and congestion data
NMCC incident reports

- Traffic disruption data – There should not be an unreasonable impact to traffic performance in the scheme area including consideration of displacement traffic to other routes
- Pedestrian wait times do not increase compared to pre-pandemic levels.

Cycling levels are good and the experience for cyclists and pedestrians is improved

Public perception survey data

- Pedestrian experience – Feedback from the public should indicate an improvement in pedestrian experience compared to before the scheme.
- Cycle experience – Feedback from users of the cycle route should indicate an improvement compared to before the scheme.

Bus operations are not unreasonably impacted by the experiment

iBus data

Bus operations feedback

- iBus data – a drop in operated versus scheduled trips would indicate a reduction in performance for buses.
- Feedback from operators will be useful to demonstrate the scheme is at least neutral in terms of impact to bus services.

Businesses and residents are broadly positive about the experiment

Public and business perception survey data
Customer / stakeholder correspondence

- Public perception survey - A successful scheme will have **support from local residents, workers and businesses.**
- Feedback from particular user groups will help indicate the scheme is having a beneficial effect on more vulnerable users.
- Local businesses feedback will enable impact on local services and freight to be understood.



Monitoring will also pay particular attention to the Borough High Street scheme changes at the following specific locations:

No access to St Thomas Street from Borough High Street

TfL engagement online survey.

Direct engagement with user groups

- Consistent with our duties under the Equality Act we will monitor feedback from the public and disability user groups as part of our ongoing engagement, as to any impact of removing this space.

Cyclists re-routing due to restrictions on St Thomas Street

TfL engagement online survey.

Traffic counts at junctions

- Cyclists are expected to use Q14 to approach London Bridge from the south-west or use Duke Street Hill to approach from the northern side.
- We will undertake classified turning counts at the junction of Borough High Street / St Thomas Street to check compliance.
- We will monitor feedback from cyclists and cycle groups.

Re-routing due to restrictions on St Thomas Street

SCOOT flow and congestion data
NMCC incident reports

Traffic counts at junctions

- Drivers wanting to access St Thomas Street are now expected to instead arrive from the east via Druid Street. We will monitor counts of vehicles doing these movements and any network impacts, and feedback from local residents.
- We will monitor and review Green Person Authority sites located on St Thomas Street.

St Thomas Street loading and taxi ranks

Loading and taxi rank surveys

- We will check that modified loading and taxi rank areas are being used appropriately



Borough High Street and London Bridge – Proposed area to be monitored

Proposed monitoring locations and monitoring dashboard are already established from the previous Temporary Traffic Regulatory Order (TTRO)

★ Proposed manual traffic count locations

■ Bus route monitoring corridors

— LCAP links

● Existing ATC

● Existing ACC

● Vivacity count-lines

Classified turning counts will be collected at:

- Borough High Street / Duke Street Hill
- Borough High Street / Bedale Street / St Thomas Street
- King William Street / Fish Street Hill

Pedestrian counts will be collected at:

- Borough High Street / Thomas Street
- Borough High Street / London Bridge / Duke Street Hill
- London Bridge / Monument junction



Core success criteria for London Bridge

Safety – the highway is safer for all road users

Safety data demonstrates a reduction in risk / injuries

People feel safer when travelling in the vicinity

- Collision data – comparison of flows and safety to evaluate a change in risk levels. A successful scheme will show a **reduction in risk**.
- A Safety Review Panel will evaluate and provide an **engineering safety assessment** from raw data periodically throughout the scheme.
- A user perception survey will show if people feel safer cycling through the scheme area than previously. A successful scheme will show that the **users feel safer than previously**.
- Any increase in queueing through pedestrian crossings where safety is impacted will be escalated.

Cycling levels are good and the experience for cyclists and pedestrians is improved

Cycling counts from ACCs, vivacity sensors or Strava

- Cycle counts - We expect cycle numbers to continue to a level similar to that during the TTRO or to increase (data collected from October 2020 onwards show there are consistently over 4,500 cyclists a day (one way) using this route, subject to consideration of seasonality and pandemic factors affecting travel patterns).

Bus operations are not unreasonably impacted by the experiment

iBus data

- iBus data – comparison of bus journey times across the scheme area to the pre-pandemic average. A successful scheme will show journey times consistently lower than one Standard Deviation from the baseline on London Bridge and for the surrounding network journey times are within one Standard Deviation of the pre-pandemic average



Supporting success criteria for London Bridge

Road network operations are not unreasonably impacted

ANPR and traffic count data

SCOOT flow and congestion data
NMCC incident reports

- Traffic disruption data – There should not be an unreasonable impact to traffic performance in the scheme area including consideration of displacement traffic to other routes
- Pedestrian wait times do not increase compared to pre-pandemic levels.
- **We expect the London Bridge restrictions to continue to support network operations for the Bishopsgate ETRO and Borough High Street ETRO.**

Cycling levels are good and the experience for cyclists and pedestrians is improved

Public perception survey data, UTC cycle time data

- Pedestrian experience – Feedback from the public should indicate an improvement in pedestrian experience compared to before the scheme.
- Cycle experience – Feedback from users of the cycle route should indicate an improvement compared to before the scheme.
- **We expect to continue to provide improved pedestrian and cyclists wait times at Monument junction and on Borough High Street.**
- **We expect the London Bridge restrictions to continue to support the scheme objectives of the Bishopsgate ETRO and Borough High Street ETRO.**

Bus operations are not unreasonably impacted by the experiment

iBus data

Bus operations feedback

- iBus data – a drop in operated versus scheduled trips would indicate a reduction in performance for buses.
- Feedback from operators will be useful to demonstrate the scheme is at least neutral in terms of impact to bus services.

Businesses and residents are broadly positive about the experiment

Public and business perception survey data
Customer / stakeholder correspondence

- Public perception survey - A successful scheme will have **support from local residents, workers and businesses.**
- Feedback from user groups will help indicate the scheme is having a beneficial effect on more vulnerable users.
- Local businesses feedback will enable impact on local services and freight to be understood.



Monitoring will also pay particular attention to the London Bridge scheme changes at the following specific locations:

No access over London Bridge for general traffic

TfL engagement online survey.

Direct engagement with user groups

- Consistent with our duties under the Equality Act we will monitor feedback from the public and disability user groups as part of our ongoing engagement, as to any impact of removing this space.

Local re-routing due to access restrictions on London Bridge

Traffic counts at junctions

- Drivers may use the local road network to avoid closure points
- Turning counts will be undertaken at the following locations:
 - Borough High Street / Duke Street Hill
 - Borough High Street / Bedale Street / St Thomas Street
 - King William Street / Fish Street Hill

Freight movements over 18 tonnes

Tower Bridge PCN data shared with TfL via Southwark

- An increased risk of overweight vehicles using Tower Bridge has been raised by stakeholders – we will review the number of PCN issued by Southwark. Consideration of other schemes, works and alterations to road user charging will be required.

Wider reassignment due to restrictions on London Bridge

SCOOT flow and congestion data
NMCC incident reports

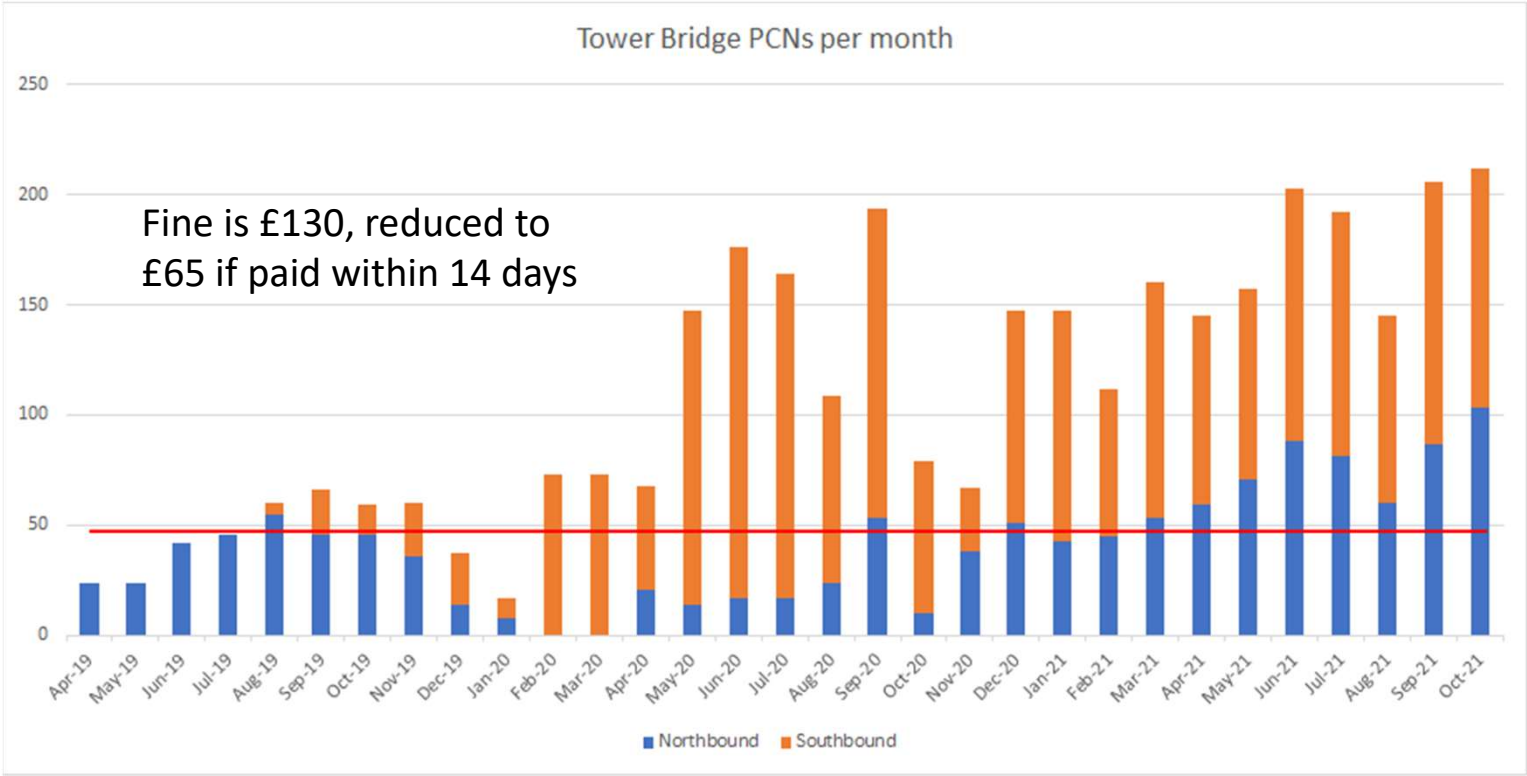
- Drivers are likely to re-route via Tower Bridge, Southwark Bridge or Blackfriars Bridge. We will monitor counts of vehicles doing these movements and any network impacts, and feedback from local residents.
- We will monitor performance in locations showing flow increases in ONE model including Long Lane, Great Suffolk Street and Borough Road.



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Appendix 5: 18T PCN data

Fines for over-weight vehicles (over 18 tonnes) on Tower Bridge



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Committee(s):	Dates:
Streets and Walkways Sub Committee	15 February 2022
Subject: Widegate Street – Proposed Timed Closure	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 9, 10, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Executive Director Environment	For Decision
Report author: Clive Whittle – Environment Department	

Summary

This report proposes to promote measures to restrict all vehicles including cycles from entering Widegate Street from 11.30am to 9pm each day. This is to provide more space and priority for people walking and a vehicle free environment to improve safety and comfort. This will improve the experience of people using of this street, deliver public amenity benefit and preserve and enliven the character of street environment.

The restriction will be introduced using an Experimental Traffic Order (“ETO”) to enable the arrangements to be tested before a decision is made whether it should be made permanent.

Recommendation(s)

Members are asked to:

- Agree to commence the promotion of an ETO for the proposed introduction of a timed closure to restrict vehicles using Widegate Street for part of the day to improve the amenity and use of this street for the benefit of the public.
- Authorise the [Executive Director Environment] to consider responses to consultation and statutory notices and the results of pre-implementation traffic surveys and, if there are no objections and they consider it appropriate, to make the ETO.
- Authorise the Executive Director Environment to consider the outcome of the experiment including any objections and subject to being satisfied no public inquiry should be held and no significant issues arise, to make the ETO permanent.

Main Report

Background

1. Widegate Street is a one-way local access street, which runs between Middlesex Street and Sandy's Row, and has several shops, and eating and drinking establishments along its length. The carriageway is very narrow and was recently enhanced to improve the character of the street with granite setts raised to the same level as the adjacent footways. There are 'at any time' waiting restrictions running the full length and it is difficult for vehicles larger than a small box van to turn at the junction with Sandy's Row. This means that the number of vehicles using Widegate Street is very low and mostly only for servicing.
2. Pavements on Widegate Street are very narrow with some parts less than a metre wide. Many people use Widegate Street for its retail and leisure offer and as a route to other destinations in the surrounding area, including Petticoat Lane Market. Due to the high pedestrian volumes, narrow pavements and other obstructions on the footway, many people walk in the carriageway, potentially putting themselves at risk of injury. Appendix 1 provides an image of the existing street environment in Widegate Street and a location plan.
3. Widegate Street previously had a temporary access restriction (implemented under an 'events' order) in place covering the full length of the street prohibiting traffic between the hours of 11.30am and 9pm each day from June to the end of October 2021. This restriction was introduced to facilitate local businesses to utilise the outdoor space for 'al fresco' dining and drinking, supporting businesses in their recovery from the Covid-19 pandemic.
4. Pedestrian movements on Widegate Street were not affected when the previous restriction was in place and vehicles could use alternative routes. Servicing could take place outside of the restricted times or from other nearby locations. These arrangements have appeared to work very well without issue.

Current Position

5. The temporary events restriction, which was supported by local businesses provided significant additional benefits particularly for safety and public amenity in Widegate Street. Unfortunately, these benefits lapsed when the events order ended in November 2021. However, officers have completed the investigation to reintroduce the restrictions so that these benefits can be re-provided.
6. To re-introduce timed restrictions on vehicular access on Widegate Street a new traffic order is required. Restricting traffic at the busiest times between the hours of 11.30am and 9pm each day could also facilitate other functions or events to take place, such as for outdoor dining and drinking and would be subject to separate approvals and Order considerations.

Options

7. Various options to restrict motor vehicles accessing Widegate Street are available. These include restricting part or all of the street, or variations on the time and day and classes of vehicles restricted. There are also options around installing physical measures such as gates, bollards, cctv or just signage.
8. However, based on the feedback on the temporary events order, which covered the busiest times and has worked well and with no issues on access or movement, it is proposed to replicate this arrangement using an Experimental Traffic Order (ETO) under s.9 of the Road Traffic Regulation Act 1986. Using an ETO will allow the changes to be introduced and to test the operational arrangements before a decision is made whether it should be made permanent. The ETO also provides a 6-month statutory consultation period for feedback, which will also be used to inform any future decision.
9. Physical measures such as gates, bollards or marshalls would require resources each day to be present to open and close the streets, which would not be cost effective or sustainable in the long term. Installing cctv would be costly to install and is not considered appropriate as it is unlikely that there will be many vehicles contravening the restriction, given the low numbers of vehicles currently using the Widegate Street.

Proposals

10. The proposals include:
 - Introducing an Experimental Traffic Order to prohibit all traffic during the hours of 11.30am to 9pm every day from using Widegate Street. This will provide additional space for pedestrians to walk, improve accessibility, removes safety risks and preserves and enlivens the character of the street environment.
 - Traffic signs would be installed at the entrance to Widegate Street to inform users of the restrictions.

Programme

11. Subject to approval, the programme to deliver the new restrictions is detailed below:

February 2022

- Committee approval to commence promotion process for ETO.

March 2022 to April 2022

- Engage with ward members and local residents, occupiers and the London Borough of Tower Hamlets about the proposed introduction of an ETO. Consult any relevant statutory bodies.

April 2022 to September 2022

- Carry out pre-implementation traffic surveys

- Undertaken pre-implementation statutory consultation and publish notices and subject to no objections and consideration of pre-implementation traffic surveys, Executive Director to consider whether or not to make the ETO (If there are outstanding pre-implementation objections the making of the ETO will be reported to the relevant Committee or Sub-committee for consideration, including consideration of whether a public inquiry should be held).
- If an ETO is made, monitor experiment, obtain post-implementation traffic survey data (if required), review feedback and consider any post-implementation objections.

By mid-2023

- Assess experiment including any objections to inform evaluation of whether or not it should be made permanent and whether or not an Inquiry should be held.
- Executive Director to consider whether or not to make ETO permanent (Should there be significant issues or should she consider a public inquiry should be held, the decision whether or not to make the ETO permanent will be reported to the relevant Committee or Sub-committee).

Key Data

12. Prior to implementing the scheme, consultation with local occupiers and ward members will be undertaken. This will ensure that there is still support for the restriction. Traffic surveys will also be undertaken so that the impacts on the surrounding network can be assessed.

Corporate & Strategic & implications

Strategic implications

13. The proposal to restrict vehicles from entering Widegate aligns with the Corporate Plan Polices 1 – people are safe and feel safe and 9 – We are digitally and physically well-connected and responsive. It also aligns with the Transport Strategy (proposal 11) to take a proactive approach to reducing motor traffic, and (proposal 13) to use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time.

Financial implications

14. The cost of advertising and making the Traffic Order and installing the signage necessary to introduce this proposal is estimated to be £6,000, which can be met by the Environment Department's Traffic Management Local Risk Budget.

Resource implications

15. Resources to deliver this proposal will be undertaken using existing resources in the Environment Department under business as usual activities.

Legal Implications

16. To introduce a timed restriction on vehicles using Widegate Street, an Experimental Traffic Order under section 9 of the Road Traffic Regulation Act 1984 will be required. An ETO must be in operation for at least 6 months before they can be made permanent but must not exceed 18 months. Public consultation will be undertaken in the first 6 months and any objections must be made within this period.
17. In carrying out its traffic functions, the City must have regard, inter alia, to its duty to secure the expeditious, convenient and safe movement of vehicular traffic and other traffic (which includes pedestrians) and the provision of suitable and adequate parking facilities on and off the highway - s.122 Road Traffic Regulation Act 1984. The proposals include arrangements to ensure regard is given to this duty and other relevant matters.

Risk Implications

18. The proposal is low risk as the experiment replicates what was there previously under the Events Order, where no issues arose. However, objections could still be made. These can be considered at the appropriate stage as detailed in the report.
19. Restricting access to Widegate Street will help to mitigate Corporate Risks CR20 – Road Safety, CR21 – Air Quality and CR30 – Climate Action

Equalities implications

20. The EqIA indicates that there is a need to ensure access on Widegate Street for disabled people who cannot walk more than 100 metres. This will be possible as this street is less than 100m in length. Access for those using wheelchairs or buggies/prams will not be restricted as clear passageways will be maintained.

Climate implications

21. The restriction will prohibit vehicles on Widegate Street during certain hours. Reducing motor traffic supports the delivery of the Climate Action Strategy by reducing carbon emissions and reallocating space for people walking.

Security implications

22. None.

Conclusion

23. Widegate Street has a narrow carriageway with very narrow pavements. Implementing an ETO to prohibit traffic between the hours of 11.30am and 9pm every day would benefit the public amenity by providing more space and a vehicle free, cleaner environment for people walking, enhancing their safety and comfort. The effect on the surrounding network will be minimal as this street is mainly used for servicing with very low vehicle numbers, and alternative routes are available for other traffic. Introducing the restriction using an ETO will enable the effects to be tested and monitored before any decision is made to make it permanent.

Appendices

- Appendix 1 – Image and plan of proposal on Widegate Street
- Appendix 2 – Equality Impact Assessment

Background Papers

Clive Whittle, Environment Department

T: 07706000265

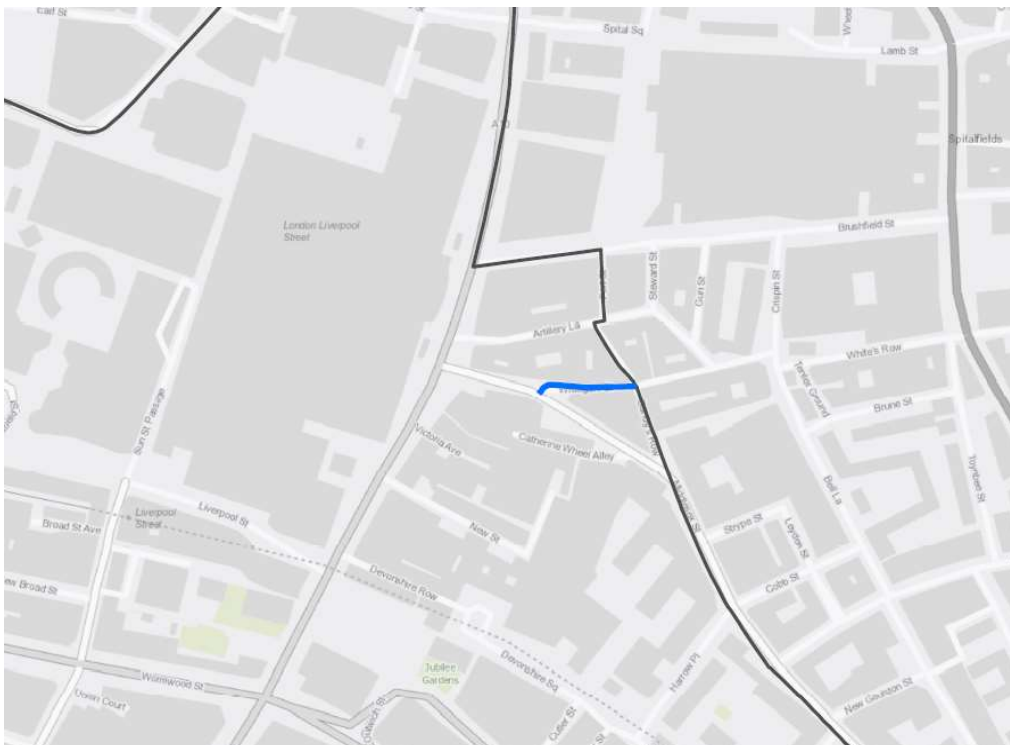
E: clive.whittle@cityoflondon.gov.uk

Appendix 1

Image of Widegate Street



Location plan – Widegate Street



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Appendix 2

Widegate Street

Equality Impact Assessment for the prohibition of motor traffic between 11.30am and 9pm every day.

Introduction

Widegate Street - traffic access restrictions between 11.30 - 9pm are proposed to enable greater public amenity, walking and allow more tables and chairs licences on the pavement.

Widegate Street is a 'local access' street, one way and narrow, with no off-street vehicle access to any premises. The street is approximately 100 metres long. The occupants of the street at ground level are a mix of retail and hospitality and services, such as dentists, with some residential flats above.

DfT allowed greater flexibility to local authorities to permit pavement licences for tables and chairs in 2020, which is currently applicable to September 2022.

This Equality Impact Assessment is to provide information on the impact of introducing the traffic restrictions prohibiting motor vehicles.

Impact on those with Protected Characteristics.

The test of relevance identified that the proposal will have a **negative** impact on:

- Age
- Disability
- Pregnancy and maternity

Elderly will be negatively impacted if they cannot walk 50 metres from closest drop off point in Middlesex Street or Sandy's Row. Additionally need to ensure street furniture does not impede movement.

Disabled people will be negatively impacted if they cannot walk 50 metres from closest drop off point in Middlesex Street or Sandy's Row. Additionally need to ensure street furniture and tables and chairs do not impede movement.

Pregnant women/parents with buggies will negatively impacted if they cannot walk 50 metres from closest drop off point in Middlesex Street or Sandy's Row. Additionally need to ensure street furniture does not impede movement.

Mitigation proposed:

Ensure that central route through Widegate Street is not blocked by tables and chairs or other furniture. A width of approximately 2.5 metres will be kept clear. This allows usual passage for walking, for wheelchair users and people pushing children in buggies, along the street.

Anyone needing to directly access premises because they are unable to walk more than 50 metres, from Sandy's Row or Middlesex Street could arrange for drop off to the door by taxi / driver in essential circumstances. The recommended action is to ensure the occupants of premises know this, and communicate with taxi drivers that this is permitted.

Positive Impacts:

The test of relevance identified that the proposal will have a positive impact on:

- Age
- Disability
- Pregnancy and maternity

Elderly will be positively impacted because the removal of traffic will improve the level of comfort walking in the street (on the assumption that elderly are more likely to be slower moving, and possibly with some disability).

Disabled will be positively impacted because the removal of traffic will improve the level of comfort walking in the street (on the assumption that some disabled are more likely to be slower moving); ..

Pregnant women/parents with buggies will be positively impacted because the removal of traffic will improve the level of comfort walking in the street (on the assumption that more likely to be slower moving);

Impact on Local Premises

When the restrictions for prohibition of traffic between 11.30am and 9pm were introduced in 2021, all occupants were contacted, or received a letter drop. All those who were spoken to directly said that deliveries before 11.30am were acceptable, or would be easy to manage from the nearest delivery point.

Anyone needing to directly access premises because they are unable to walk more than 50 metres, could arrange for drop off to the door by taxi / driver in exceptional circumstances.

It is recommended that all occupants are consulted again in 2022, to consider the impact of the proposal again, should any changes to occupancy or patterns of use be relevant.

Samantha Tharme

June 2021;

and reviewed January 2022.

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Committee(s)	Dated:
Culture, Heritage & Libraries Committee Streets & Walkways Sub Committee	31 January 2022 15 February 2022
Subject: Special Events on the Highway	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of the Environment	For Decision
Report author: Ian Hughes, Deputy Director, Transportation & Public Realm	

Summary

This report outlines the major special events planned for 2022 and provides Members with an opportunity to consider & comment on the appropriateness of those events, taking into account their nature, scale, impact and benefits.

There continues to be a relative stable core of 12 regular sporting, ceremonial or celebratory events likely to take place on the City's streets in 2022. These core events are highly professional and extremely well-run, generating a range of charitable, reputational & promotional benefits to the City and delivered with the minimum of fuss or complaint.

Around that core programme is a variety of one-off events that aim to support the City's cultural, visitor and transport agendas as well as the aims & objectives of key City partner organisations and community groups.

Looking back at last year, the continuing impact of the COVID 19 pandemic meant that a number of events were either cancelled or deferred until later in the year, but the improving situation as 2021 progressed meant that from July onwards, events safely & successfully returned to the City's streets. The impact on this year's events of the Omicron variant is currently uncertain but officers will continue to work with event organisers to address these risks as the year progresses

Finally, this report also notes for Streets & Walkways Sub Committee the event-related 'benefits in kind' granted to charitable & other organisations in 2021.

Recommendation(s)

Members of Culture Heritage and Libraries Committee and Streets and Walkways Sub-Committee are recommended to:

- Agree to support the regular core events programme listed in paragraph 7 and detailed in Appendix 1.
- Agree to support the additional one-off events outlined in paragraphs 16-28, subject to final assessment regarding safety, licencing, traffic orders (where required) and impact on local stakeholders.

Members of Streets & Walkways Sub Committee are also recommended to:

- note the Benefits in Kind listed in Appendix 4.
- Delegate authority to the Executive Director Environment (in consultation with the Chairman and Deputy Chairman of Streets and Walkways Sub-Committee), in the City's walkway authority capacity, to consent to the use of City Walkway at Paternoster Square in connection with a Queen's Jubilee Event / Queen's Baton Relay of Saturday 4 June 2022

Main Report

Background

1. This report provides an update to Members on the programme of on-street special events currently planned to take place in 2022. Although some events are more commercial than others, most are organised with the intention of raising money for charitable causes or promoting specific City strategies and Mayoral initiatives. Each event aims to deliver some form of social, financial or community benefit, but the City's long-term approach has been to ensure that the impact on residents, businesses and traffic must not be disproportionate.
2. Planning for each major event takes place well in advance in order to minimise their impact on others and to co-ordinate them into the wider programme of works taking place on the City's streets. Officers from the Environment Department lead this process with the assistance of a variety of departments including Town Clerks, Remembrancers and the City Police.
3. The Executive Director, Environment Department has delegated authority to write traffic orders for roads to be closed for special events, so Member approval for each major event is not required. However, there are established guidelines for officers to follow in determining the suitability of events (including the process for appropriate political oversight), enabling the provision of advice for organisers and setting out the procedure for consents & approvals.
4. Key to the process for supporting large scale events remains the Safety Advisory Group (SAG), which examines event proposals from the organiser to seek assurance that the event will be safely managed. The City's SAG is chaired by the City's Strategic Security Director, and comprises various City divisions including Highways, Environmental Health and Contingency Planning, as well as the emergency services, Transport for London and other interested parties.

COVID 19

5. The impact of the COVID 19 pandemic meant that a number of events in last year's calendar were either moved to later in the year or were cancelled altogether. However, the improving situation as the year progressed meant that from July onwards, events such as the Great City Race, London Landmarks Half Marathon and the London Marathon were able to take place, albeit with reduced numbers, staggered start times and other safety precautions deployed.
6. Recent developments around the Omicron variant have again thrown doubt on the ability of mass participation events to be held safely, particularly during the winter and early spring, but event organisers continue to take their responsibilities seriously to ensure that participants and spectators can be kept safe and the most recent government guidance is followed.

Events Calendar 2022

7. The City's on-street event programme has developed a consistent rhythm (Covid notwithstanding), with a core programme of 12 substantial, well-run and popular events becoming established over time. Full details behind each of these events can be found in Appendix 1, but they can be separated into three distinct categories:

Sporting

- Winter Run – Sunday 13 February
- London Landmarks Half Marathon (Tommy's) – Sunday 3 April
- Vitality 10k Race – Bank Holiday Monday 2 May
- Ride London Cycling – Sunday 29 May
- Great City Race – Tuesday 19 July
- London Triathlon – Sunday 7 August
- Bloomberg Square Mile Run – Thursday 22 September
- London Marathon – Sunday 2 October
- Royal Parks Half Marathon – Sunday 9 October

Ceremonial

- Cart Marking – Saturday 16 July
- Lord Mayor's Show – Saturday 12 November

Celebratory

- New Year's Eve – 31 December
8. This core group of events is organised by experienced and professional event management companies with well-established routes, detailed communication plans and effective working relationships built up over time with the three key

highway authorities for Central London, namely the City of London, Transport for London and Westminster City Council.

9. The success of events such as the London Marathon, the Great City Race and the London Landmarks Half-Marathon mean that the City remains an attractive location for mass participation charitable 'fun run' type events. These events generally remain popular with the public & participants, they are safely managed, and they provide the City with a range of secondary benefits, including publicity & footfall, visibility on the international stage, connections to the charitable sector and (in some cases) help promote the City's own events and programmes.
10. Event organisers are aware that they do not have a permanent agreement to hold their events on City streets, but as can be seen in Appendix 3 (which sets out the established events assessment matrix), these events are typically considered 'Green' in terms of delivering a positive balance between the benefits they bring against the impact they cause.
11. In terms of the core 12 events, the key points to note for 2022 are:
 - Last year saw some events move to later in the year due to the pandemic. This year the Winter Run and London Landmarks Half Marathon revert back to their usual dates in February and April respectively, but the London Marathon has stayed with an autumn slot for one more year.
 - The London Landmarks Half Marathon are considering an additional 10k event using the same route and road closures but starting at roughly half distance. This is expected to enable them to increase the number of participants by including places for those who do not want to attempt the longer distance but without increasing the impact on the local community. However, for 2022 this addition may be a virtual event.
 - RideLondon has moved to a new date of Sunday 29 May and will accommodate the general public free cycle day, the UCI Women's World Tour race and the 100-mile challenge through London and Essex on the same day. The finish point for the latter event is expected to be at Tower Bridge, subject to agreement with the City (as owner & operator of the bridge) and Transport for London as Highway Authority.
 - Due to concerns raised previously about the road closures required to facilitate Cart Marking during the week, the event took place last year at a weekend. The event is similarly being planned for a weekend this year with the Carmen monitoring what impact this has on its popularity.
12. As Members & officers have noted before, with 12 such events now on the City's calendar, there is always the potential for diminishing returns from adding similar events and there can be 'event fatigue' from residential groups given the same streets are often used for more than one event. In addition, there are limited officer resources to help deliver these events and sufficient room must be maintained in the calendar to ensure business as usual activities such as utility

street works, resurfacing and crane operations can still be accommodated that can't otherwise take place during the week.

13. Assuming mass participation events can safely continue going forward, officers have received two new proposals for additional mass participation events, suggesting the City remains an attractive location for organisers to seek to hold such activities. Discussions on both events are at a very early stage and key Members will be consulted should these proposals become feasible. However, the need to ensure a more tangible benefit to the City from hosting such events, whether in a policy, cultural or financial context, may become a greater consideration should further mass participation events be thought appropriate.

One-Off Events in 2022

14. Away from the core event programme outlined above, there is usually a degree of year-on-year fluctuation in terms of the number and extent of additional one-off special events. Due to their one-off nature, these events typically require a much greater degree of effort to facilitate & enable without the benefit of previous experience or necessarily a well-structured learning curve.

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

- International sporting events such as the Tour de France (2014) and the International Association of Athletics Federations marathon (2017)
- City-led events such as the Smithfield 150 celebrations (2018), Lunchtime streets initiatives and various cultural activities & promotions
- Events coordinated with key partners such as the Afghanistan Commemoration at St Paul's Cathedral (2015), the Commonwealth Heads of Government Visit (2018) and Car Free Day (2019)

Platinum Jubilee 2 June 2022

16. In 2022 Her Majesty The Queen will become the first British Monarch to celebrate a Platinum Jubilee. Throughout the year Her Majesty and members of the Royal Family will undertake a variety of engagements to mark this historic occasion culminating with the focal point of the Platinum Jubilee Weekend in June 2022.
17. There will be an extended Bank Holiday from Thursday 2 June 2022 to Sunday 5 June 2022 which will include public events and community activities as well as national moments of reflection on the Queen's 70 years of service. Beacons will be lit in each of the capital cities of the Commonwealth, there will be a Big Jubilee Lunch to encourage communities to come together and a Platinum Jubilee Pageant involving more than 5,000 people combining street arts, theatre, music, circus and carnival.
18. However, the key focus for the City will be a Service of Thanksgiving on Friday 3 June 2022 at St Paul's Cathedral, and whilst the details of the celebrations are not yet finalised, the City Corporation will be involved in the planning and preparations. Members will be updated separately on the Platinum Jubilee activities when more is known.

Car Free Day / Lunchtime Streets

19. In 2019, Car Free Day was a well-received event aimed at promoting improved air quality and celebrating walking & cycling, delivered in conjunction with the Greater London Authority and Transport for London. World Car Free Day this year is 22 September, but dates for a London specific event are not yet known. A final decision on the nature & scale of the event is likely to depend on funding being confirmed by the GLA.
20. The Lunchtime Streets initiative pre-pandemic proved highly popular, with St Mary Axe and Chancery Lane closed to provide a traffic free environment and help promote air quality and road safety improvements. During Summer 2021, smaller scale rolling one day a week events during August and September on Carter Lane and Cheapside still allowed businesses the benefit of closed streets to help with their recovery.
21. It is intended to continue the Lunchtime Streets initiative in 2022, working more closely with Cultural Events Team and the City's various Business Improvement Districts. Carter Lane and Cheapside are again potential locations, along with a further street in the City Cluster / Fenchurch Street area. Funding for these initiatives is still dependent on the outcome of funding decisions with Transport for London.

Queen's Baton Relay

22. Next year the UK will host the Commonwealth Games in Birmingham and as part of the celebrations leading up to this competition a baton (the Queen's Baton) will travel around the world visiting commonwealth countries. On its return to the UK it will pass through London during the first weekend of June and the relay organisers have asked if the City can 'host' the baton in the Square Mile on Saturday 4 June.
23. As part of the Baton Relay celebrations, it is proposed to organise a community focused event in Paternoster Square, likely to include sport and cultural performances such as demonstrations of elite urban sports eg skateboarding, BMXing and break dancing. Members of your Committee will be updated once plans have been finalised, together with the Public Relations Sub Committee of the Policy and Resources Committee as the body responsible for all sport engagement matters within the City Corporation.
24. Paternoster Square is designated as City Walkway and as such is subject to rights of access on foot and to certain restrictions contained in the City Walkway Byelaws. However, the use of City Walkway for the benefit of the public (including exhibition or entertainment) is permissible with the consent of the walkway authority¹. Where consent is given no offence against the byelaws is committed (in respect of activities which are otherwise restricted by the byelaws).

¹ S.18 City of London (Various Powers) Act 1967

25. As the plans for the event are still very much in the early stages and there is no meeting of this Sub Committee until May it is suggested that delegated authority be given to the Executive Director of Environment to agree, in the City's walkway authority capacity, to a Queen's Baton Relay event on Paternoster Square on 4 June 2022. Before consenting the Executive Director Environment would need to ensure all technical requirements (such as insurances) were in place. Consent could be subject to appropriate conditions (eg to avoid or rectify any damage). Prior discussion would also take place with Paternoster Square Management Limited which manages Paternoster Square as the City's agent.²

National Fitness Day

26. Early discussions are taking place on a possible cycling event taking place in the Square Mile linked to National Fitness Day on 21 September 2022. The event would be focused on encouraging people to take up physical activity and promoting these events but could also look at how active travel is important within this concept. Potential partners for the event could include the GLA, ukactive and the Worshipful Company of Wheelwrights. An event company has not yet been approached on the proposal as discussions around its feasibility are in their early stages.

GLA Lighting Event

27. The GLA are continuing to look for ways to animate the London economy in the hope that outdoor events will still be possible over the next few months. As a result, they have approached the City to host a coordinated night-time lighting event at a small number of locations across the Square Mile. At the time of writing, this event is not yet confirmed and is subject to both GLA funding being made available and it being safe to hold given Covid, but it has already attracted a degree of political support given the City's wider recovery agenda and could take place across a series of nights in February or March.

City Corporation's Outdoor Arts Programme

28. Cultural events will continue to be delivered by the Cultural and Visitor Development team through the Outdoor Arts Programme. The programme will align with the new Destination City Strategy, with events playing a significant role in the City's recovery. The programme will welcome back workers and attract new audiences to the City, increasing footfall and spend. The programme is yet to be confirmed but may include the need for occasional closures for activation activities to help promote recovery.

Financial Implications: Benefits in Kind

29. The City Corporation has typically sought to facilitate certain aspects of these charitable activities by waiving particular administrative fees & charges as a benefit in kind. The Director has delegated authority to do this on a case-by-case

² See Management Agreement 30 June 2008

basis in accordance with the Member-approved guidance that sets out the likely circumstances where this can be done.

30. In particular, the need to ensure appropriate cost recovery to offset wider budget constraints has ensured a significant degree of challenge is applied to requests to waive fees, whilst officers are also aware they must seek to ensure parity and even-handedness in providing benefits in kind to similar types of events.
31. For some time, the Environment Department has summarised this information for the Finance Grants & Oversight Committee, but to improve transparency of the decision making behind this process, that Committee now recommends that all current benefits in kind with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each benefit.
32. Therefore, for the purposes of transparency, Members of Streets & Walkways Sub Committee (as the spending Committee for special event management) are asked to note the Benefits in Kind provided under this protocol and set out in Appendix 4.

Security Implications

33. The use of the City's Anti-Terrorism Traffic Regulation Order (ATTRO) in relation to special events will be covered in more detail by a separate report to Streets & Walkways Committee. Nevertheless, it can be noted here that given the lack of major events due to the pandemic, the ATTRO has not been used in conjunction with an event since 2019's New Year's Eve celebrations.

Corporate & Strategic Risk Implications

34. The events outlined in this report aligns with a number of corporate strategies including:
- Provide inclusive access to facilities for physical activity and recreation
 - Cultivate excellence in sport and creative & performing arts
 - Preserve and promote the City as the world-leading global centre for culture
 - Protect, curate and promote world-class heritage assets, cultural experiences and events
35. In addition, enabling events to take place on the City's streets (when safe to do so) will drive visitors to, and animate, the City in a safe and managed way as part of long-term recovery plans.

Legal, Resource, Climate & Equalities Implications

36. None

Conclusion

37. This report summarises the major events planned for 2022, including a series of on-street cultural and transport-strategy related activities to supplement the core established major events. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

Appendices

- Appendix 1 – Core Event Programme for 2022
- Appendix 2 – Core Event Timeline for 2022
- Appendix 3 – Summary Event Assessment for 2022
- Appendix 4 – Benefits in Kind for 2021

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APPENDIX 1 – Core Event Programme for 2022

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
Winter Run	Sunday 13 February	8 am – 2 pm	Human Race Ltd	City of London	Community event raising money for charity	11,000	6 th year	City Streets, and Westminster (WCC)
London Landmarks Half Marathon	Sunday 3 April	7 am – 6 pm	Tommy's (with The Great Run Company)	City of London & City of Westminster	Community & Charitable Event	13,000	3rd Year	Iconic sites within the City
Vitality 10K Race	BH Monday 2 May	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	15,000	More than 10 years	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC
RideLondon	Sunday 29 May	4.30am-7.30pm	TfL (with London & Essex & London Marathon Trust Ltd)	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral initiatives.	75,000	8 th year	Central CoL & Holborn, Holborn Viaduct

Cart Marking	Saturday 16 July	7 am – 2 pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	1,000	Annual event	London Wall, Gresham St, Guildhall area
Standard Chartered Great City Race	Tuesday evening 19 July	6.30pm-8.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a City company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	More than 10 years	City Road, London Wall, Bank area & Cheapside.
London Triathlon	Sunday 7 August	7 am – 5 pm	Limelight Sports	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)
Bloomberg Square Mile	Thursday evening 22 September	5 pm – 8.30 pm	Square Mile Sport	City of London	Fun Run raising money for charity	5,000	More than 10 years	Gresham Street
London Marathon	Sunday 2 October	7am-8.30pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	40,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St

Royal Parks Half Marathon	Sunday 9 October	9am-midday	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	More than 10 years	Victoria Embankment west of Blackfriars.
Lord Mayor's Show & Fireworks	Saturday 12 November	7am-7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event	City area west of Bishopsgate.
New Year's Eve Fireworks	Saturday 31 December	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual celebratory event	Blackfriars area & Westminster near London Eye

APPENDIX 2 – Core Event Timeline for 2022

2022 Timeline: Core events

Date	Event	Disruption
13/02/2022	Winter Run	-2
03/04/2022	London Landmarks Half M.	-3
02/05/2022	Vitality 10k Race	-2
29/05/2022	RideLondon	-3
16/07/2022	Cart Marking	-1
19/07/2022	Great City Race	-5
07/08/2022	London Triathlon	-2
22/09/2022	Bloomberg Sq Mile	-1
02/10/2022	London Marathon	-3
09/10/2022	Royal Parks Marathon	-2
12/11/2022	Lord Mayor's Show	-4
31/12/2022	New Years Eve	-6

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

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

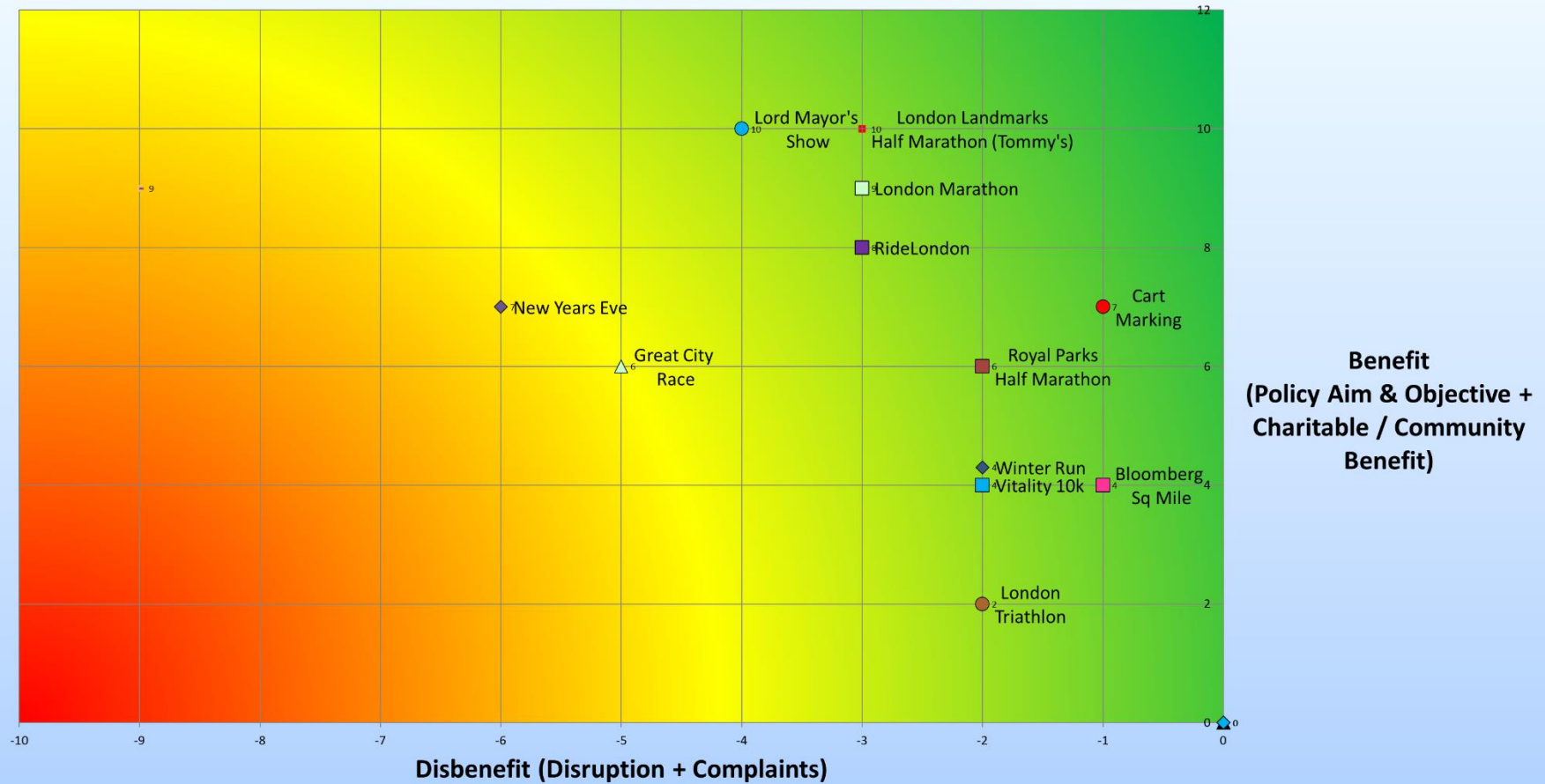
APPENDIX 3 – Summary Event Assessment for 2022

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

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

Using these criteria, the relative assessment for the planned known events in 2020 is represented on are currently as follows:

CORE EVENT ASSESSMENT (2022)



APPENDIX 4 – Benefits in Kind

Date	Event Name	App Fee	Temporary Traffic Order	Hoarding Licence	Parking Suspension	Parking Dispensation	Total
16 - 19.04.2021	St Paul's Plinth Installation			45			45
29.05 - 31.08.2021	Art Benches	100		270			370
02 - 16.06.2021	Heath 150 (Exhibition)	100		45			145
16.06 - 16.07.2021	Football - A Capital Game (Exhibition)	100		45			145
16.07.2021	Upswing Circus in the City	100		45			145
16.07 - 09.08.2021	10 Years of Sculpture in the City (Exhibition)	100		45			145
17.07.2021	Nocturnal Creatures	100					100
26 -27.07.2021	St Paul's Plinth Installation			45			45
August							
01 - 31.08.2021	Lion Trail (Art Exhibition)	100		45			145
05.08 - 03.09.2021	Eyes (Art Exhibition)	100		135			235
06 - 07.08.2021	I am from Reykjavik	100		90			190
09 - 30.08.2021	Ensemble Exhibition	100		45			145
11 - 12.09.2021	Bow Lane Street Animations	100					100
September							
08.09.2021	Black Victorians Exhibition	100		45			145
15.09.2021	Sheriffs Ride (10px)	100					100
17 - 18.09.2021	Midnight Run (35px)	100					100
26.09.2021	Mela (>500px)	100		135			235
October							
03.10.2021	Old Comrade's Parade (250px)	100					100
04.10 - 30.10.2021	A Thing of Beauty Keats 200 (Exhibition)			45			45
November							
01 - 12.11.2021	Climate Connections Exhibition			45			45
13.11.2021	Lord Mayor's Show	400	1,500		57,560		59,460

14.11.2021	Remembrance Sunday	400	1,500				1,900
12 - 30.11.2021	Climate Connections Exhibition			45			45
17.11.2021	Cheapside and Carter Lane Christmas Street Animation			45			45
December							
06.12.2021	Drapers Hall Christmas Fayre					2,240	2,240
31.12.2021	New Year's Eve Project Cadence	400	1,500	90			1,990
		2,800	4,500	1,305	57,560	2,240	68,405

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Committee(s)	Dated:
Police Authority Board Streets & Walkways Sub Committee Policy & Resources Committee	27 January 2022 15 February 2022 17 February 2022
Subject: Anti-Terrorism Traffic Regulation Order	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of the Environment	For Information
Report author: Ian Hughes, Deputy Director, Transportation & Public Realm	

Summary

The City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) authorises the City Police to potentially control the movement of pedestrians and vehicles on City streets for counter-terrorism purposes and was originally requested as part of a package of measures aimed at both improving the security of people in crowded places & preventing damage to buildings from a potential terrorist attack.

Members approved the ATTRO in 2016 on the basis that the City Corporation's area was particularly vulnerable to terrorism due to its highly dense nature and the concentration of high-profile, historic, prestigious and financial targets that can be found throughout the Square Mile.

Matters since would suggest this assessment has not changed, though the use of the ATTRO has been limited to a small number of high-profile special events. As a result, in February 2020 Members agreed to approve the retention of the ATTRO for a further three years after which its continuing use would be reviewed and decided upon again in 2023.

Due to the large-scale cancellation of events in 2021 due to COVID-19, the ATTRO was not used at all in the last 12 months, but from a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public.

Recommendation(s)

Members are recommended to receive this report.

Main Report

Background

1. In September and October 2016, the Planning & Transportation Committee (for decision), the Police Committee (for information) and the Policy & Resources Committee (for decision) discussed and agreed to the creation of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City Corporation area.
2. This was in response to a request from the Commissioner of the City Police in July 2015 to introduce such an order and followed a statutory public consultation.
3. The Commissioner's request was informed by advice received from his counter-terrorism security advisors, including the Centre for the Protection of National Infrastructure (CPNI). The advice related to the whole administrative area of the City and was in the context of the potential impact of terrorism due to the City's intensely crowded nature and its role as a high-profile world centre of economic activity.
4. The ATTRO is a counter terrorism measure pursuant to the provisions of the Civil Contingencies Act 2004, which allows traffic orders to be written by the Traffic Authority under s6, s22C and s22D of the Road Traffic Regulation Act 1984. These orders can only be made on the recommendation of the Commissioner of Police, and are for the purposes of:
 - a. Avoiding or reducing the likelihood of, or danger connected with, terrorism, or;
 - b. Preventing or reducing damage connected with terrorism.
5. On the basis of a security assessment or an intelligence threat, the ATTRO gives a City Police Inspector or above the discretion to restrict traffic and / or pedestrians to all or part of any street in the City. That discretion must be exercised in accordance with an agreed protocol so that any interference is proportionate and that such restrictions are in place for the minimum extent and time necessary.
6. The Commissioner requested the ATTRO be put in place on a permanent basis, but that its use be contingent on it only being used as a proportional counter-terrorism response to the needs of an event, incident or item of intelligence. Transport for London also agreed to allow the City Corporation to include their streets within the Square Mile as part of the ATTRO area.
7. The permanent ATTRO allows the controls to be activated at any time, albeit in accordance with an agreed protocol that reflects the statutory requirements for making such an order. Nevertheless, its permanent nature enables speedier activation of security measures to meet operational requirements given the unpredictability of the current terrorist threat.

8. Members agreed to making the ATTRO on two key conditions, namely that an annual review be presented to Members, and as part of that review, there should be confirmation that the ATTRO had been used in a proportionate way.

Current Position

9. The protocol established for using the ATTRO allowed for two main types of scenario, namely for intelligence-based police led urgent situations and for pre-planned special events. In terms of the former scenario, the permanent City ATTRO has yet to be used to implement controls as a result of advance intelligence.
10. In terms of special events, it was agreed that the ATTRO could be used to supplement the City Corporation and TfL's existing event planning process. This process would typically include a separate pre-advertised temporary traffic regulation order (TTRO) granted to the organiser to close roads just to facilitate the event. In such circumstances, the ATTRO could be used to authorise additional protective security measures, such as the control of pedestrian movements which would not typically form part of the standard event TTRO, and / or additional road closures that might be deemed appropriate nearer the event.
11. Since its introduction in 2016, the City Police Commissioner has only requested that the ATTRO be used on eight separate occasions, all in relation to a particular special event. Four of those requests involved the annual New Year's Eve celebrations as part of the Metropolitan Police-led operation across Central London. The other four were all in 2017 and related to:
 - a. The funeral of PC Keith Palmer at Southwark Cathedral
 - b. The IAAF Marathon
 - c. The Lord Mayor's Show & Fireworks
 - d. The Grenfell Tower Memorial Service at St Paul's Cathedral
12. Post-event feedback would suggest the additional powers contained in the ATTRO were used sparingly and there was no noticeable or negative impact on the general public. In accordance with the agreed protocol, none of the uses of the ATTRO exceeded 48 hours, which would otherwise have triggered a review by the Town Clerk & Commissioner.
13. Due to the large-scale cancellation of events in 2021 due to COVID-19, the ATTRO was not used at all in the last 12 months, but from a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public and that a fair balance is being struck between the public interest and an individual's rights.
14. For these reasons, in February 2020 Members agreed to approve the retention of the ATTRO for a further three years before its continuing use would be reviewed and decided upon again in 2023.
15. Otherwise it should be noted the operational protocol to oversee how the ATTRO is triggered and operated will again be subject to an annual review between the

City Corporation, City Police and TfL under 'Business as Usual' protocols to ensure it remains fit for purpose.

Corporate & Strategic Implications

16. Counter-Terrorism is graded as a tier one threat against our country as per the National Strategic Policing Requirements set by the Home Office. Nationally and locally, there is an appropriately strong expectation that the threat of terrorism is met by an equally appropriate and proportionate response by the police and their partners.
17. The Government's Contest Strategy aims to reduce the risk to the UK and its interests overseas from terrorism, so people can go about their daily lives freely and with confidence. The City of London Police, part of the London counter terrorism region, supports the Contest Strategy through the four P's approach of Pursue, Prevent, Protect and Prepare. Protective Security as a theme, and therefore the ATTRO, fits firmly under Protect element of the Government's Contest Strategy.
18. The number one ambition of the City of London Police's Corporate Plan is 'to make the City of London the safest place in the world'. This includes having all the tools available to rapidly mitigate risk and to protect the public.
19. The City of London's historical, cultural and economic importance means it will always be an attractive target for those who are intent on causing high-profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole. In terms of prevention, the City of London Police plan states 'we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity'.
20. The City of London Local Plan 2015 aims to ensure that the City remains a safe place to live, work and visit. Core Strategic Policy CS3 makes specific provision for implementing measures to enhance the collective security of the City against terrorist threats, applying measures to broad areas, including the City as a whole. The Policy also encourages the development of area-based approaches to implementing security measures.
21. The risk of terrorist attack remains at the top of the current Corporate Strategic Risk Register because of the City's concentration of high profile, historic, prestigious and financial targets. In addition, the City's Corporate Plan 2018-2023 reiterates the key aims of ensuring people are safe & feel safe and that we protect the users of our buildings, streets & public spaces.
22. Otherwise, the legal implications on the use of the ATTRO remain unchanged from the original 2016 report and are repeated in Appendix 1 for reference.

Risk Implications

23. Although the risk of further terrorist attacks in the Square Mile cannot be eliminated, the potential availability of the ATTRO to the City Police forms part of the measures available to help mitigate that risk.

Legal Implications

24. See Appendix 1.

Financial, Resource, Climate & Equalities Implications

25. None

Conclusion

26. Given the limited number of occasions on which the ATTRO has been used since 2016 and the limited impact on the general public's freedom of movement on each occasion, the evidence would suggest the ATTRO powers have been used proportionately and to the minimum extent necessary in accordance with both the statutory requirements and Members' wishes.

27. However, due to the exceptional environment of the Square Mile, the City of London remains particularly vulnerable to terrorist attack, and as a result, the City's permanent ATTRO is retained as an appropriate measure to enable the Commissioner of Police to more readily and better protect the City community.

Appendices

Appendix 1 - ATTRO Legal Considerations

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Appendix 1 - ATTRO Legal Considerations

1. Statutory power to make the ATTRO – Sections 6, 22C and 22D of the Road Traffic Regulation Act 1984 (as amended by the Civil Contingencies Act 2004) enables traffic orders to be put in place by the traffic authority for the purposes of avoiding or reducing the likelihood of danger connected with terrorism, or preventing or reducing damage connected with terrorism.
2. Statutory duties of traffic authority - As traffic and highway authority, the City Corporation has the duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities) (S122 Road Traffic Regulation Act 1984) and the duty to secure the efficient use of the road network avoiding congestion and disruption (S16 Traffic Management Act 2004). The Schedule to the ATTRO sets out requirements aimed at meeting these duties by ensuring that any restrictions will be the minimum necessary to remove or reduce the danger and are consistent with the statutory requirements for making such Orders. In implementing the ATTRO the traffic impacts of restricting or prohibiting traffic to roads within the City, including, potentially, pedestrian traffic, should be considered. In the event of a threat, the disruption to traffic flow would also have to be weighed against the threat of more severe disruption and greater risk being caused due to failure to prevent an incident.
3. Further controls - The Schedule to the draft ATTRO requires that in most cases at least seven days' notice of any restrictions must be given to persons likely to be affected (unless this is not possible due to urgency or where the giving of notice might itself undermine the reason for activating the ATTRO), and notice must also in any event be given to the City, TfL and other affected traffic authorities.
4. Human Rights and Proportionality - In considering the request for the ATTRO, there is a duty to act in accordance with the European Convention on Human Rights. In relation to possible restriction of access to property, any interference with Article 1 rights to enjoyment of property must be justified. Interference may be regarded as justified where it is lawful, pursues a legitimate purpose, is not discriminatory, and is necessary. It must also strike a fair balance between the public interest and private rights affected (i.e. be proportionate). It is considered that the public interest in being protected by the existence and operation of the ATTRO can outweigh interference with private rights which is likely to occur when restrictions are in operation. The scope of restrictions must be proportionate and should only last until the likelihood of danger or damage is removed or reduced sufficiently in the judgment of a senior police officer. The Schedule to the ATTRO sets out arrangements (further expanded in the Protocol) for ensuring that any interference is proportionate. Given the risks to life and property which could arise if an incident occurred, and the opportunity provided by the ATTRO to remove or reduce the threat of and/or impacts of incidents, it is considered that the ATTRO can be justified and any resulting interference legitimate.

Committees: Streets and Walkways Sub Committee - <i>for decision</i> Projects Sub Committee - <i>for decision</i>	Dates: 15 February 2022 17 February 2022
Subject: City Cluster Area – Activation and Engagement programme Unique Project Identifier: City Cluster Vision Phase one – 12072	Gateway 3 Regular Progress Report
Report of: Executive Director, Environment Report Author: Melanie Charalambous	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: A programme of activities and interventions in the City Cluster area with the following objectives:</p> <ul style="list-style-type: none"> • To contribute to the creation of a pleasant street environment and welcoming destination where people can enjoy spending time outdoors. • To support businesses and build upon the areas existing cultural offer. • To develop the area as a vibrant destination, for both workers and visitors, and aid the City's recovery. <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (excluding risk): £200-300K per year, initially for a 3 year programme</p> <p>Spend to Date: £35,701</p> <p>Costed Risk Provision Utilised: none</p>
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2. Key points to note	<p>Next Gateway: Gateway 4/5 combined detailed options appraisal and authority to start work</p> <p>Key Points:</p> <ul style="list-style-type: none"> • The programme has been impacted by the ongoing pandemic and the resulting uncertainty and delays to workers returning to the area; • Nevertheless, officers have delivered some summer activities in 2021, developed designs for temporary greening and seating installations and agreed an approach for the delivery of future activities with the EC Partnership; • This report sets out details of this approach and requests funding towards staff costs for the City's Outdoor Arts Programme team, initially for the first year of the programme with the EC Partnership providing match funding.
3. Reporting period	<p>May 2021 - present</p>
4. Recommendation	<p>It is recommended that Members note the project update and approve funding of £20,000 for staff costs for the City's Outdoor Arts Programme team, to be funded from the Pinnacle S106, with match funding provided by the EC Partnership</p>
5. Progress to date	<p>5.1 A Gateway 3 report was approved in May 2021 which included an outline approach to developing the Activation and Engagement programme in collaboration with the EC Partnership, alongside initial funding for summer 2021 interventions.</p> <p>5.2 The pandemic has delayed and restricted the development of the programme. However, one event (Nocturnal Creatures) was able to be delivered in July 2021 and was positively received, although attendances were down compared with previous years.</p> <p>5.3 Officers have worked closely with the EC Partnership to understand the needs of the area at this challenging time and have developed designs for seating and planting installations that will assist post-pandemic recovery by providing attractive spaces to meet and rest outdoors (see initial designs in appendix). This project is proposed to be joint funded by the City and the EC Partnership and will be taken forward as part of the parallel Wellbeing and Climate resilience programme.</p>

	<p>5.4 It is proposed that a programme of events and activities in the area will commence in summer 2022 as office workers are expected begin to return in greater numbers. Indeed, it is hoped that the activities and interventions will make the area more attractive and vibrant, supporting this return.</p> <p>5.5 Officers have developed an approach to prepare and implement the programme which will be managed by the City, with the City and the EC Partnership sharing the cost of staff resources, initially for one year with future years to be agreed, subject to funding. The match funding and approach was approved by the EC Partnership Board at its last meeting in December 2021.</p>
6. Next steps	<p>6.1 It is proposed that the City's Outdoor Arts Programme team prepare the activation and engagement programme. This would be a similar delivery model to the one successfully used to programme events at Aldgate Square in coordination with the Aldgate Connect BID.</p> <p>6.2 The planning and preparation would include:</p> <ul style="list-style-type: none"> • Identification of suitable event venues both indoor and outdoor • Engagement with event companies and suppliers • Creation of a draft event schedule and proposed budget • Creation of a draft delivery programme • Approval of the above by the City and the EC Partnership Board <p>6.3 For the funding of programme itself, it is proposed that there will be three main funders, namely the City of London, the EC Partnership (subject to successful ballot) and external event organisers and event sponsors. Opportunities for funding by third parties can be explored by the Venue and Events Coordinator as part of their role.</p> <p>6.4 A Gateway 4/5 report will be put forward in May when the programme and funding strategy has been prepared.</p>

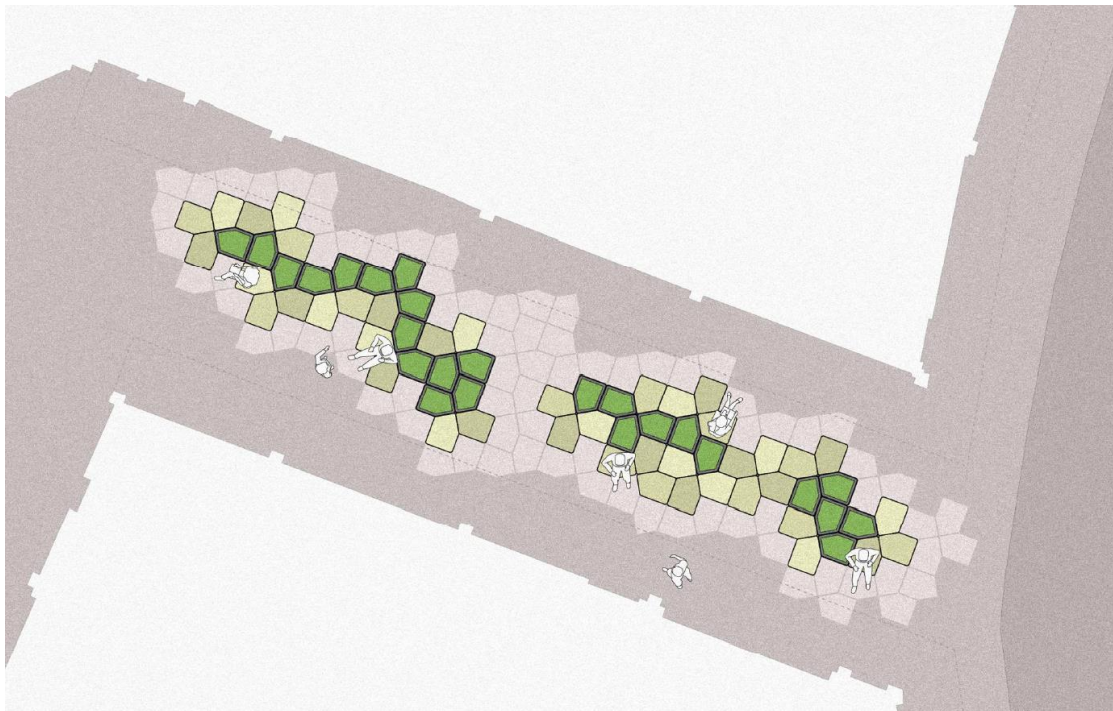
Appendices

Appendix 1	Proposed designs for seating and greening
Appendix 2	Images from summer event (Nocturnal Creatures)

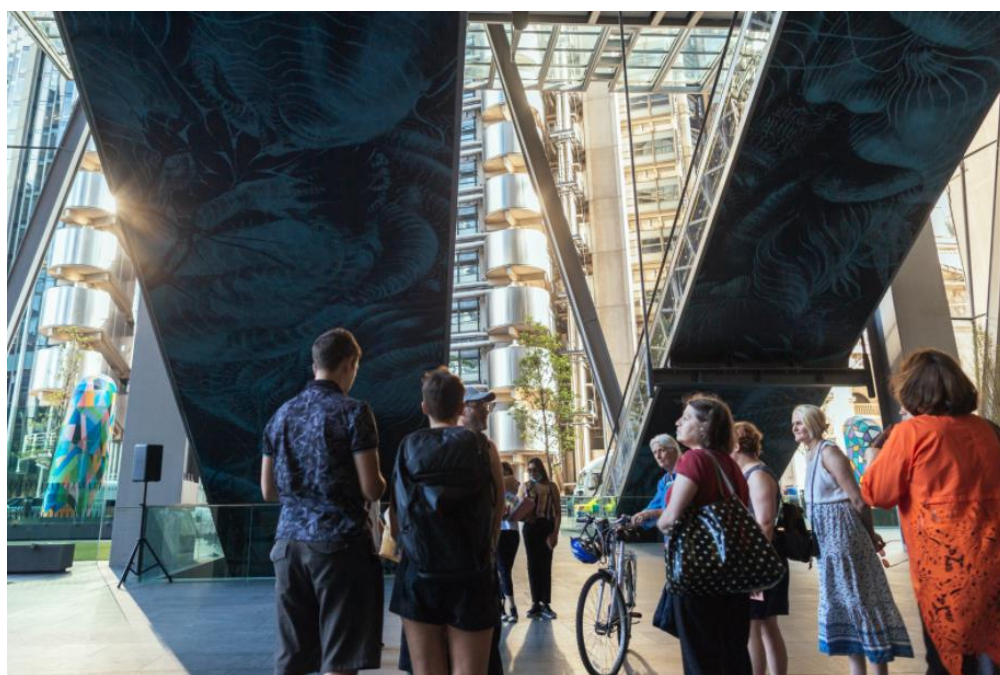
Contact

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Appendix 1: Designs for Greening and Seating (concept design)



Appendix 2: Images from Nocturnal Creatures event July 2021



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Committees: Streets and Walkways Sub Projects Sub	Dates: 15 February 2022 17 February 2022
Subject: St Bartholomew's Hospital environmental enhancements Update Report Core project name: St Bartholomew's Hospital S106 Unique Project Identifier: 11057	Gateway 5 Regular / Progress Report
Report of: Juliemma McLoughlin Director of the Built Environment Report Author: Emmanuel Ojugo	For Decision
<h1>PUBLIC</h1>	

1. Status update	Project Description: <ol style="list-style-type: none"> 1. This project involves improvements to the public highway surrounding St Bartholomew's Hospital. The project is wholly funded by the Section 106 agreement, agreed with the developer, Bart's and the London NHS Trust (dated 30th March 2005) and is related to the redevelopment of parts of the hospital. Much of which was largely completed by 2016 (see S106 plan in Appendix 1). 2. A Gateway 5 report was approved in September 2020. The project is to be delivered in Phases to accord with the developer's timetable and are as follows: <p><u>Phase 1: Little Britain Footway Perimeter Improvements – Largely Complete – September 2021</u></p> 3. Phase 1 works include resurfacing the Little Britain footway in York Stone that abuts the St Bartholomew Hospital. As part of this phase of work the Traffic & Environment Zone (TEZ), commonly known as the Ring of Steel, will also be reinstated and re-aligned, having previously been removed to accommodate access requirements to facilitate the development of the hospital. Other improvements include the reinstatement of the heritage lighting columns, seating, and greenery including tree planting. Works are largely complete aside from the installation of street furniture and a planting schedule that will comply with Open Spaces planting season.
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	<p><u>Phase 2: Giltspur Street Improvements -</u></p> <p><i>Site hoarded, awaiting access to site from Developer</i></p> <ol style="list-style-type: none"> 4. Giltspur Street runs along the western flank of St Bartholomew Hospital, adjacent to an area of extensive activity in the form of the hospital works to the Pathology block, Crossrail and the emerging Culture Mile quarter at Smithfield. 5. Proposals include widening the Giltspur Street footway to improve pedestrian access and resurfacing in York Stone setts, in keeping with the local palette of materials. Widening the footway will provide additional footway width and opportunities to plant trees or establish planters and seating subject to site conditions. 6. The proximity of Giltspur Street to West Smithfield means that new wayfinding and signage will also be important here so proposals will also be in keeping with the City's Look & Feel Strategy and Culture Mile branding. Supporting the unique local identity will ensure a coherent and consistent quality that integrates with the newly emerging cultural quarter. Some of this brand messaging has been implemented in the raised Little Britain thoroughfare. It can be seen on City bollards, footway vinyls and some adornment of retail units along the route. See images Appendix 4. 7. The Phase 1 project works began in January 2021 and the these have largely been complete by September 2021. However, due to some unforeseen occurrences related to the developer's build programme, Phase 2 improvement works have been delayed to coincide with the developer's revised programme on Giltspur Street. The initial revision was reported and meant City works would likely conclude in October 2022. However, the developer has since reported a subsequent delay in their programme. This has required additional officer time to reconfigure the programme and the requirements for necessary approvals/agreements with Transport for London (TfL). See <i>Section 4: Progress to date</i> for a more detailed summary. <p>RAG Status: Amber (Status Green at previous reporting stage)</p> <p>Risk Status: Low (same status as previous reporting stage)</p> <p>Total Estimated Cost of Project (excluding risk): £565,396</p> <p>Spend to Date: £379,826 (inclusive of committed orders)</p> <p>Costed Risk Provision Utilised: N/A, project was initiated prior to the introduction of the CRP in April 2019.</p>
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2. Key points to note	<p>Next Gateway: 6 Choose an item.</p> <p>Key Points: The project scope remains unchanged but due to some factors external to the project, the timing of the Phase 2 works at Giltspur Street are to be reconfigured. It is necessary to accommodate delays to the developer's works programme and traverse a basic design/administrative process with Transport for London (TfL) to fulfil the main project objectives. It is therefore proposed to adjust the budget accordingly to recognise the developer's revised programme to ensure the project is completed in line with the City's Section 106 Obligations. This is to ensure required funding for the management of the project is allocated and covers for additional engagement and work required by the change in programme, up to the completion of the project and preparation of the Gateway 6.</p> <p>Requested Decisions</p> <p><u>It is recommended that:</u></p> <ol style="list-style-type: none"> 1. That the remaining project budget of £185,570 is revised as set out in the finance tables in Appendix 3; including any interest accrued to complete the project in accordance with the Section 106 Agreement. 2. Approval of the budget adjustment summarised in table 2 Appendix 3. 3. The project programme is extended until the end of the 2022/23 financial year to accord with the developer's revised schedule of works.
3. Reporting period	<p>8. This report covers the period from the project Phases 1 and 2, authority to start work in September 2020 through to January 2022.</p>

<p>4. Progress to date</p>	<p><u>Current Position</u></p> <p>9. Phase 1 works in Little Britain were largely complete in September 2021, with outstanding items, street furniture and planting to be installed. Phase 2 works (Giltspur Street) have yet to be fully initiated as access to the site is not possible at this time due to delays in the developer's works to complete the new Pathology Unit (St Bart's) which is currently under construction.</p> <p>10. City officers have been working closely with St Bartholomew Hospital and the developer of the Pathology Unit in Giltspur Street. Following a series of meetings, in October 2021, City officers reported a revised project end-date of October 2022, based on ongoing programme engagement. The most recent of these meetings took place in December 2021, when the developer reported further delays to their programme which would likely result in an application to extend their stay on the Giltspur Street frontage. Despite some clear progress from the developer on Giltspur Street this latest action would impede the City of London programme due to a lack of access to Giltspur Street footway. The developer's hoarding currently remains in situ.</p> <p>11. It was concluded that there was a window (currently mid-February 2022) within which the City's Term Contractor would be able to access the hoarded site to carry out surveys and trial holes to finalise tree planting locations more precisely on Giltspur Street. The developer has suggested an extended stay until May 2022 for the completion of their works that affect the section of public highway within the project area.</p> <p><u>Necessary Agreement with Transport for London</u></p> <p>12. Phase 2 works involve the widening of the Giltspur Street footway to accommodate tree planting. This requires that the existing bus stop and shelter be shifted closer to the existing kerb line so that they would not appear as an obstruction in the middle of what would be a widened footway. Officers have been engaging with Transport for London (TfL) to agree the mechanism for achieving the relocation of these TfL assets and this process is expected to conclude by April 2022.</p>
<p>5. Next steps</p>	<p>1. Install street furniture and programme planting schedule for Little Britain. (Phase1).</p> <p>2. Carry out survey work in Giltspur Street to finalise the final street tree locations. (Phase 2).</p> <p>3. Finalise the approval mechanism with Transport for London to have the bus stop and shelter shifted to front of kerb to accommodate a widened footway and tree planting. (Phase 2).</p>

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	<p>4. Finalise Construction Design Package for Giltspur Street. (Phase 2).</p> <p>5. Start implementation of Phase 2 by June 2022 (subject to developer programme).</p> <p>6. Submit Gateway 6 report by end of the financial year 2022/23 to accommodate the Open Spaces planting season.</p>
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Site Location/Works Phase Plan, S106/Indicative General Arrangement Plan
Appendix 3	Finance Tables
Appendix 4	Site Photos Current site progress, Comparative Images

Contact

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Project Coversheet

[1] Ownership

Unique Project Identifier: 11057

Report Date: February 2022

Core Project Name: St Bartholomew's Hospital environmental enhancements

Programme Affiliation (if applicable): N/A

Project Manager: Emmanuel Ojugo

Next Gateway to be passed: Gateway 6

[2] Project Brief

Project Mission statement:

To deliver phased public realm and street enhancements related to the redevelopment of St Bartholomew Hospital. The project seeks to reinstate and increase green coverage in the area, improve pedestrian movement across the area and the general visitor experience in support of the emerging new cultural quarter in Smithfield (Culture Mile).

Enhancements will include resurfacing footways in Yorkstone, widening footways, raising carriageways, reinstating trees and greenery lost to facilitate the development of the hospital, and seating opportunities mindful of social distancing. Other measures include improved signage and wayfinding to help visitors better navigate and artistic embellishments that celebrate the unique cultural history of the Smithfield area.

The enhancements would be entirely funded by Developer contribution through Section 106 Agreement.

Definition of need:

St Bartholomew's Hospital have recently completed on a modernisation programme for which they were granted approval in 2004. Between 2004 and present day the area has largely undergone a metamorphosis with local streets bearing the brunt of facilitating local development. As the hospital development neared completion in 2016, works to the adjacent mixed residential development at Bartholomew's Close began and are currently under construction.

The new hospital works on Giltspur Street that are underway, Crossrail and the planned relocation of the Museum of London to Smithfield are also a demonstration of the sheer weight of activity in the area.

The objectives of the Section 106 are clear in that a condition of the hospital development was to contribute to improvements to mitigate its effects in adjacent footway.

Increases in visitors, and inevitable service changes are now apparent. It is now incumbent on the City to improve the local streets and integrate them with the new reality of new buildings increased population, their relative servicing needs and their active frontages.

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Key measures of success:

- 1) Introducing greenery to the area that traditionally has low coverage to improve local air quality and contribute to local biodiversity.
- 2) Better pedestrian experience by delivering high quality enhancements that improves wellbeing and legibility given its proximity to a busy transport hub and the emerging Culture Mile quarter at Smithfield.
- 3) Works are carried out in a timely manner in line with Environmental Guidelines to ensure minimal disruption to the local street network, local business and construction activity.

[3] Highlights**Finance:****Total anticipated cost to deliver [£]: £532,161****Total potential project liability (cost) [£]: N/A****Total anticipated on-going commitment post-delivery [£]:** Maintenance – £23,100 (to be fully funded by developer contribution as part of the Section 106 agreement, included in the delivery cost above)**Programme Affiliation [£]: N/A**

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£30,000	£532,161	£565,369
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£400,000 - £550,000 (as agreed in 2014)	£565,369 (2020)	£16,369
[G] Spend to Date	[H] Anticipated future budget requests	
£379,826 (inclusive of committed orders)	N/A	

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

▲ The total estimated cost of the project at last Gateway reported as between £400,000 and £550,000 as part of the original S106 deposit in 2005. However, this figure has been increased to £565,369 in 2020, in line with indexation and interest accrued over this period, to carry out public realm works and project scope to compliment new and emerging developments in the area. This remains unchanged.

Since 'Options Appraisal and Design' (G1-2) report:

N/A.

A gateway 5 **Progress Report** is now submitted for Committee approval, to acknowledge project progress and adjust the budget in recognition of the developer's revised works programme to the Pathology Unit in Giltspur Street.

Since 'Authority to start Work' (G5) report:
Please see above.

Project Status:

Overall RAG rating: Amber

Previous RAG rating: Amber

[4] Member Decisions and Delegated Authority

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

[5] Narrative and change

Date and type of last report:

St Bartholomew's Hospital environmental enhancements
Gateway 5 / Regular

Streets and Walkways Sub *for decision* - 14 September 2020

Projects Sub *for decision* - 15 September 2020

Key headline updates and change since last report.

Increase in estimated cost

The budget remains unchanged since the Gateway 5 report was approved in September 2020.

Change in programme

Public realm works were previously expected to be completed in September 2021. The first of the two project phases was largely been complete by September 2021, aside from some street furniture currently being procured along with greening elements to accord with the Open Spaces planting season. Phase 2 implementation awaits the removal of developer hoarding on a section of Giltspur Street.

Throughout the project, regular engagement with the developer has meant changes to their programme to which the City has adjusted. The initial revision was reported by officers and meant City works would likely conclude in October 2022. However, the latest meeting with the developer in December 2021 meant a subsequent delay in their programme with a likely end date of March 2023 for the City's project works

The City is negotiating access with the developer in order to carry out necessary survey work to finalise tree locations and the re-siting of bus stop and shelter.

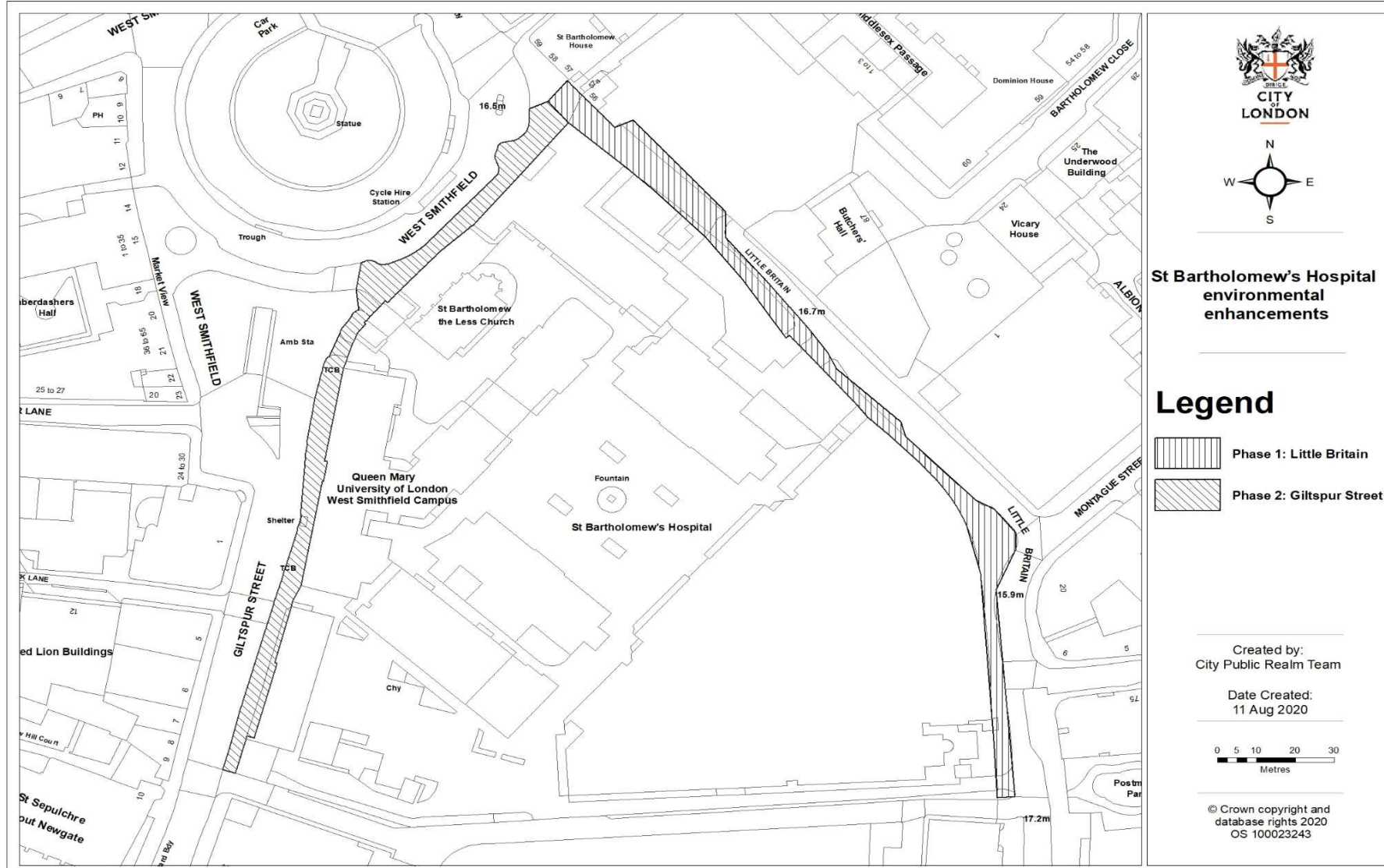
Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report:
NA.

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

N/A	
Since 'Authority to Start Work' (G5) report:	
N/A	
<u>Timetable and Milestones:</u>	
Expected timeframe for the project delivery: January 2021 – March 2023	
Milestones: <Top 3 delivery and planning milestones (upcoming) >	
1) Procurement of materials, permits, traffic orders to begin works – October 2020	
2) Initiate works – January 2021	
3) Agree programme for subsequent work phases – February 2022	
Are we on track for this stage of the project against the plan/major milestones? Yes, for Phase 1 works but Phase 2 implementation is currently dependant on the developer vacating the Giltspur Street site in line with their revised programme.	
Are we on track for completing the project against the expected timeframe for project delivery? Yes. We believe the project can be delivered within the reported revised time frame.	
<u>Risks and Issues</u>	
Top 3 risks: <things that have not come to pass>	
<i>Risk description</i>	<i>Site conditions affect the City's ability to install street furniture</i>
<i>Risk description</i>	<i>Trees cannot be planted due to the lack of underground space</i>
<i>Risk description</i>	<i>Local occupiers complain about noise from works</i>
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?	
N/A	

Appendix 2 | Site Location/Works Phase Plan



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APPENDIX 3 | FINANCE TABLES

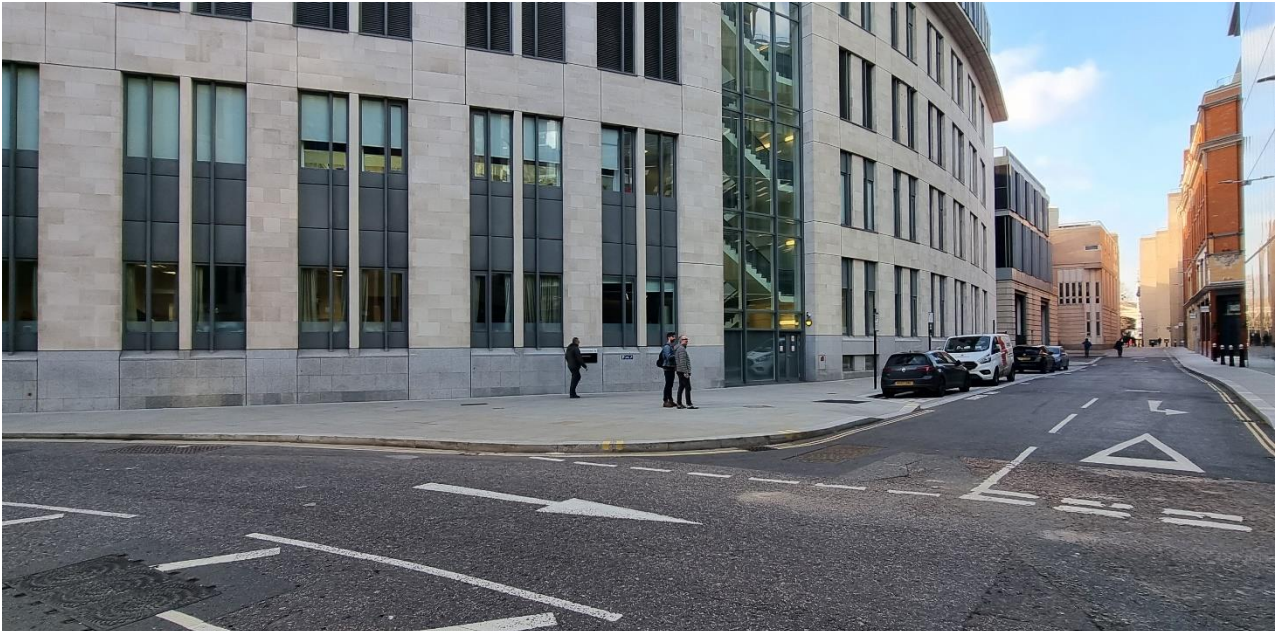
Table 1: Expenditure to date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
St Bartholomews Hospital S106 - 16800301			
P&T Staff Costs	33,235	33,234	1
Total 16800301	33,235	33,234	1
St Bartholomews Hospital S106 - 16100301			
Env Servs Staff Costs	27,563	28,894	(1,331)
Open Spaces Staff Costs	5,000	293	4,708
P&T Staff Costs	29,000	35,328	(6,328)
P&T Fees	20,000	2,500	17,500
Env Servs Works	390,000	279,577	110,423
Open Spaces Works	17,498	-	17,498
Utilities	20,000	-	20,000
Total 16100301	509,061	346,592	162,469
Commuted Maintenance	23,100	-	23,100
GRAND TOTAL	565,396	379,826	185,570

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
St Bartholomews Hospital S106 - 16800301			
P&T Staff Costs	33,235	-	33,235
Total 16800301	33,235	-	33,235
St Bartholomews Hospital S106 - 16100301			
Env Servs Staff Costs	27,563	16,331	43,894
Open Spaces Staff Costs	5,000	-	5,000
P&T Staff Costs	29,000	21,328	50,328
P&T Fees	20,000	(8,000)	12,000
Env Servs Works	390,000	(18,161)	371,839
Open Spaces Works	17,498	(3,498)	14,000
Utilities	20,000	(8,000)	12,000
Total 16100301	509,061	-	509,061
Commuted Maintenance	23,100	-	23,100
GRAND TOTAL	565,396	-	565,396

Table 3: Funding Strategy	
Funding Source	Amount (£)
S106 - St Bart's Hospital - 04/00344/FULEIA	565,396
TOTAL	565,396

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Appendix 4 | Current site progress



Phase 1 Area: Little Britain footway from Montague Street, resurfacing completed
- Awaiting installation of street furniture and tree planting/planters



Phase 1 Area: Little Britain | Completed resurfacing and example of Culture Mile branded bollards
- Awaiting installation of additional street furniture in the area

Appendix 4 | Current site progress

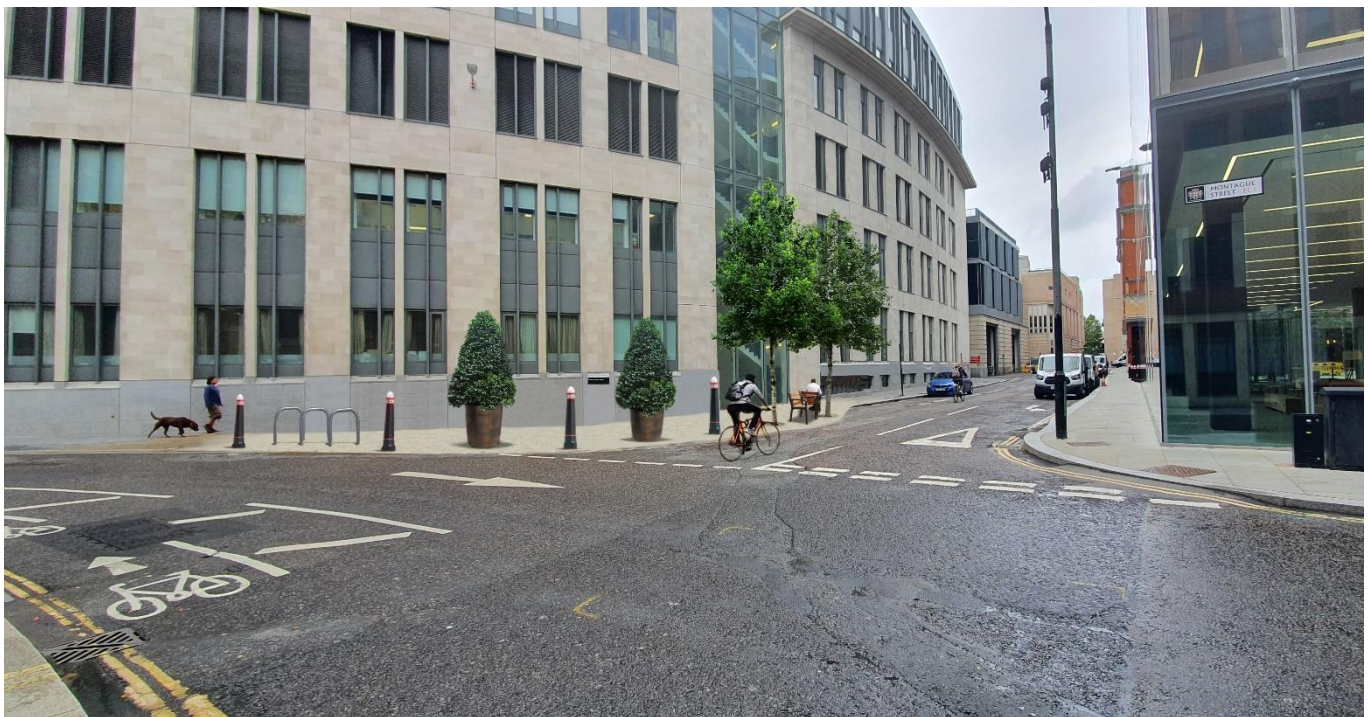


Phase 2 Area: Giltspur Street- Hoarding to Pathology Building under development
- *City access currently being programmed*

Appendix 4 | Comparative Images



Phase 1 Area: Little Britain looking north west from Montague Street Circa 2004



Phase 1 Area: Photomontage of proposals for Little Britain looking north west

Appendix 4 | Comparative Images



Phase 2 Area: Current works underway in West Smithfield/Giltspur Street



Phase 2 Area: Photomontage of proposals for West Smithfield/Giltspur Street

Committees: Service Committee – Streets & Walkways Sub – for decision Projects Sub – for decision Open Spaces Committee – for information	Dates: 15 February 2022 17 February 2022 15 February 2022
Subject: Climate Action Strategy – YEAR 2 Cool Streets and Greening Programme Unique Project Identifier: PV ID 12267	Gateway 3/4: Options Appraisal Regular
Report of: Director of the Built Environment Report Author: Janet Laban	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: Cool Streets and Greening is a Climate Action Strategy programme to pilot climate resilient streets and open spaces in the Square Mile. Year 1 of this programme is underway. This Gateway 3-4 report is seeking approval to progress Year 2 of the programme.</p> <p>RAG Status: Gateway 2 Green, Gateway 3-4 Year 1 Green, Gateway 3-4 Years 2 Green</p> <p>Risk Status: Gateway 2 Low, Gateway 3-4 Year 1 Low, Gateway 3-4 Years 2 Low</p> <p>Total Estimated Cost of Project (excluding risk): £6.8M 1.7M per year for 4 years from Climate Action Strategy budget</p> <p>Change in Total Estimated Cost of Project (excluding risk): Increase/Decrease of £0 since last report to Committee</p> <p>Spend to Date: £123K (See appendix 3 & 4)</p> <p>Costed Risk Provision Utilised: £0</p> <p>Funding Source: Climate Action Strategy - On Street Parking Reserve (CAS – OSPR)</p> <p>Slippage: None</p>
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<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 5: Authority to Start Work on individual projects</p> <p>Next Steps: Detailed designs will be drawn up for incorporation of the resilience measures into the Year 2 sites and new sites will be identified for additional projects. This will include proposals for implementation, maintenance and evaluation. Monitoring which will be carried out over a four-year period to assess the effectiveness of the range of climate resilience measures that are implemented. Individual Gateway 5 reports will be submitted for each of the proposed projects making it clear where the Cool Streets and Greening funding supplements other funding sources to improve climate resilience at each site.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> Year 1 projects – Note the progress on Cool Streets and Greening Year 1 projects (see appendix 4): <ul style="list-style-type: none"> Cheapside sunken garden Bevis Marks Jubilee Gardens City of London School – riverside site Vine Street tree planting – monitoring only Climate resilient planting (4 sites) – monitoring only Year 2 projects -That a budget of £750K is approved in principle for design and installation of climate resilience measures on six Year 2 sites to enable redesigns of existing sites to be progressed. Final designs and costs will be confirmed through Gateway 5 reports for each individual site. <ul style="list-style-type: none"> Little Trinity Lane Crescent Bank Moor Lane Barbican – monitoring only Finsbury Circus – monitoring only Note that revenue costs of £120K associated with maintenance and monitoring for Year 2 sites will be funded from the Climate Action Strategy revenue budget Additional Year 2 projects – That a budget of £550-850K (depending on the number of sites identified) is approved for the identification, design and implementation (in principle) of additional sites through the following workstreams in Year 2: <ul style="list-style-type: none"> Cubic Mile project in conjunction with British Geological Survey (BGS) Heat Resilient Highways – risk appraisal Citywide Greening and Biodiversity, <p>Final designs and implementation costs for the additional sites identified in Year 2 will be subject to Gateway 5 approval.</p>
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	<p>5. Note the revised budgets set out in table 1</p> <table><tr><td></td><td>Budget</td><td>Spend 2021/22 (To Jan 2022)</td><td>Proposed spend to March '23</td></tr><tr><td>Gateway 1-2</td><td>£320K</td><td>£123K</td><td>£197K</td></tr><tr><td>Gateway 3-4 Year 1</td><td>£660K</td><td>£nil</td><td>£660*</td></tr><tr><td>Gateway 3-4 Year 2</td><td>£750K existing sites £550-850K new sites</td><td>N/A</td><td>A budget uplift of 120K is required to get to Gateway 5 Total proposed spend (in principle) £1.3M to 1.6M*</td></tr><tr><td>Revenue budgets</td><td>£120K Year 2</td><td></td><td></td></tr></table> <p>*Subject to Gateway 5 approval for implementation</p> <p>6. Note that of the Year 1 funding approved at Gateway 1-2 for evaluation and programme development and Gateway 3-4 for site design and implementation £857K will be carried forward to Year 2 to complete this work.</p> <p>7. In addition, revenue budgets of 120K over a period of five years for maintenance and monitoring of Year 2 projects are required.</p> <p>8. Note the progress that has been made on the Cool Streets & Greening project since Gateway 2 approval in April 2021. See appendix 3</p> <p>9. Note the total estimated cost of the project at £6.8M = 1.7M per year for 4 years CAS budget (excluding risk)</p>		Budget	Spend 2021/22 (To Jan 2022)	Proposed spend to March '23	Gateway 1-2	£320K	£123K	£197K	Gateway 3-4 Year 1	£660K	£nil	£660*	Gateway 3-4 Year 2	£750K existing sites £550-850K new sites	N/A	A budget uplift of 120K is required to get to Gateway 5 Total proposed spend (in principle) £1.3M to 1.6M*	Revenue budgets	£120K Year 2		
	Budget	Spend 2021/22 (To Jan 2022)	Proposed spend to March '23																		
Gateway 1-2	£320K	£123K	£197K																		
Gateway 3-4 Year 1	£660K	£nil	£660*																		
Gateway 3-4 Year 2	£750K existing sites £550-850K new sites	N/A	A budget uplift of 120K is required to get to Gateway 5 Total proposed spend (in principle) £1.3M to 1.6M*																		
Revenue budgets	£120K Year 2																				
<p>3. Resource requirements to reach next Gateway</p>	<p>3.1 The next Gateway for this work will be integrated into individual Gateway 5 reports for each project. A budget uplift of £120k is required at this stage for site design and monitoring infrastructure.</p> <p>3.2 Members are requested to note the overall envelope of £750K which will be required at Gateway 5 for Year 2 projects as itemised in the table below:</p> <table><tr><td>Item</td><td>Reason</td><td>Funds – source of funding</td><td>Indicative cost (£)</td></tr><tr><td></td><td></td><td></td><td></td></tr></table>	Item	Reason	Funds – source of funding	Indicative cost (£)																
Item	Reason	Funds – source of funding	Indicative cost (£)																		

	Little Trinity Lane	SuDS including raingardens, channels and re-profiling footway, trees, Climate resilient planting. Trial of pollution mitigation green screen/ climbing plants	Climate Action Strategy (CAS) funding On Street Parking Reserve (OSPR)	165K	
	Crescent	SuDS, Climate resilient planting, trees, permeable paving	CAS OSPR	220K / 270K to be confirmed in Feb	
	Bank	Rain gardens, climate resilient planting & trees	CAS OSPR	165K	
	Moor Lane	Rain gardens, channels and re-profiling footway, trees, pergolas, cool paving climate resilient planting	CAS OSPR	110K	
	Finsbury Circus	Monitoring only	CAS OSPR	20K	
	Barbican podium	Monitoring only	CAS OSPR	20K	
	Total Capital costs			750K	
	Maintenance and monitoring of all sites	To evaluate the effectiveness of the	To be met by Climate Action Strategy	£120K funded from CAS revenue	

		measures for combating climate risks and identify any additional operational costs	revenue funds	– not included in total																
	Total	Capital and revenue costs		870K																
<p>3.3 In addition to the existing sites programme during Year 2 work will progress to find new sites where climate resilience measures can be incorporated. The next gateway for these sites will be individual Gateway 5 approvals for each site</p> <p>NEW SITE IDENTIFICATION SCOPING, DESIGN AND IMPLEMENTATION</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Indicative Cost (£) <small>subject to identification of suitable sites</small></th></tr><tr><td>Cubic Mile project</td><td>Below ground sites identified through cubic mile project Target 3- 5 sites</td><td>CAS OSPR</td><td>£250K - 400K</td></tr><tr><td>Heat Resilient Highways</td><td>Climate risk assessment and materials review of existing highways materials and identification of measures to reduce heat absorption</td><td>CAS OSPR</td><td>£50K</td></tr><tr><td>Citywide Greening and Biodiversity</td><td>To improve the Square Mile's Urban Greening Factor, improve opportunities and corridors for biodiversity and contribute</td><td>CAS OSPR</td><td>£250K - 450K</td></tr></table>					Item	Reason	Funds/ Source of Funding	Indicative Cost (£) <small>subject to identification of suitable sites</small>	Cubic Mile project	Below ground sites identified through cubic mile project Target 3- 5 sites	CAS OSPR	£250K - 400K	Heat Resilient Highways	Climate risk assessment and materials review of existing highways materials and identification of measures to reduce heat absorption	CAS OSPR	£50K	Citywide Greening and Biodiversity	To improve the Square Mile's Urban Greening Factor, improve opportunities and corridors for biodiversity and contribute	CAS OSPR	£250K - 450K
Item	Reason	Funds/ Source of Funding	Indicative Cost (£) <small>subject to identification of suitable sites</small>																	
Cubic Mile project	Below ground sites identified through cubic mile project Target 3- 5 sites	CAS OSPR	£250K - 400K																	
Heat Resilient Highways	Climate risk assessment and materials review of existing highways materials and identification of measures to reduce heat absorption	CAS OSPR	£50K																	
Citywide Greening and Biodiversity	To improve the Square Mile's Urban Greening Factor, improve opportunities and corridors for biodiversity and contribute	CAS OSPR	£250K - 450K																	

		to the Queen's Green Canopy		
	TOTAL	Year 2 new sites		£550 – £850K
	<p>3.4 Policy and Resources Committee has approved funding for the Cool Streets and Greening project under the Climate Action Strategy (CAS) programme with draw-down of funding subject to further approval of the Resource Allocation Sub Committee.</p> <p>3.5 All staff costs for project management, are included in the above figures against each project site. Costs for maintenance and monitoring of the resilience measures will be met from CAS revenue funding under the Cool Streets and Greening Programme.</p> <p>3.6 The Cool Streets and Greening project activities already approved are progressing in line with the update set out in Appendices 3 & 4. These activities will continue in parallel with the development of Year 2 sites.</p>			
4. Overview of project options	<p>Option 1 – Redesign of existing projects to include climate resilience measures – Preferred Option</p> <p>4.1 A total of 18 sites were initially identified as suitable for incorporation of climate resilience measures.</p> <p>4.2 These sites were prioritised using the following hierarchy:</p> <ul style="list-style-type: none"> • Priority 1: Existing sites. Priority has been given to sites where projects are already planned which are due for construction by 2023. The designs will be enhanced to incorporate climate resilience measures. • Priority 2 – Climate resilience benefits. Assessment of the potential climate resilience benefits is taken from the Climate Resilience Measures Catalogue which was prepared for the City Corporation by Buro Happold. • Priority 3 – Cost per benefit. This ensures that the projects chosen, represent a cost-effective approach to climate resilience. • Priority 4– Benefits per square metre. The most effective measures will have multiple benefits in the same space and will score higher. <p>4.3 Progress on the Year 1 projects is outlined in Appendix 4 and completion dates for each site are summarised below</p> <ul style="list-style-type: none"> • Greening Cheapside June 2022 • Bevis Marks/ Dukes Place June 2022 • Jubilee Gardens Oct 2022 			

	<ul style="list-style-type: none"> • City of London School: June 2022 • 35 Vine Street June 2022 • Resilient Planting 4 sites Monitoring only <p>4.4 Ongoing monitoring of each site will establish the most suitable climate resilience measures for the Square Mile.</p> <p>4.5 Appendix 2 shows the prioritisation of sites for Year 2 This report seeks approval to include climate resilience measures at the following sites:</p> <ul style="list-style-type: none"> • Little Trinity Lane • Crescent • Bank • Moor Lane • Barbican Podium Phase 2 MONITORING ONLY • Finsbury Circus MONITORING ONLY <p>4.6 The Climate Action Strategy funding will fund the design, installation, maintenance and monitoring of climate resilience measures for four sites and monitoring only for two sites.</p> <p>4.7 Maintenance and monitoring are an integral part of this programme which aims to assess whole life costs of each measure and evaluate its effectiveness through monitoring over a five-year period. These costs will be covered by the wider Climate Action Strategy funding and we will work with Chamberlains to confirm the details and include this information at Gateway 4a which will be reported to the Resource Allocation Sub-Committee.</p> <p>4.8 The majority of the Year 2 projects are also funded from other sources which have been approved separately. The Cool Streets and Greening fund is in addition to these other sources and will enable climate resilience measures to be implemented, maintained and evaluated. The most effective measures will then be included in design guidance for public realm, open spaces and highways projects.</p> <p>Option 2 – Identify new sites for climate resilience</p> <p>4.9 To date the Cool Streets and Greening projects have opportunistically targeted interventions in existing projects to speed implementation. For new schemes climate resilience measures should be incorporated as business as usual from now onwards. However, it is beneficial to pilot further measures and interventions and to do this it will be necessary to first identify the areas and sites where these measures can have the most impact.</p> <p>4.10 The City Corporation is working in partnership with the British Geological Survey to map below ground opportunities for climate resilience measures. This “Cubic Mile” project, which is part funded by the</p>
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	<p>Natural Environment research Council (NERC) should identify new sites where designs can combat climate change impacts.</p> <p>4.11 The City's highways will be subjected to increased temperatures, drought and potential flooding later this century. Risk assessment of the materials that are currently used will demonstrate whether resilience measures will be needed to avoid disruption to traffic and movement in the Square Mile. Heat Resilient Highways test sites may be identified for trials of measures to reduce heat absorption.</p> <p>4.12 Citywide greening and biodiversity– evidence shows that greening can effectively reduce temperatures in urban environments and that a high density of greening is more effective than individual pockets. Citywide greening will contribute directly to an increase in Urban Greening factor for the Square Mile and will provide additional benefits to managing flooding, combatting biodiversity loss and the prevalence of new pests and diseases (subject to the type of planting).</p> <p>4.13 Biodiversity resilience relies on corridors and routes for the movement of insects, birds, and other species. Linking up existing green spaces both within the Square Mile and to the Green Grid beyond the City's boundaries will assist in protecting and enhancing biodiversity. Suitable linking sites will be identified to focus biodiversity enhancement in the most effective places and contribute to the implementation of the Biodiversity Action Plan.</p> <p>4.14 Possible new sites may include numerous tree planting locations (identified through the Cubic Mile project) which could contribute to the Queen's Green Canopy platinum jubilee project. The Finsbury Circus western arm, Moorgate London Wall junction and the north south lanes leading to the river are amongst the sites that could provide green corridors and cool routes through the City.</p> <p>Option 3 Do Nothing</p> <p>4.15 This option would make no preparations for changed weather patterns as a result of climate change.</p> <p>4.16 This would mean continuing with a reactive approach responding to disruption from adverse weather and other climatic impacts as it affects the Square Mile.</p> <p>4.17 This option risks higher costs for clean-up, reputational damage and misses opportunities to prepare for changes in the climate as works are carried out during this decade.</p>
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<p>5. Recommended option</p>	<p>5.1 Options 1 and 2 are recommended.</p> <p>5.2 The Option 1 sites that have been chosen are all due for construction by 2023 and will pilot a range of different climate resilience measures. It is important to begin evaluation of these measures quickly to identify which are the most successful and cost effective in combatting the risks that the City faces from climate change: flooding, heat stress, biodiversity loss, water shortages, disruption to food and trade and emerging pests & diseases.</p> <p>5.3 Additional opportunities for climate resilience, including innovative measures, will be identified through Option 2. Prioritisation, design and implementation of these sites will be carried out during Q3 &Q4 2022/23.</p>
<p>6. Risk</p>	<p>6.1 There is a risk that detailed design and surveys identify constraints to the implementation of some measures. In this case the design would need to revert to traditional drainage, planting or paving. This might incur additional design cost but would be offset by a reduction the cost of the resilience elements.</p> <p>6.2 The design and implementation of these projects relies on in-house and consultancy expertise. There is a risk that skills shortages in the climate action field lead to a lack of expertise to progress these projects.</p> <p>6.3 There is a risk that the City is unable to fulfil the commitments made in the Climate Action Strategy resulting in a lack of preparedness for climate change.</p> <p>6.4 It is anticipated that no Costed Risk Provision (CRP) will be required since there are no high-risk elements to these projects.</p> <p>6.5 Further information available in the Risk Register (Appendix 2) and Options Appraisal.</p>
<p>7. Procurement approach</p>	<p>7.1 Design and installation of the resilience measures will be included in the project plans for each site alongside the existing works.</p> <p>7.2 Approval of final designs and authority to start work will be through the Gateway 5 reports for each individual project using CAS funding to cover installation, maintenance and monitoring of the resilience measures.</p> <p>7.3 All Civil works will be carried out by the Highways term contractor and all planting works will be carried out by the Open Spaces in-house team.</p> <p>7.4 Any further design, maintenance or monitoring work will be procured in accordance with the City Procurement procedures</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	Progress against Gateway 2 approval
Appendix 4	Progress on Year 1 sites
Appendix 5	CS&G Site Prioritisation Spreadsheet Year 2
Appendix 6	Visuals for Year 2 priority sites

Contact

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Telephone Number	use Microsoft Teams call

Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
1. Brief description of option	Redesign of existing projects to include climate resilience measures and monitoring programme to evaluate their effectiveness. This will cover years 1 and 2 of the Cool Streets & Greening programme	Identification of new sites for design, installation and monitoring of climate resilience measures for Year 2 of the Cool Streets & Greening programme	Do nothing to prepare for climate change impacts
2. Scope and exclusions	A call for sites produced 18 potential sites where work is already planned but could be redesigned to include climate resilience measures. These have been prioritised with 6 projects (including 9 sites) proposed for implementation in year 1 and 6 projects proposed for Year 2.	Opportunity mapping for suitable new sites, which was approved at Gateway 2, is underway. This work will be completed by Sept 2022 when suitable sites can be prioritised, measures proposed and designs progressed	This option would take a reactive approach to climate related emergencies such as flooding, heat stress, water shortages etc, responding when they happen.
<i>Project Planning</i>			
3. Programme and key dates	All the proposed sites are due for completion by end 2023	Estimated key dates: Climate resilience opportunity mapping Q4 2021/22 Site identification Q1-Q2 2022/23	React to climate related emergencies when they occur

Option Summary	Option 1	Option 2	Option 3
		Design Q3-Q4 2022/23 Implementation 2023/24	
4. Risk implications	<p>Overall project option risk: Low</p> <p>There is a risk that detailed surveys show constraints that make installation of SuDS and other climate resilience measures impractical.</p> <p>Further information available within the Risk Register (Appendix 2).</p>	<ul style="list-style-type: none"> • Medium risk that no suitable sites will be identified 	This option risks the City being unprepared for climate impacts leading to emergency incidents and associated reputational damage
5. Stakeholders and consultees	<ul style="list-style-type: none"> • Residents and businesses adjacent to proposed sites • City Corporation officers: Highways, Transport, Historic Environment, Access City Public Realm 	<ul style="list-style-type: none"> • Residents and businesses adjacent to proposed sites • City Corporation officers: Highways, Transport, Historic Environment, Access City Public Realm 	None
6. Benefits of option	<ul style="list-style-type: none"> • Resilience implemented by end 2023 • Uses sites where work is already planned minimising disruption and cost 	<ul style="list-style-type: none"> • Identifies sites based on opportunity mapping • Sites suitable for a wide range of resilience measures 	Immediate costs avoided

Option Summary	Option 1	Option 2	Option 3
	<ul style="list-style-type: none"> Provides monitoring data to inform site selection later in the 5 year programme 	are more likely to be identified	
7. Disbenefits of option	Potential limitation on the types of resilience measures possible on sites where other work is already planned	Higher cost per site than option 1. CAS funding will need to pay for all works since these are not sites where other work is already planned.	Risk of emergency leading to high repair costs, disruption to the city and reputational damage
Resource Implications			
8. Total estimated cost	<p>Estimated capital cost for Year 1 = £660K Year 2 = £750K</p> <p>There is a high level of confidence in this figure based on estimates from the Public Realm team who have experience in implementing similar schemes elsewhere.</p>	<p>Estimated capital costs: Year 2 £500K - £850K</p> <p>Costs will depend on the types of resilience measures that are feasible on each site. Other sources of funding will be sought but some measures will need to be fully funded through the CS&G programme</p>	<p>No immediate investment costs.</p> <p>Future emergency costs unknown</p>

Option Summary	Option 1	Option 2	Option 3
9. Funding strategy	Climate Action Strategy – On Street Parking Reserve	Climate Action Strategy – On Street Parking Reserve	N/A
10. Investment appraisal	None – scheme is fully funded through Climate Action Strategy	None – scheme is fully funded through Climate Action Strategy	N/A
11. Estimated capital value/return	N/A.	N/A	N/A
12. Ongoing revenue implications	Ongoing revenue will be needed for maintenance and evaluation of the resilience measures over the 5-year period of the Cool Streets and Greening programme. An initial estimate of 10% of capital costs has been added (70K) however evaluation of maintenance costs will be part of the evaluation of each project. Some measures may result in reduced maintenance costs in the longer term.	Ongoing revenue will be needed for maintenance and evaluation of the resilience measures over the 5-year period of the Cool Streets and Greening programme. An initial estimate of 10% of capital costs has been added (£50K) however evaluation of maintenance costs will be part of the evaluation of each project. Some measures may result in reduced maintenance costs in the longer	N/A
13. Affordability	The scheme is fully funded through the Climate Action Strategy	The scheme is fully funded through the Climate Action Strategy	N/A

Option Summary	Option 1	Option 2	Option 3
14. Legal implications	Planning permissions will be sought where necessary	Planning permissions and Highways orders will be sought where necessary	N/A
15. Corporate property implications	None	None	N/A
16. Traffic implications	None	To be advised based on the sites identified	N/A
17. Sustainability and energy implications	The Cool Streets & Greening programme is a Climate Action Strategy project which aims to ensure that the City remains resilient to the impacts of climate change (hotter drier summers, warmer wetter winters, more frequent weather extremes and sea level rise) All materials used in the projects will be sustainably sourced applying circular economy principles wherever possible	This project would align with the Climate Action Strategy aim that the City is resilient to the impacts of climate change	This option would conflict with the City's Climate Action Strategy goal of a climate resilient City
18. IS implications	Monitoring data will be made available through the Azure IOT hub	Monitoring data will be made available through the Azure IOT hub	N/A

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
19. Equality Impact Assessment	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs	This option could lead to greater danger for vulnerable groups
20. Data Protection Impact Assessment	N/A	N/A	N/A
21. Recommendation	Recommended	Recommended	Not recommended

Appendix 1 Project Cover Sheet – attached

Appendix 2 Risk register – attached

Appendix 3 Progress on Gateway 2 programme

Item	Progress summary	Outputs to date	Indicative Cost (£)	Spend to date (committed end Jan 2022)
Framework Development	Project plans have been developed for year 1 and years 2/3	Project Plan Cool Streets & Greening – Year 1 Project Plan Cool Streets & Greening – Year 2/3	£50K	7K
Resilience measures catalogue	Beta version of the resilience measures catalogue in use for site prioritisation Resilient planting catalogue scoping and evaluation of existing sites underway	Beta version of resilience measures catalogue listing 34 measures with indicative costs and benefits	£10K	10K
Smart sensors & monitoring	Collaboration with Kings College London and COL Boys' School - sensors installed, data gathering underway	Temperature, humidity, soil moisture and air quality sensors installed and gathering data. Weather station installed on roof of Boys' School and gathering data	£85K	£12K
Smart sensors & monitoring	Urban Controls Mesh connected sensors – order to be placed by end Feb 2022 installation due by summer 2022	Specification and quotes for Mesh network connected sensors		£33K
Smart sensors & monitoring	10 Gully sensors – order to be placed by end Feb 2022 installation due by summer 2022	Specification and quotes for gully sensors		£29K

Data collection & analysis	Climate Action Strategy dashboard has been developed to provide an overview of the progress on all CAS projects. Data collection and analysis from sensor network will be through an Azure IOT hub allowing outputs in Power BI or via the Free-station public access website	Climate Action Strategy dashboard Specification for sensor outputs to be analysed via Azure IOT hub Free-station outputs for Cheapside sunken garden and Boys' School weather station	£20K	
Opportunity mapping & data gap analysis	Cubic Mile partnership project underway with British Geological Survey (BGS) funded by NERC. Project completion Nov 2022	Data sources spreadsheet and collation of existing mapping	£75K	£20K
Site identification & prioritisation	Year 1 Complete Year 2 Complete Year 3 Projects underway to identify further sites	Year 1 – six projects identified - 9 sites 4 sites implementation & monitoring 5 sites – monitoring only Year 2 – six projects identified – 6 sites 4 sites implementation & monitoring 2 sites – monitoring only New sites – Areas of search defined	£30K	5K
Staff costs site identification & prioritisation	Public Realm Team and Open Spaces team staff costs for sites designs		£50K	7K
Staff costs CS&G workstream management	Environmental Resilience team staff costs	Environmental Resilience Officers	£100K	tba
			£320K	£123K

Appendix 4 Progress on Year 1 Projects

Site	Proposed measures	Progress summary	Outputs	Indicative Cost (£)	Spend to date
Bevis Marks	Installation of rain garden permeable paving trees and climate resilient planting	In design Gateway 5 approval early 2022 delegated Construction Start date April 2022 Completion June 2022	Measures included in the design for Bevis Marks <ul style="list-style-type: none"> • SuDS – raingardens with channels and reprofiled footways • Permeable paving • Trees • Climate resilient planting Monitoring planned <ul style="list-style-type: none"> • Temperature, humidity, and soil moisture – Urban controls – connected to mesh network • Gully sensors - supplier tba 	250K	Subject to Gateway 5 approval
Jubilee Gardens	Installation of Sustainable Drainage System (SuDS) green wall trees and climate resilient planting	In design Gateway 5 approval April 2022 delegated to chief officer Construction Start date summer 2022 Completion Autumn 2022	Measures included in the design for Jubilee Gardens <ul style="list-style-type: none"> • SuDS soakaways • Green wall • Trees • Climate resilient planting Monitoring planned <ul style="list-style-type: none"> • Temperature, humidity, and soil moisture Urban Controls – connected to mesh network • Gully sensors - supplier tba 	150K	Subject to Gateway 5 approval
Greening Cheapside	Installation of SuDS, permeable	In design	Measures included in the design for Greening Cheapside site: <ul style="list-style-type: none"> • SuDS soakaways – reprofiling footways to drain to landscaping around trees 	180K	Subject to Gateway 5 approval

	paving and climate resilient planting	Gateway 5 approval Jan 2022 Construction Start date April 2022 Completion June 2022	<ul style="list-style-type: none"> • permeable paving – bound gravel for all paved surfaces • Climate resilient planting Monitoring In collaboration with Kings College London and Ambiotek the following sensors are in place: <ul style="list-style-type: none"> • Temperature & humidity • Soil moisture • Air quality • Weather station (on Boys' School Roof) 		
Riverside Planters City of London School	Climate resilient planting in water retentive soils, removal of artificial irrigation, retention of existing trees	In design Planting date spring/ autumn 2022 Completion November 2022	Measures included in the design for the Riverside Planters <ul style="list-style-type: none"> • Alternative planting mediums – water retention • Retention of existing trees • Climate resilient planting Monitoring planned in conjunction with Kings College London & Ambiotek <ul style="list-style-type: none"> • Temperature & humidity • Soil moisture • Chlorophyll leaf monitoring sensors Plus comparison with commercial sensors	55K	Subject to Gateway 5 approval
Climate Resilient Planting	Climate resilient planting at four pedestrian priority sites	Planting complete monitoring programme in design	Measures <ul style="list-style-type: none"> • Planting for these sites was completed in 2021 Monitoring planned <ul style="list-style-type: none"> • Temperature, humidity and soil moisture – Urban Controls connected to the mesh network • Chlorophyll leaf monitoring sensors 	20K	See Gateway 2 update

35 Vine Street	Tree planting (6 trees- 3 species)	Planting date Spring/ Autumn 2022 Completion Nov 2022	Measures <ul style="list-style-type: none"> Eight trees of 2 different species Monitoring <ul style="list-style-type: none"> Temperature, humidity and soil moisture Urban Controls connected to mesh network Chlorophyll leaf monitoring sensors 	5K	See Gateway 2 update
Total	Capital costs			660K	Nil
Maintenance and monitoring of all sites	To evaluate the effectiveness of the measures for combating climate risks and identify any additional operational costs	To be met by Climate Action Strategy revenue funds		114K funded from CAS revenue – not to be included in total	
Total	Capital and revenue costs			774K	Nil

Appendix 5 Site prioritisation spreadsheet - attached

Appendix 6 visuals for year 2 projects - attached

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Project Coversheet

[1] Ownership & Status

UPI: PV ID 12267

Core Project Name: Cool Streets & Greening

Programme Affiliation (if applicable): Climate Action Strategy

Project Manager: Janet Laban

Definition of need: Climate Resilience in the Square Mile

Key measures of success: Completion of Year 1 climate resilience projects on 9 sites and implementation of Year 2 projects on 6 sites plus additional sites when identified

Expected timeframe for the project delivery: 2022/23

Key Milestones: Design July 2022, Construction design Oct 2022, construction Jan-March 2023

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

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

N/A

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 14/04/21):

- Total Estimated Cost (excluding risk): £6.8M
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: 2021-2025

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 14/04/2021):

- Total Estimated Cost (excluding risk): £320K
- Resources to reach next Gateway (excluding risk) £320K
- Spend to date: £123K
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: 2021-23

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report YEAR 1 (as approved by PSC 23/07/2021) and G3-4 report YEAR 2 (as approved by PSC xx/xx/xxxx)

- Total Estimated Cost (excluding risk): Budget uplift £120K Year 2
- Resources to reach next Gateway (excluding risk): £120K Year 2
- Spend to date: £0
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:

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- Estimated Programme Dates: 2021-23

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]:2.2-2.5M
Programme Affiliation [£]:6.8M

City of London: Projects Procedure Corporate Risks Register

Project Name: Cool Streets & Greening			PM's overall risk rating: Low				CRP requested this gateway		£ -		Average unmitigated risk		1.9		Open Risks		7						
Unique project identifier: PV12345			Total estimated cost (exc risk): £ 440,000				Total CRP used to date				Average mitigated risk score		1.0		Closed Risks		0						
General risk classification											Mitigation actions							Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	2	(2) Financial	Funding not available	Project will not progress	Rare	Minor	1	£0.00	N	A – Very Confident	Climate Action Strategy funding identified	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R2	2	(1) Compliance/Regulatory	Delays due to governance & sign off procedures	Project will be delayed	Possible	Minor	3	£0.00	N	A – Very Confident	Steering Group governance structure	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R3	2	(4) Contractual/Partnership	Contract or partnership problems	Project will be delayed	Rare	Minor	1	£0.00	N	A – Very Confident	Procurement and comptrollers will oversee contracts and partnership arrangements	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R4	2	(4) Contractual/Partnership	Skills shortage	Project quality compromised	Unlikely	Minor	2	£0.00	N	A – Very Confident	Skills available for this phase	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R5		(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	Future phases of the project will need to be revisited	Unlikely	Minor	2	£0.00	N	A – Very Confident	Carry out this phase as preparation avoiding costly design for individual sites	£0.00	Rare	Minor	£0.00	1	£0.00			DBE	Gordon Roy		
R6	3	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	It may not be possible to implement resilience measures due to unforeseen underground structures	Unlikely	Minor	2	£0.00	N	A – Very Confident	Close liaison with project managers will enable early redesign before costs are incurred	£0.00	Rare	Minor	£0.00	1	£0.00			DBE	Gordon Roy		
R7	4	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	It may not be possible to implement resilience measures due to unforeseen underground structures	Unlikely	Minor	2	£0.00	N	A – Very Confident	Close liaison with project managers will enable early redesign before costs are incurred	£0.00	Rare	Minor	£0.00	1	£0.00			DBE	Gordon Roy		
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
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R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
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R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
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R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
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R57								£0.00				£0.00			£0.00		£0.00						
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R63								£0.00				£0.00			£0.00		£0.00						
R64								£0.00				£0.00			£0.00		£0.00						
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R67								£0.00				£0.00			£0.00		£0.00						
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R69								£0.00				£0.00			£0.00		£0.00						
R70								£0.00				£0.00			£0.00		£0.00						
R71								£0.00				£0.00			£0.00		£0.00						
R72								£0.00				£0.00			£0.00		£0.00						
R73								£0.00				£0.00			£0.00		£0.00						
R74								£0.00				£0.00			£0.00		£0.00						
R75								£0.00				£0.00			£0.00		£0.00						

R76								\$0.00					\$0.00			\$0.00		\$0.00						
R77								\$0.00					\$0.00			\$0.00		\$0.00						
R78								\$0.00					\$0.00			\$0.00		\$0.00						
R79								\$0.00					\$0.00			\$0.00		\$0.00						
R80								\$0.00					\$0.00			\$0.00		\$0.00						
R81								\$0.00					\$0.00			\$0.00		\$0.00						
R82								\$0.00					\$0.00			\$0.00		\$0.00						
R83								\$0.00					\$0.00			\$0.00		\$0.00						
R84								\$0.00					\$0.00			\$0.00		\$0.00						
R85								\$0.00					\$0.00			\$0.00		\$0.00						
R86								\$0.00					\$0.00			\$0.00		\$0.00						
R87								\$0.00					\$0.00			\$0.00		\$0.00						
R88								\$0.00					\$0.00			\$0.00		\$0.00						
R89								\$0.00					\$0.00			\$0.00		\$0.00						
R90								\$0.00					\$0.00			\$0.00		\$0.00						
R91								\$0.00					\$0.00			\$0.00		\$0.00						
R92								\$0.00					\$0.00			\$0.00		\$0.00						
R93								\$0.00					\$0.00			\$0.00		\$0.00						
R94								\$0.00					\$0.00			\$0.00		\$0.00						
R95								\$0.00					\$0.00			\$0.00		\$0.00						
R96								\$0.00					\$0.00			\$0.00		\$0.00						
R97								\$0.00					\$0.00			\$0.00		\$0.00						
R98								\$0.00					\$0.00			\$0.00		\$0.00						
R99								\$0.00					\$0.00			\$0.00		\$0.00						
R100								\$0.00					\$0.00			\$0.00		\$0.00						

Appendix 3 Progress on Gateway 2 programme

Item	Progress summary	Outputs to date	Indicative Cost (£)	Spend to date (committed end Jan 2022)
Framework Development	Project plans have been developed for year 1 and years 2/3	Project Plan Cool Streets & Greening – Year 1 Project Plan Cool Streets & Greening – Year 2/3	£50K	7K
Resilience measures catalogue	Beta version of the resilience measures catalogue in use for site prioritisation Resilient planting catalogue scoping and evaluation of existing sites underway	Beta version of resilience measures catalogue listing 34 measures with indicative costs and benefits	£10K	10K
Smart sensors & monitoring	Collaboration with Kings College London and COL Boys' School - sensors installed, data gathering underway	Temperature, humidity, soil moisture and air quality sensors installed and gathering data. Weather station installed on roof of Boys' School and gathering data	£85K	£12K
Smart sensors & monitoring	Urban Controls Mesh connected sensors – order to be placed by end Feb 2022 installation due by summer 2022	Specification and quotes for Mesh network connected sensors		£33K
Smart sensors & monitoring	10 Gully sensors – order to be placed by end Feb 2022 installation due by summer 2022	Specification and quotes for gully sensors		£29K

Data collection & analysis	Climate Action Strategy dashboard has been developed to provide an overview of the progress on all CAS projects. Data collection and analysis from sensor network will be through an Azure IOT hub allowing outputs in Power BI or via the Free-station public access website	Climate Action Strategy dashboard Specification for sensor outputs to be analysed via Azure IOT hub Free-station outputs for Cheapside sunken garden and Boys' School weather station	£20K	
Opportunity mapping & data gap analysis	Cubic Mile partnership project underway with British Geological Survey (BGS) funded by NERC. Project completion Nov 2022	Data sources spreadsheet and collation of existing mapping	£75K	£20K
Site identification & prioritisation	Year 1 Complete Year 2 Complete Year 3 Projects underway to identify further sites	Year 1 – six projects identified - 9 sites 4 sites implementation & monitoring 5 sites – monitoring only Year 2 – six projects identified – 6 sites 4 sites implementation & monitoring 2 sites – monitoring only New sites – Areas of search defined	£30K	5K
Staff costs site identification & prioritisation	Public Realm Team and Open Spaces team staff costs for sites designs		£50K	7K
Staff costs CS&G workstream management	Environmental Resilience team staff costs	Environmental Resilience Officers	£100K	tba
			£320K	£123K

Appendix 4 Progress on Year 1 Projects

Site	Proposed measures	Progress summary	Outputs	Indicative Cost (£)	Spend to date
Bevis Marks	Installation of rain garden permeable paving trees and climate resilient planting	In design Gateway 5 approval early 2022 delegated Construction Start date April 2022 Completion June 2022	Measures included in the design for Bevis Marks <ul style="list-style-type: none"> • SuDS – raingardens with channels and reprofiled footways • Permeable paving • Trees • Climate resilient planting Monitoring planned <ul style="list-style-type: none"> • Temperature, humidity, and soil moisture – Urban controls – connected to mesh network • Gully sensors - supplier tba 	250K	Subject to Gateway 5 approval
Jubilee Gardens	Installation of Sustainable Drainage System (SuDS) green wall trees and climate resilient planting	In design Gateway 5 approval April 2022 delegated to chief officer Construction Start date summer 2022 Completion Autumn 2022	Measures included in the design for Jubilee Gardens <ul style="list-style-type: none"> • SuDS soakaways • Green wall • Trees • Climate resilient planting Monitoring planned <ul style="list-style-type: none"> • Temperature, humidity, and soil moisture Urban Controls – connected to mesh network • Gully sensors - supplier tba 	150K	Subject to Gateway 5 approval
Greening Cheapside	Installation of SuDS, permeable	In design	Measures included in the design for Greening Cheapside site: <ul style="list-style-type: none"> • SuDS soakaways – reprofiling footways to drain to landscaping around trees 	180K	Subject to Gateway 5 approval

	paving and climate resilient planting	Gateway 5 approval Jan 2022 Construction Start date April 2022 Completion June 2022	<ul style="list-style-type: none"> • permeable paving – bound gravel for all paved surfaces • Climate resilient planting Monitoring In collaboration with Kings College London and Ambiotek the following sensors are in place: <ul style="list-style-type: none"> • Temperature & humidity • Soil moisture • Air quality • Weather station (on Boys' School Roof) 		
Riverside Planters City of London School	Climate resilient planting in water retentive soils, removal of artificial irrigation, retention of existing trees	In design Planting date spring/ autumn 2022 Completion November 2022	Measures included in the design for the Riverside Planters <ul style="list-style-type: none"> • Alternative planting mediums – water retention • Retention of existing trees • Climate resilient planting Monitoring planned in conjunction with Kings College London & Ambiotek <ul style="list-style-type: none"> • Temperature & humidity • Soil moisture • Chlorophyll leaf monitoring sensors Plus comparison with commercial sensors	55K	Subject to Gateway 5 approval
Climate Resilient Planting	Climate resilient planting at four pedestrian priority sites	Planting complete monitoring programme in design	Measures <ul style="list-style-type: none"> • Planting for these sites was completed in 2021 Monitoring planned <ul style="list-style-type: none"> • Temperature, humidity and soil moisture – Urban Controls connected to the mesh network • Chlorophyll leaf monitoring sensors 	20K	See Gateway 2 update

35 Vine Street	Tree planting (6 trees- 3 species)	Planting date Spring/ Autumn 2022 Completion Nov 2022	Measures <ul style="list-style-type: none"> Eight trees of 2 different species Monitoring <ul style="list-style-type: none"> Temperature, humidity and soil moisture Urban Controls connected to mesh network Chlorophyll leaf monitoring sensors 	5K	See Gateway 2 update
Total	Capital costs			660K	Nil
Maintenance and monitoring of all sites	To evaluate the effectiveness of the measures for combating climate risks and identify any additional operational costs	To be met by Climate Action Strategy revenue funds		114K funded from CAS revenue – not to be included in total	
Total	Capital and revenue costs			774K	Nil

Recommendation	Project
This site should be proposed at Gateway 3-4 for CS&G Year 2	Little Trinity Lane
	<i>Measure 1</i>
	<i>Measure 2</i>
	<i>Measure 3</i>
	<i>Measure 4</i>
	<i>Possible measure from catalogue</i>
	<i>Possible measure from catalogue</i>
	<i>Possible measure from catalogue</i>
	Little Trinity Lane Summary
This site should be proposed at Gateway 3-4 for CS&G Year 2	Crescent

	<i>Measure 1</i>
	<i>Measure 2</i>
	<i>Measure 3</i>
	<i>Measure 4</i>
	<i>Possible measure from catalogue</i>
	<i>Possible measure from catalogue</i>
	Crescent Summary
This site should be proposed at Gateway 3-4 for CS&G Year 2	Bank
	<i>Possible measure from catalogue</i>
	Bank Summary

<p>This site should be proposed at Gateway 3-4 for CS&G Year 2</p>	<p>Moor Lane</p>
	Moor Lane Summary
<p>This site is already funded from other sources Maintain involvement in the choice of climate resilience measures and monitoring. Provide funding for monitoring if necessary</p>	<p>Barbican Podium Phase 2 MONITORING ONLY</p>
	Measure 1
	Measure 2
	Measure 3
	Barbican Podium Phase 2 Summary

<p>This site is already funded from other sources</p> <p>Maintain involvement in the choice of climate resilience measures and monitoring.</p> <p>Provide funding for monitoring if necessary</p>	<p>Finsbury Circus</p> <p>MONITORING ONLY</p>
	Finsbury Circus Summary
<p>Put forward as a site in the City Greening/Biodiversity site search</p> <p>Maintain involvement in the design of this site early 2022</p>	<p>Moorgate & London Wall</p> <p>City Transport Major Projects</p> <p>Crossrail Phase 2</p>
	Measure 1
	Measure 2

	<i>Measure 3</i>
	<i>Measure 4</i>
	Moorgate & London Wall Summary
Reject site for CS&G Year 2 Minimal opportunity for benefits given the existing planting on this site. Small constrained site	Guildhall Members' car park entrance
	<i>Measure 1</i>
	<i>Measure 2</i>
	Guildhall Members' Car Park entrance summary
Put forward as a site in the City Greening/Biodiversity site search Maintain involvement in the design of this site early 2022	Finsbury Circus Western Arm
	<i>Measure 1</i>
	<i>Measure 2</i>
	<i>Measure 3</i>
	<i>Measure 4</i>

	Western Arm Summary
	Additional sites
Seek additional sites through this programme	Cubic Mile Project sites
	<i>Measure 1</i>
	<i>Measure 2</i>
	<i>Measure 3</i>
	<i>Measure 4</i>
	Cubic Mile Summary
Seek additional sites through this programme	Heat Resilient Highways
	Cold pour asphalt
	<i>Measure 2</i>
	<i>Measure 3</i>
	<i>Measure 4</i>
	Site name Summary

Seek additional sites through this programme	City Greening /Biodiversity Biodiversity resilient sites
	SITE NAME
	<i>Measure 1</i>
	<i>Measure 2</i>
	<i>Measure 3</i>
	<i>Measure 4</i>
	<i>Site name Summary</i>
	<i>Site name Summary</i>
Seek additional sites through this programme	City greening/ biodiversity Healthy Streets Eastern City Cluster City Transport Major Projects
	<i>Measure 1</i>
	<i>Measure 2</i>
	<i>Measure 3</i>
	<i>Measure 4</i>
	Healthy Streets Eastern City Cluster Summary

Seek additional sites through this programme	City greening/ biodiversity Churchyards
	Churchyards
	Measure 1
	Measure 2
	Measure 3
	Measure 4
	Churchyards Summary

CSG elements	Options	PRIORITY 1 Date (approx start) - score
		2021-22 = 5 2022-23 = 4 2023-24 = 3 2024-25 = 2
SuDS including raingardens, channels and re-profiling footway, trees, climate resilient planting. Trial of pollution mitigation green screen/ climbing plants	Rain garden Redirect flows into planting bed Resilient planting trees green screen/ hedging pergola Pollution mitigation Blue green infrastructure	4
Raingarden (including channels and reprofiling footway to direct flows into planting bed) Raingarden SuDS		
Trees Provision of trees surface water run off		
Climate resilient planting shrub provision		
Green screen / climbing plants Naturalising Roads		
Pervious paving (SuDS)		
Geocellular systems		
Rainwater harvesting		
SuDS, Climate resilient planting, trees, permeable paving	SuDs Soakaways permeable planting climate resilient planting Trees latest design Oct 2021	4

SuDS Raingarden	Underground tunnel below this site may prevent use of soakaways	
Permeable paving Pervious paving (SuDS)		
Climate resilient planting shrub provision		
Trees Provision of trees for natural solar shading	Must be planted in substrates that can become rain gardens in future Miya Waki method?	
Cool paving		
Geocellular systems		
Rain gardens, Climate resilient planting	Rain gardens, Climate resilient planting trees Report May for main scheme need to confirm all funding is there for main scheme this scheme includes several streets that lead into Bank junction where significant tree planting is proposed	4
Rain gardens (SuDS)		
Climate resilient planting shrub provision		
Trees Provision of trees for natural solar shade		
Geocellular systems		

Rain gardens, channels and re-profiling footway, trees, pergolas, cool paving climate resilient planting	Public consultation closes next week Tom NobleAndrea Moracovic SuDS permeable paving and rain gardens trees	4
Raingarden (including channels and reprofiling footway)		
Channels		
trees		
Pergolas - structural shading		
Cool paving		
Climate resilient planting		
Opportunity for SuDS, rainwater harvesting, resilient planting	? Monitoring only ? Large roof garden Learning from Phase 1 Nigel Dunnett Need lower maintenance than phase 1 Reduce maintenance for hotter conditions no irrigations project manager:Mihael Gwyther Jones Patrick Heggarty Neil Manthorpe Atkins Global	3
SuDS Geocellular storage systems		
Rainwater harvesting		
Resilient planting (shrub provision)		

Channelling the gullies into soakaways within the garden is a perfect solution – massive catchment area as well.	<p>?Monitoring only?</p> <p>?Bob Bray design?</p> <p>Planning application gone in</p> <p>Paused tender awaiting permission</p> <p>SuDS scheme soakaways rainwater attenuation</p> <p>Cannot do calculations for soil water uptake - 5m rings filled with gravel to slow water flow - not doing because of cost</p> <p>North and south of crossrail. SuDs Raingardens and intercepts when more than normal rainfall. Ben Manku has done vertical drainage rings elsewhere.</p> <p>Joanne Honeybell</p>	4
Trees planting Provision of trees - surface water run off		
Retail London Plane trees Retention of existing trees		
Hard landscaping Pervious Paving		
Lawn Rain Garden		
Planting beds Shrub provision		
Green roof Green Roof (SuDS)		
Opportunity arising from redesign of space to improve navigation and maintenance near Crossrail Station	Ecology Biodiversity linking	3
Retain existing mature oak tree Retain existing trees in new development		
Climate resilient planting / remove lawn shrub provision		

Naturalising Roads		
ditto		
Climate resilient planting ,possible SuDS	Substrates similar to Boys School Paving levels SuDS underplanting in shady conditions	3
Climate resilient Planting Shrub provision		
Retain existing trees		
SuDS soakaway		
	Opportunity for biodiversity enhancement linking Finsbury Circus with Barbican gardens to the north via greening on Deutch Bank building and Tenter House Cool paving Shading green and sail shade pergolas Seeking underspend for design work 10K consultants 10K staff costs	3
Trees		
Structures for green shading biodiversity		
ditto		
ditto		

es search - Evaluation to be completed		
	This project will identify below ground spaces for resilience measures	
Brief description of measure - use resilience		
ditto		
ditto		
ditto		

	Testing of measures that that will minimise heat absorbtion of highway surfaces - will help to avoid disruption to traffic and movement in the Square Mile.	
Brief description of measure - use resilience		
ditto		
ditto		
ditto		

	Green corridors Biodiversity strategy alignment, Biodiversity net gain	
<i>Brief description of measure - use resilience catalogue measures if possible</i>		
<i>ditto</i>		
<i>ditto</i>		
<i>ditto</i>		
Opportunity for greening	Tree planting across the area below ground mapping gateway 1-2 May (link with BGS below ground mapping) tree planting across the whole City Jake wants to look at different planting methods - trial different approaches tree pits etc SuDS Partner with pedestrian priority area	4
<i>Brief description of measure - use resilience catalogue measures if possible</i>		
<i>ditto</i>		
<i>ditto</i>		
<i>ditto</i>		

Mel/Jake/ Madur -
 priorities from churchyard
 project
 more greening climate
 resilience
 Overheating
 Biodiversity
 Cool spaces & Cool routes

<i>Summary of resilience measures</i>	<i>Interest from St Brides church in climate change projects Challenging site - no coherent approach to tree planting</i>	
<i>Brief description of measure - use resilience catalogue measures if possible</i>		
<i>ditto</i>		
<i>ditto</i>		
<i>ditto</i>		

Area of site (m2) estimated	Innovative?	Benefit analysis score
		refer to resilience catalogue
800		
450	0	10
150	0	9
450	0	9
95	0	8
1145	0	36
860		

200	0	10
400	0	4
450	0	9
75	0	9
1125	0	32
4200		
500	0	10
500	0	9
500	0	9
1000	0	19

3100		
1000	3	10
30		
900		9
50		5
1000		2
400		9
3380	3	35
16000		
0	0	2
0	0	2
2000	0	9
2000	0	13

7189		
	0	9
	0	9
2843	0	4
1756	0	10
2590	0	9
325	0	11
7514	0	52
500		
130	0	9
200	0	9

40		8
370	0	26
275		
150		9
100		9
100		
350	0	18
670		
150		9
240		5

390	0	14
<i>Area covered by this measure</i>		
ditto		
ditto		
ditto		
0	0	0

<i>Area covered by this measure</i>		
ditto		
ditto		
ditto		
0	0	0

<i>Area covered by this measure</i>		
ditto		
ditto		
ditto		
0	0	0
0	0	0
<i>Site area</i>		
<i>Area covered by this measure</i>		
ditto		
ditto		
ditto		
0	0	0

Site area		
Area covered by this measure		
ditto		
ditto		
ditto		
0	0	0

PRIORITY 2 (Risks &)benefits	PRIORITY 3 cost per benefit (£)	PRIORITY 4 benefits per m2
	Need to include cost breakdown per measure	
4500		
1350		
4050		
760		
10660	15	13
		0

2000		
1600		
4050		
675		
8325	26	10
5000		
4500		
4500		
14000	12	3

13000		
0		
8100		
250		
2000		
3600		
26950	4	9
0		
0		
18000		
18000	7	1

		0
0		
0		
11372		
17560		
23310		
3575		
55817	2	8
1170		
1800		

320		
0		
3290	7	7
1350		
900		
0		
2250	37	8
1350		202500
1200		288000
0		0
0		0

2550	99	4
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Assessment comment	Total project cost			Funding required (CSG)
		Resilience measures	Resilience measures maintenance & monitoring	plus maintenance & monitoring
	£450K	150000	15000	165000

Detailed redesign of Crescent may increase these scores	£600K	200000	20000	220000
I have used the Shrub Provision measure as the nearest thing to climate resilient planting				
	£5.5M	150000	15000	165000

	tba			
	tba	100000	20000	120000
		Subject to design		

		20000	2000	22000
				0
				0
				0
		75000	7500	82500
		Subject to design		

Programme / Notes	Public Realm Comment
<ul style="list-style-type: none"> Detailed design – April 2022 Construction design - Summer 2022 Construction Autumn 2022	<p>This would be a good location subject to stats. It's at the bottom of the slight incline so would achieve a good catchment area of run off.</p> <p>The area also needs some TLC and more greenery next to the TLRN would be welcomed. The building site here will also be finished soon.</p>
Detailed design Nov 2021 Construction design Spring 2022 Construction Summer 2022 <i>Note: could start later depending on CSG funding confirmation</i>	<ul style="list-style-type: none"> Minories?? – There is a shallow tube line directly underneath this space therefore SUDS and trees would not be the smartest option. Something to the north of the Crescent would be more achievable but this space might needed for parking and loading for the properties

<p>Detailed design – Sept 2021 Confirmation of funding for main scheme May 2022 Construction design tba ? June 2022 Construction start tbc Autumn 2022</p>	<ul style="list-style-type: none"> Massively restricted due to the structure's underneath. I note the location in QVS but it will be tight due to basements and pipe subway underneath.

<p>Timetable and costs not available?</p> <p>?Bob Bray design?</p> <p>Planning application gone in</p>	
Completion end 2022 - Crossrail opening	

High level designs City Cluster Vision gateway 1-2 July 2021	

<i>Estimated timetable for design & construction</i>	

Opportunities	Public realm contact	Highways contact	Transport contact	Open Spaces contact	Housing contact
	Melanie Charalambous				
	Melanie Charalambous	Ben Manku Neil Blackson			

Leah Coburn has designed for similar space in Southwark - can provide designs	Melanie Charalambous	Ben Bishop			

	Melanie Charalambous				
	Melanie Charalambous			Bradley Viljoen	Michael Gwyther- Jones

		Giles Radford		Jake Tibbetts	
			Leah Coburn		

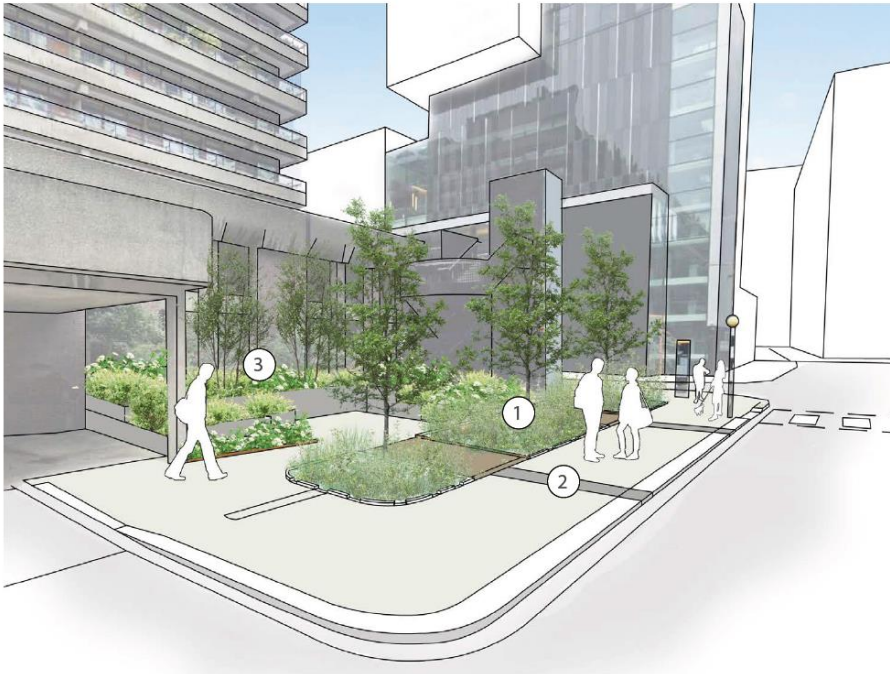
[illegible]

			Leah Coburn		

James Irvine from St Brides Church (james.irvine@stbrides.com) approached Ulrike Wahl in City Surveyors to progress greening of the churchyard - see email 26 Oct 2021. Contact him early 2022 to discuss					

Cool Streets & Greening - Year 2 Proposed sites - Visuals

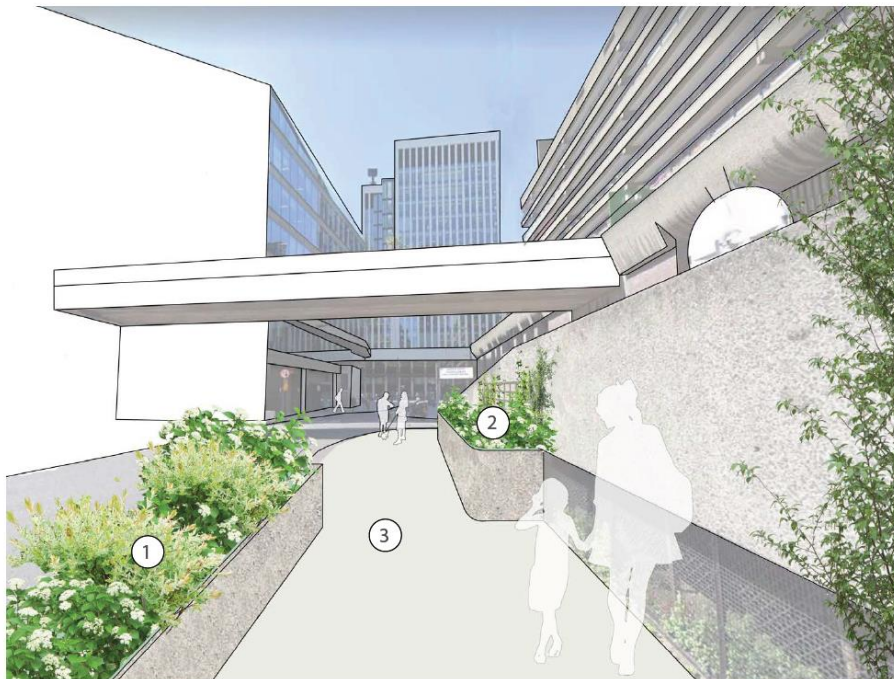
Moor Lane



- ① Rain garden with lush planting and seasonal interest
- ② Channels direct water from road to rain garden
- ③ Raised planters at varying heights with mix of shrub and herbaceous planting for texture and year round interest



Existing view



- ① Raised planters set back from kerb edge 500mm high
- ② Raised planters 800mm high, with climbing structures
- ③ Pavement widened

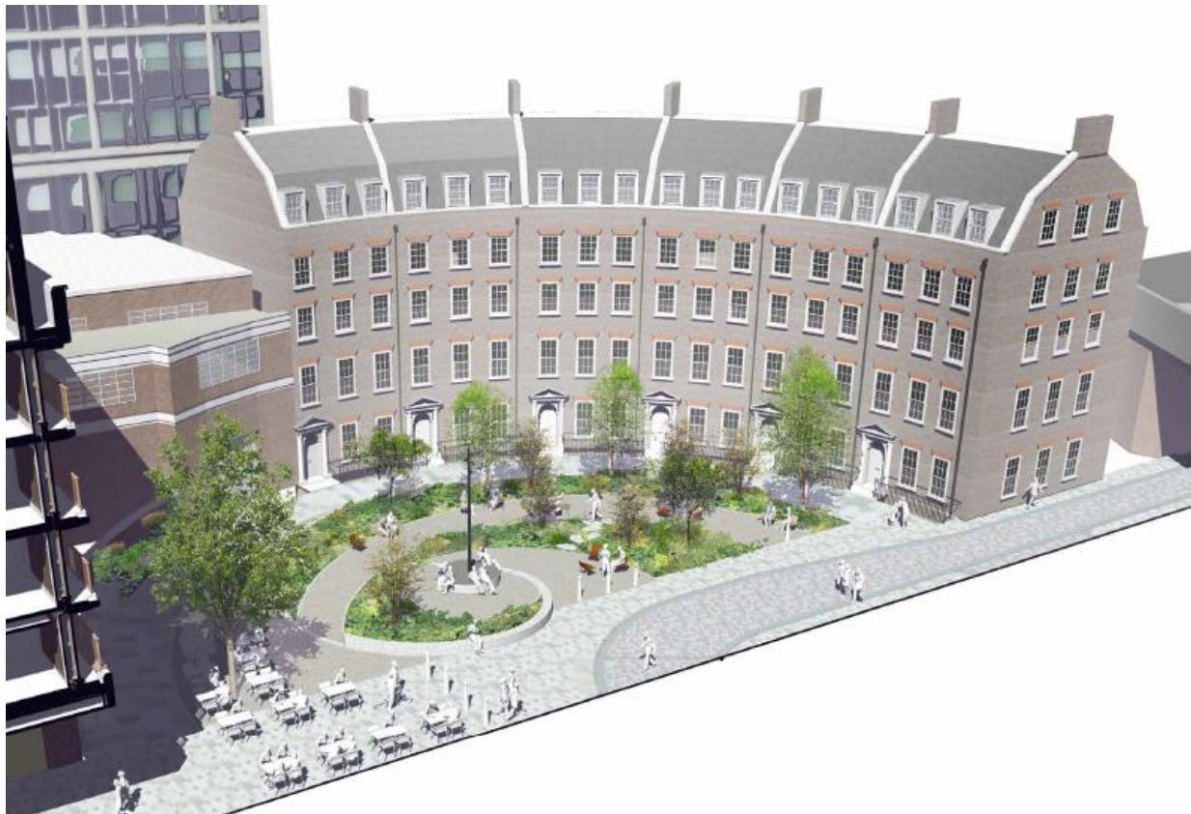


Existing view

Bank



Crescent



Committees: Corporate Projects Board - <i>for information</i> Streets and Walkways Committee - <i>for decision</i> Projects Sub - <i>for decision</i>	Dates: 02 February 2022 15 February 2022 17 February 2022
Subject: Puddle Dock Improvement Measures Unique Project Identifier: 11733	Gateway 6: Outcome Report Regular
Report of: Executive Director, Environment Department Report Author: Albert Cheung, City Transportation	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Introduce a new pedestrian route in Puddle Dock which will connect Queen Victoria Street with the riverside walk (St Paul's Walk). This includes the following measures: <ul style="list-style-type: none"> • Closure of the Puddle Dock left turn slip road to create a new pedestrian space • A new western footway along the southern section of Puddle Dock. • A raised carriageway at Blackfriars Passage / Puddle Dock junction. • An informal crossing over Puddle Dock • Traffic island modifications • Carriageway and footway resurfacing <p>To complete the new pedestrian route, a new pedestrian crossing over Upper Thames Street and an accessible ramp down to the riverside at the existing gated opening is required. As Upper Thames Street is a Transport for London road, TfL agreed to deliver the crossing and the ramp as an independent project but in tandem with the City's. However, due to the impact of Covid-19 on TfL's finances, they have so far been unable to</p>
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v.April 2019

	<p>deliver this but have made commitments to do so as soon as possible.</p> <p>RAG Status: Green. Green at last report</p> <p>Risk Status: Low. Low at last report</p> <p>Costed Risk Provision Utilised: N/A (scheme predates CRP)</p> <p>Final Outturn Costs: £488,356</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <p>Members of Streets and Walkways and Project Sub-Committees are asked to:</p> <ul style="list-style-type: none"> • Approve the content of this Outcome Report and agree to close the project.
3. Key conclusions	<p>The project has been successfully completed within budget. However, the crossing over Upper Thames Street and ramp onto the riverside has not yet been delivered by TfL.</p> <p>The project experienced delays against the original programme, due to third party approvals and Covid-19 pandemic related issues such as works on site being paused due to lockdown and delays with TfL funding being made available.</p> <p>Key learning and recommendations for future projects are:</p> <ul style="list-style-type: none"> • Obtaining third party approvals to carry out works on private land can take longer than expected. Particularly where landownership is complicated. • Third party projects, such as those being delivered by TfL, can change due to unforeseen issues. However, the scale and impact caused by the Covid-19 pandemic is unprecedented and could not have been forecasted. • Close co-ordination and engagement with stakeholders and project teams ensured support and enabled smooth project delivery.

Main Report

Design & Delivery Review

v.April 2019

4. Design into delivery	The proposed design, using standard features and materials, has enabled the smooth delivery of the project with no notable issues.
5. Options appraisal	<p>Several options were explored, however, the option to provide a new western footway has delivered the most cost-effective solution to provide a pedestrian route from/to the Upper Thames Street.</p> <p>As TfL are unable to deliver their project at this time, additional signage has been installed to advise pedestrians that access to the riverside is currently not available.</p>
6. Procurement route	Detailed designs were prepared by the City's highways team. The City's term contractor was used to successfully deliver the on-street works.
7. Skills base	The project team had the skills, knowledge and experience to manage and deliver the project.
8. Stakeholders	Stakeholders such as local occupiers, TfL and user representatives have been kept informed, consulted and comments considered during the development and delivery of the project. This enabled the project to be delivered smoothly and has minimised risk.

Variation Review

9. Assessment of project against key milestones	A key milestone was for the works to be completed by June 2020. This was on track with works commencing in January 2020. However, due to Covid-19 lockdown, works were paused soon after. TfL funding to complete the scheme was also delayed but was made available in December 2020. Work on site resumed in January 2021 and was completed by 31 March 2021.
10. Assessment of project against Scope	The scope of the project was to deliver a pedestrian route which would connect Queen Victoria Street with the riverside walk via Puddle Dock. Although we have delivered our part of the project, TfL has so far been unable to deliver the crossing over Upper Thames Street and the accessible ramp down to the riverside at the existing gated opening. The pedestrian route is therefore not fully complete. However, the current highway changes have still provided some useful benefits such as an additional crossing over Puddle Dock and pedestrian accessibility improvements. Once TfL complete their project, the route would be available without any further delays.

11.Risks and issues	<p>Due to the impact of the Covid-19 pandemic on TfL's finances, TfL has deferred the delivery of the crossing over Upper Thames Street and the ramp down to the riverside. By the time officers were made aware of time, the Puddle Dock scheme was half built. Following this a funding opportunity by TfL was made available for projects in the construction phase only. As Puddle Dock was the only transport scheme which met this requirement and rather than lose the funding altogether, the funding was utilised to complete the works even though TfL's delivery of the crossing and ramp was deferred.</p> <p>Officers will continue to engage with TfL and to support them in the delivery of the pedestrian crossing and the ramp as soon as practicable.</p> <p>Obtaining consent to carry out works on private land took longer than programmed due to the complex land ownership issues. However, due to the construction delays caused by the Covid-19 pandemic, this delay did not cause any additional impact.</p>
12.Transition to BAU	<p>Following completion of the works, the delivered project is now managed under normal BAU activities. This has been possible as the project team included representatives from all service areas who are responsible for the BAU activities.</p>

Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost: £250k - £5million
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Fees</i>	£84,384	£88,438
	<i>Staff Costs</i>	£167,742	£142,099
	<i>Works</i>	£257,000	£257,819
	<i>Total</i>	£509,126	£488,356
	Please confirm whether or not the Final Account for this project has been verified. Final account for this project has not been verified		
14. Investment	N/A		

v.April 2019

15. Assessment of project against SMART objectives	<p>The project pre-dated the setting of SMART objectives. The following measures of success, set at Gateway 5, were met:</p> <ul style="list-style-type: none"> • A footway has been implemented along Puddle Dock; • Measures are implemented to improve road safety. This consists of a crossing facility over Puddle Dock, reduced conflicts from the closure of the slip road as well as the raised carriageway; • The public realm has been improved. This has been achieved by removing the slip road . <p>The following measures of success were not met. However, these were beyond the City's control as they were being delivered by TfL as part of a separate but coordinated project.</p> <ul style="list-style-type: none"> • A pedestrian crossing is provided over Upper Thames Street; • A ramp onto the riverside walk is implemented;
16. Key benefits realised	<p>A footway has been provided, and once TfL implements the crossing and the ramp, pedestrians will be able to use it to access the riverside walk without any further delays.</p> <p>The footway, raised carriageway, informal crossing and pedestrianisation of the slip road has improved road safety and the public realm.</p>

Lessons Learned and Recommendations

17. Positive reflections	<ul style="list-style-type: none"> • Strong co-ordination and engagement with stakeholders enabled smooth delivery of the project • Project Management and technical experience ensured the project was delivered to scope.
18. Improvement reflections	<p>The time required to obtain the legal agreement to carry out works on private land was underestimated and on reflection should have been started earlier. This delay in obtaining the agreement could have impacted the construction. Although this was not the case on this occasion.</p>
19. Sharing best practice	<p>Dissemination of information through team and project staff briefings.</p>
20. AOB	<p>None.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Photos – before and after

Contact

Report Author	Albert Cheung
Email Address	albert.cheung@cityofLondon.gov.uk

Project Coversheet

[1] Ownership & Status

UPI: 11733

Core Project Name: Puddle Dock Improvement Measures

Programme Affiliation: N/A

Project Manager: Albert Cheung

Definition of need: In 2016, the Thames Tideway Project relocated Blackfriars Pier from the western side of Blackfriars Bridge to its current location, opposite Puddle Dock. Pedestrian routes to and from the pier are limited to east-west movements only with no direct access into the City. This project would therefore introduce a new pedestrian route between the riverside walk and Queen Victoria Street.

Key measures of success:

1. A pedestrian crossing is provided over Upper Thames Street;
2. A footway is implemented along Puddle Dock;
3. A ramp/pedestrian opening to and from the riverside walk is implemented;
4. Measures are implemented to improve road safety;
5. Improve the public realm.

Expected timeframe for the project delivery: June 2020 at G5.

The original delivery date was March 2018. However, prior to November 2017, the project has been on hold mainly because it was reliant on TfL delivering the crossing over Upper Thames Street and the ramp/opening to the wall to access the riverside walk.

A key milestone was for the works to be completed in June 2020. This was on track with works commencing in January 2020. However, due to Covid-19 lockdown, works were paused soon after. TfL funding to complete the scheme was also delayed but was made available in December 2020. Works on site resumed in January 2021 and was completed by 31 March 2021.

As Upper Thames Street is a Transport for London road, TfL agreed to deliver the crossing and the ramp as an independent project but in tandem with the City's. However, due to the impact of Covid-19 on TfL's finances, they have so far been unable to deliver this but have made commitments to do so as soon as possible.

Key Milestones: Deliver works and complete G6 Outcome Report. Delivery of the works were revised to 31 March 2021 and outcome report in February 2022

Are we on track for completing the project against the expected timeframe for project delivery? Yes (as per G6 report)

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

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[2] Finance and Costed Risk	
Headline Financial, Scope and Design Changes:	
Since Project Briefing G1 report: <ul style="list-style-type: none"> Total Estimated Cost (excluding risk) Costed Risk Against Project 	£425 - £1.4M N/A (Pre CRP requirement)
Scope/Design Change and Impact	None
Since Project Proposal G2 report (PSC Approval 20 July 2016): <ul style="list-style-type: none"> Total Estimated Cost (excluding risk) Resources to reach next Gateway (excluding risk) Spend to date Costed Risk Against Project CRP Requested CRP Drawn Down Estimated Delivery 	£425K - £1.4M £175K £160K N/A (Pre CRP requirement) N/A (Pre CRP requirement) N/A (Pre CRP requirement) Early 2018
Scope/Design Change and Impact	None
Since Authority to Start Work G345 report (PSC Approval 16 Oct 2019) <ul style="list-style-type: none"> Total Estimated Cost (excluding risk) Resources to reach next Gateway (excluding risk) Spend to date Costed Risk Against Project CRP Requested CRP Drawn Down Estimated Delivery 	£509K £361K £148K N/A (Pre CRP requirement) N/A (Pre CRP requirement) N/A (Pre CRP requirement) June 2020
Scope/Design Change and Impact	The original project scope included road safety improvements to Puddle Dock / Queen Victoria Street junction. This was removed from the scope in 2019 as the data showed collisions levels have significantly reduced since the initial review. Also the junction is likely to change in the short/medium term as part of a cycle network as detailed in the Transport Strategy.
Total anticipated on-going commitment post-delivery [£]:£0 Programme Affiliation [£]:N/A	

Appendix 3 - Before and After Photos



Before



After



Before



After



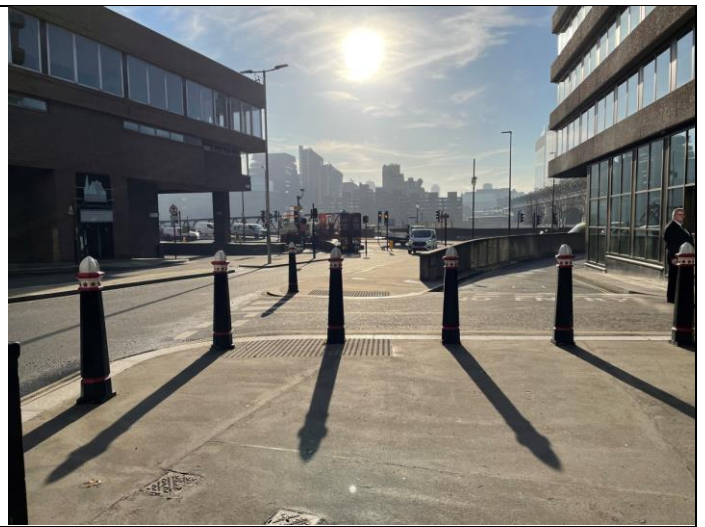
Before



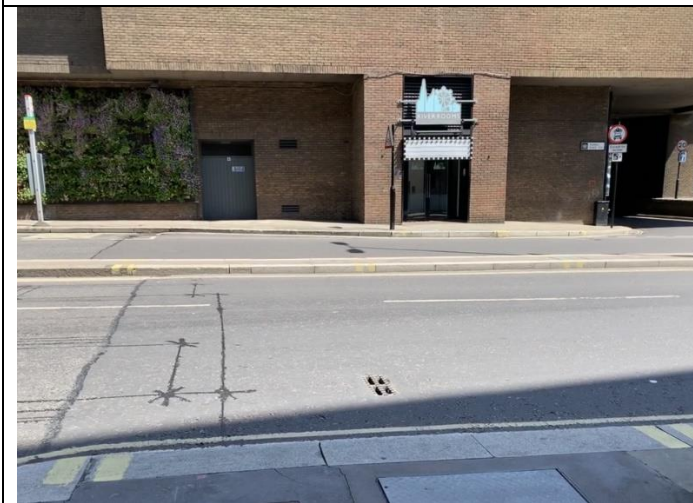
After



Before



After



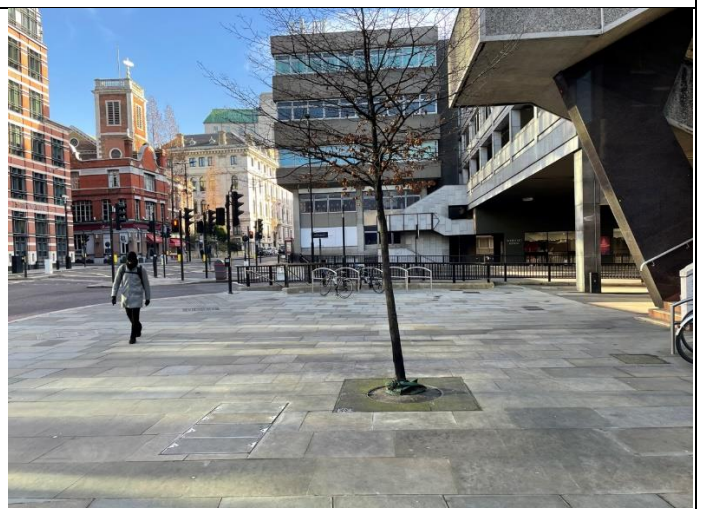
Before



After



Before



After

Committees: Corporate Projects Board - <i>for information</i> Streets and Walkways Committee - <i>for decision</i> Projects Sub - <i>for decision</i>	Dates: 2 February 2022 15 February 2022 17 February 2022
Subject: Crossrail Urban Realm Improvements Consolidation Report Unique Project Identifier: (10993) – Farringdon east (11375) – Liverpool Street (11381) – Moorgate	Gateway 6: Outcome Report Regular
Report of: Executive Director Environment Report Author: George Wright, City Transportation	
PUBLIC	

Summary

1. Status update	Project Descriptions: The three Crossrail Urban Realm Projects have been largely completed as per the agreed designs, within budget and prior to the opening of the Elizabeth Line. Each project has some outstanding works and these are summarised in this report. As it may not be possible to complete some of these works for several years, it seems prudent in terms of project management and governance to deliver the outstanding elements as part of Crossrail phase 2 projects and via Section 278 agreements, and close the phase 1 projects. <u>Farringdon east</u> Improvements to Lindsey Street, Hayne Street, Long Lane and Charterhouse Street included: <ul style="list-style-type: none"> • Footway widening and paving upgrades in Yorkstone • The installation of raised zebra crossings on Lindsay Street, Charterhouse Street and Long Lane. • Provision of cycle parking • The introduction of security measures
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v.April 2019

	<ul style="list-style-type: none"> • Carriageway resurfacing <p>Planned carriageway resurfacing on Lindsey Street is paused due to proposed works to the rail bridge beneath carriageway, to be undertaken by City Structures.</p> <p><u>Liverpool Street</u></p> <p>Improvements to Liverpool Street, Blomfield Street, Eldon Street, Old Broad Street and Finsbury Circus included:</p> <ul style="list-style-type: none"> • The closure of Liverpool Street west and creation of a new pedestrianised space, approximately 90 x 14m. • Footway widening and paving upgrades in Yorkstone • An upgrade of the signalised crossing on Blomfield Street to include Green Man Authority for pedestrians • The introduction of security measures • The installation of cycle parking • Carriageway resurfacing • Street clutter removal including the installation of traffic signs on buildings where possible <p>Proposed highway improvements at the junction of Blomfield Street, Finsbury Circus and on part of Liverpool Street are paused due to the neighbouring re-development of 1-14 Liverpool Street.</p> <p><u>Moorgate</u></p> <p>Improvements to Moorfields, Moor Place, Moorgate and London Wall included:</p> <ul style="list-style-type: none"> • Footway widening and paving upgrades in Yorkstone • The introduction of security measures • The installation of cycle parking and seating • Carriageway upgrade of Moor Place using granite setts <p>Proposed highway works on Fore Street Avenue and parts of Moorfields, Moor Place and Moorgate are delayed due to the re-development of the neighbouring sites at 21 Moorfields and 101 Moorgate.</p> <p><u>Artwork</u></p> <p>Public artwork remains under development for Moorfields and Liverpool Street and will continue to remain separate to the main projects. It is currently envisaged that installation will take place over the next 12-18 months.</p> <p>RAG Status: Green (all projects). Green at last report</p> <p>Risk Status: Low (all projects). Low at last report</p>
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	<p>Costed Risk Provision Utilised: N/A (scheme predates CRP)</p> <p>Final Outturn Costs:</p> <p>Farringdon east - £1,946,428</p> <p>Liverpool Street - £1,492,037</p> <p>Moorgate - £1,183,595</p>
<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <p>Members of Streets and Walkways and Project Sub-Committees are asked to:</p> <p><u>Overall</u></p> <ul style="list-style-type: none"> • Note the successful completion of Phase 1 of the Crossrail Urban Realm Improvements Programme and associated underspends; • Note that the development of options, and their associated costs, for Phase 2 of the Crossrail Urban Realm Improvements is currently underway and will be brought before Members for decision in Autumn 2022. • Agree to close Farringdon East, Moorgate Phase 1 and Liverpool Street Phase 1 projects. • Approve the content of this outcome report. <p><u>Farringdon East</u></p> <ul style="list-style-type: none"> • Approve the transfer of £85,000 to the City Structure's Lindsay Street Bridge Strengthening Project to fund the outstanding resurfacing of Lindsey Street following completion of bridge repair works; • Note the project underspend of £564,590 on the Farringdon East Project. <p><u>Moorgate</u></p> <ul style="list-style-type: none"> • Approve the transfer of £25,018 to the 21 Moorfields section 278 project to fund outstanding works on Fore Street Avenue; • Note the project underspend of £1,254,289 on Moorgate Crossrail Phase 1 <p><u>Liverpool Street</u></p> <ul style="list-style-type: none"> • Approve the transfer of £155,000 to Liverpool Street phase 2 project to fund outstanding phase 1 works; • Note the project underspend of £1,060,806 on Liverpool Street phase 1 project;

	<ul style="list-style-type: none"> • Include any phase 1 utility repayments or payments to be assigned to phase 2 budget.
3. Key conclusions	<p>The three Crossrail projects have transformed the public realm in the vicinity of the three Elizabeth Line stations, particularly for pedestrians. The projects all experienced delays against the original programme but these were largely due to a delay in Crossrail contractors releasing highway to the City and latterly some COVID-related issues. The delays to Crossrail itself meant that the works will have been completed prior to the line's opening (with the exception of the outstanding elements noted in this report).</p> <p>Under the terms of the Crossrail Urban Realm Agreements, a fixed sum (including a contingency) was agreed between the City and Crossrail to construct each scheme. This presented the City with a degree of financial risk but each project has been delivered within budget.</p> <p>The underspends on each project are largely due to a significant reduction in the estimated utility costs, unused highways works contingency and, in the cases of Liverpool Street and Moorgate, outstanding works that it is recommended are carried out as part of the phase 2 projects.</p> <p>There are no conditions for the repayment of unspent funds. Crossrail was, in effect, buying-out of its statutory obligation to undertake the public realm works itself. The City Corporation is therefore able to reallocate any unspent funds to other projects. The phase one projects delivered improvements to the public realm immediately surrounding the new Crossrail station entrances.</p> <p>Phase 2 projects have been initiated for Liverpool Street and Moorgate stations to address the issue of enabling the movement of a significant increase in pedestrian numbers to and from the stations. These projects are both at the stage of investigating options for improvements, primarily for pedestrians, and both currently have quite limited budgets. It is likely that the budgets for the phase 2 projects will need to increase due to construction cost increases and the more complex works being investigated, such as changes to signalised junctions. So placing the phase 1 underspends into a short-term ring fence is considered an appropriate course of action.</p> <p>Officers therefore recommend that the budget underspend for the Phase 1 projects is set aside at this stage until this</p>

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	<p>optioneering process for Phase 2 has been completed. If additional funding is required to progress the Phase 2 projects, then a drawdown of the underspend would be recommended in the relevant reports. This will allow the aims and objectives of the Crossrail Urban Realm projects to be extended to deliver improvements for pedestrians and cyclists across a wider area and will avoid not being able to take forward suitable projects on the basis of a limited budget.</p> <p><u>Outstanding works</u></p> <p>Farringdon east</p> <p>The City Structures team will be undertaking repair work on the bridge structures under the Lindsey Street, so the planned re-surfacing of the carriageway is paused. Once the repair work is completed the resurfacing will be undertaken. This is expected to be in 2022/23.</p> <p>Moorgate</p> <p>Footway works around the developments at 21 Moorfields and 101 Moorgate will be undertaken as part of the respective Section 278 projects and as part of the MCSL phase 2 project. The issue of shallow utilities on Moorgate due to the underground tunnel will be addressed as part of the MCSL phase 2 project and a payment of £312,000 has been received from Crossrail to reflect the estimated cost of remedial work.</p> <p>Liverpool Street</p> <p>Footway and carriageway works on Blomfield Street, Finsbury Circus and Liverpool Street are delayed due to the neighbouring development at 1-14 Liverpool Street and will be completed as part of the Liverpool Street phase 2 works. This work is estimated to cost £155,000.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<p>The three projects were designed to concept design stage by Crossrail with input from the City. Detailed construction designs for Farringdon east were prepared by the City's highways team. Crossrail prepared the construction designs for Moorgate and Liverpool Street, again with input from the City. Construction was undertaken by the City's highways term contractor and managed in-house by members of the City Transportation and Highways team.</p>
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5. Options appraisal	Only one design option for each location was progressed to detailed design stage, albeit following a public engagement process by Crossrail.
6. Procurement route	Detailed designs were prepared by Crossrail and the City's highways team. The City's term contractor undertook the urban realm construction works.
7. Skills base	The project team had the skills, knowledge and experience to manage and deliver these projects.
8. Stakeholders	Each project area had its own set of stakeholders, notably: Smithfield Market at Farringdon; London Underground and neighbouring businesses at Moorgate; and British Land and Network Rail at Liverpool Street.

Variation Review

9. Assessment of project against key milestones	The principal milestone in the gateway 5 report relating to the date of completion of the construction phase was not met and the explanation for the delay is referred to earlier in this report.
10. Assessment of project against Scope	The scope of the projects remained the same: the delivery of high-quality urban realm to improve the environment for pedestrians. Those elements that can be completed have been successfully delivered to meet that scope. Those elements that cannot be delivered now at this time will be addressed through the alternative projects set out in this report.
11. Risks and issues	<p>A principal risk for each project was payment of a fixed sum by Crossrail to the City to construct the public realm improvements. Any overspend would have left the City needing to identify additional funding. Linked to this was the risk that delays to opening of the Elizabeth Line might have increased costs due to the potential for inflationary increases. Whilst additional staff costs were incurred and construction cost uplifts took effect, these were accommodated within each project budget which had been negotiated with Crossrail with this in mind.</p> <p>A further risk was the potential constraints caused by the construction of third-party developments over and around the Station entrances. Good working relationships between City officers and development/construction teams ensured that highway works proceeded relatively smoothly. However, these have become issues in relation to 21 Moorfields, 101 Moorgate and 1-14 Liverpool Street where outstanding works will be picked up by Section 278 or the Phase 2 projects.</p> <p>Issues with shallow utilities arose at both Liverpool Street and Moorgate. At Liverpool Street the issue was addressed by</p>

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	<p>modifications to the highway design. At Moorgate, the City has secured an additional payment of £312,850 from Crossrail that reflects the estimate cost of the required utility works on the Moorgate carriageway and this work will be undertaken as part of the MCSL project.</p> <p>The issue of an increased load on the Lindsay Street bridge structure (due to a new raised table) was resolved after collaborative working with City Structures and minor design revisions.</p> <p>The issue of delayed carriageway resurfacing on Lindsay Street will be managed through the transfer of re-surfacing funding to the City Structures team who will be managing the bridge repair work.</p>
12. Transition to BAU	Those aspects of the projects that can be delivered now have been completed and passed over to the highways team to manage. All of the projects were designed and constructed to the City's specifications.

Value Review

13. Budget

Farringdon east

<i>Estimated Outturn Cost (G2)</i>	Estimated cost: £250k - £5million	
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£69,844	£64,742
<i>Staff Costs</i>	£323,217	£279,947
<i>Highway works inc contingency</i>	£1,537,513	£1,261,355
<i>Utilities</i>	£665,444	£340,384
<i>Total</i>	£2,596,018	£1,946,428

Liverpool Street phase 1

<i>Estimated Outturn Cost (G2)</i>	Estimated cost: £250k - £5million	
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£195,313	£162,479

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	<table><tr><td>Staff Costs</td><td>£439,320</td><td>£459,123</td></tr><tr><td>Highway works inc contingency</td><td>£1,353,210</td><td>£730,091</td></tr><tr><td>Utilities</td><td>£690,000</td><td>£139,611</td></tr><tr><td>Total</td><td>£2,707,843</td><td>£1,492,037</td></tr></table> <u>Moorgate phase 1</u> <table><tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost: £250k - £5million</td></tr></table> <table><tr><td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr><tr><td>Fees</td><td>£236,539</td><td>£160,415</td></tr><tr><td>Staff Costs</td><td>£484,563</td><td>£404,724</td></tr><tr><td>Highway works inc contingency</td><td>£1,286,800</td><td>£516,350</td></tr><tr><td>Utilities</td><td>£455,000</td><td>101,881</td></tr><tr><td>Total</td><td>£2,462,902</td><td>£1,183,370</td></tr></table> <p>For more detailed financial information, please see Appendix 4.</p> <p>Please confirm whether or not the Final Account for this project has been verified. * NO</p>	Staff Costs	£439,320	£459,123	Highway works inc contingency	£1,353,210	£730,091	Utilities	£690,000	£139,611	Total	£2,707,843	£1,492,037	Estimated Outturn Cost (G2)	Estimated cost: £250k - £5million		At Authority to Start work (G5)	Final Outturn Cost	Fees	£236,539	£160,415	Staff Costs	£484,563	£404,724	Highway works inc contingency	£1,286,800	£516,350	Utilities	£455,000	101,881	Total	£2,462,902	£1,183,370
Staff Costs	£439,320	£459,123																															
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Total	£2,462,902	£1,183,370																															
14. Investment	N/A																																
15. Assessment of project against SMART objectives	<p>These projects pre-date the setting of SMART objectives. The following measures of success, set at Gateway 5, were met:</p> <p><u>Farringdon east</u></p> <p>a) The City ensures that the activities of the over-site developer do not unnecessarily impact upon pedestrian movement in the area surrounding the station;</p> <p>c) The City completes the reinstatement works as soon as possible following completion of the over-site development;</p> <p>d) The reinstatement scheme improves the pedestrian environment surrounding the station;</p> <p>e) The reinstatement scheme provides a public realm which can accommodate the growth in local pedestrian movement that will result from both the opening of the new Crossrail station and from various local building developments in the area;</p> <p>f) Smithfield Market operations will be minimally affected by the works;</p>																																

	<p>g) The City will communicate regularly with the general public to ensure that they are fully appraised of the works programme for the reinstatement scheme.</p> <p><u>Liverpool Street phase 1</u></p> <p>a) The City ensures that the activities of the developer of 100 Liverpool Street do not unnecessarily impact upon pedestrian movement in the area surrounding the station;</p> <p>b) The City completes the reinstatement works as soon as possible following completion of the neighbouring development;</p> <p>c) The reinstatement scheme improves the pedestrian environment surrounding the station;</p> <p>d) The reinstatement scheme provides a public realm which can accommodate the growth in local pedestrian movement that will result from both the opening of the new Crossrail station and from various local building developments in the area;</p> <p>e) Bus station operations will be minimally affected by the works;</p> <p>f) Servicing of local businesses will also be minimally affected by the works; and</p> <p>g) The City will communicate regularly with the general public to ensure that they are fully appraised of the works programme for the reinstatement scheme.</p> <p><u>Moorgate phase 1</u></p> <p>a) The City and CRL works constructively together to come to a solution to the shallow services problem on Moorgate;</p> <p>b) The City ensures that the activities of local developers do not unnecessarily impact upon pedestrian movement in the area surrounding the station;</p> <p>c) The City completes the full reinstatement works as soon as possible, whilst allowing for external factors, such as developer activity;</p> <p>d) The reinstatement scheme improves the pedestrian environment surrounding the station;</p> <p>e) The reinstatement scheme provides a public realm which can accommodate the growth in local pedestrian movement that will result from both the opening of the new Crossrail station and from various local building developments in the area;</p> <p>f) The City and LUL are able to enter into an access agreement which will allow LUL to control vehicular access to Moorfields south (acting as agents to the City);</p> <p>g) Servicing of local businesses will also be minimally affected by the works; and</p> <p>h) The City will communicate regularly with the general public to ensure that they are fully appraised of the works programme for the reinstatement scheme.</p>
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16.Key benefits realised	<p>The Crossrail public realm and highway measures have transformed the areas adjacent to the new stations, with a particular emphasis on improvements for pedestrians (see Appendix 5). Key benefits include:</p> <ul style="list-style-type: none"> • Wider footways • Creation of new pedestrianised areas • New and upgraded crossing facilities • Removal of unnecessary street clutter removal • Introduction of new cycle parking and seating <p>At each location the City team worked to meet the needs of developers to accommodate their new developments.</p>
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Lessons Learned and Recommendations

17.Positive reflections	<ul style="list-style-type: none"> • The original decision to undertake the work on behalf of Crossrail proved the right one as the City was able to deliver the spaces for the public to enjoy (once they were handed over) without becoming impacted by the wider delays to the Crossrail programme. • Having anticipated potential wider delays to the Crossrail programme, the risks around cost & scope were successfully managed. • Good working relationships were established with: Crossrail and its contractors; local businesses; and developers adjacent to each site. • New cycle parking is well-used, highlighting the shortage of suitable locations in many parts of the City.
18.Improvement reflections	Regular and on-going engagement with local stakeholders could, at times, have been more proactive. For example, the installation of cycle stands adjacent to a building, without prior notice, was poorly received by the building manager.
19.Sharing best practice	Dissemination of information through team and project staff briefings.
20.AOB	None.

Appendices

Appendix 1	Project Coversheet Farringdon east
Appendix 2	Project Coversheet Liverpool Street
Appendix 3	Project Coversheet Moorgate

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Appendix 4	Detailed financial information
Appendix 5	Photos – before and after

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 10993

Core Project Name: Crossrail Farringdon East

Programme Affiliation (if applicable): Crossrail Urban Integration Projects

Project Manager: George Wright

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

Key measures of success:

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

Expected timeframe for the project delivery: Project completed

Key Milestones: Undertake Crossrail Urban Realm works: July 18-December 21

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Briefing/Proposal’ G2 report (as approved by PSC 8/10/14):

- Total Estimated Cost (excluding risk): £250k-£5m
- Resources to reach next Gateway (excluding risk): £20k
- Spend to date: N/A
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: 2014-2018

‘Authority to start Work’ G5 report (Delegated to Chief Officer 23/04/18):

- Total Estimated Cost (excluding risk): £2.6m
- Resources to reach next Gateway (excluding risk): £2.5m
- Spend to date: £88k
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: April 2018-December 2019

Scope/Design Change and Impact: Programme slippage

Total anticipated on-going commitment post-delivery [£]: None Programme Affiliation [£]: £7.6m
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Project Coversheet

[1] Ownership & Status

UPI: 11375

Core Project Name: Crossrail Liverpool Street

Programme Affiliation (if applicable): Crossrail Urban Integration Projects

Project Manager: George Wright

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

Key measures of success:

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

Expected timeframe for the project delivery: Project completed

Key Milestones: Undertake Crossrail Urban Realm works: Feb 19-November 21

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Briefing/Proposal’ G2 report (as approved by PSC 26/11/13):

- Total Estimated Cost (excluding risk): £250k-£2m
- Resources to reach next Gateway (excluding risk): £60k
- Spend to date: N/A
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: 2013-2018

‘Authority to start Work’ G5 report (Delegated to Chief Officer 23/04/18):

- Total Estimated Cost (excluding risk): £2.7m
- Resources to reach next Gateway (excluding risk): £2.5m
- Spend to date: £272k
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: April 2018-December 2019

Scope/Design Change and Impact: Programme slippage

Total anticipated on-going commitment post-delivery [£]: None Programme Affiliation [£]: £7.6m
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Project Coversheet

[1] Ownership & Status

UPI: 11381

Core Project Name: Crossrail Moorgate

Programme Affiliation (if applicable): Crossrail Urban Integration Projects

Project Manager: George Wright

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

Key measures of success:

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

Expected timeframe for the project delivery: Project completed

Key Milestones: Undertake Crossrail Urban Realm works: Feb 19-December 21

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Briefing/Proposal’ G2 report (as approved by PSC 26/11/13):

- Total Estimated Cost (excluding risk): £250k-£2m
- Resources to reach next Gateway (excluding risk): £60k
- Spend to date: N/A
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: 2013-2018

‘Authority to start Work’ G5 report (Delegated to Chief Officer 23/04/18):

- Total Estimated Cost (excluding risk): £2.4m
- Resources to reach next Gateway (excluding risk): £2.3m
- Spend to date: £193k
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: April 2018-December 2019

Scope/Design Change and Impact: Programme slippage

Total anticipated on-going commitment post-delivery [£]: None Programme Affiliation [£]: £7.6m
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Table 1: Spend to Date - Crossrail Farringdon East Urban Integration			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800396 - Crossrail Farringdon East (SRP)			
Env Servs Staff Costs	54,368	54,368	-
P&T Staff Costs	20,549	20,549	-
P&T Fees	13,435	13,435	-
Total - 16800396	88,352	88,352	-
16100396 - Crossrail Farringdon East (CAP)			
Env Servs Staff Costs	154,000	128,174	25,826
Legal Staff Costs	4,000	3,301	699
P&T Staff Costs	90,300	73,556	16,744
P&T Fees	56,409	51,307	5,102
Highway Construction	1,099,381	956,907	142,474
Security Bollards	310,000	304,448	5,553
Utilities	665,444	340,384	325,060
Works Contingency	128,132	-	128,132
Total - 16100396	2,507,666	1,858,076	649,590
GRAND TOTAL	2,596,018	1,946,428	649,590

Table 2: Spend to Date - Crossrail Liverpool Street Urban Integration			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800283 - Crossrail Liverpool (SRP)			
PreEv P&T Fees	61,983	61,982	1
PreEv P&T Staff Cost	39,775	39,775	-
Env Servs Staff Cost	7,909	7,909	0
P&T Staff Costs	78,648	78,647	1
Consultants Fees	84,530	84,530	-
Total - 16800283	272,845	272,843	2
16100283 - Crossrail Liverpool (CAP)			
Env Servs Staff Cost	196,590	196,590	-
Legal Staff Costs	3,200	2,191	1,009
P&T Staff Costs	143,128	134,744	8,384
P&T Fees	48,800	15,967	32,833
Highway Construction	1,176,705	730,091	446,614
Utilities	690,070	139,611	550,459
Works Contingency	176,505	-	176,505
Total - 16100283	2,434,998	1,219,194	1,215,804
GRAND TOTAL	2,707,843	1,492,037	1,215,806

Table 3: Spend to Date - Crossrail Moorgate Urban Integration			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800284 - Crossrail Moorgate (SRP)			
Env Servs Staff Cost	818	818	0
P&T Staff Costs	94,085	94,085	0
Consultants Fees	98,222	98,222	0

Total - 16800284	193,125	193,124	1
16100284 - Crossrail Moorgate (CAP)			
Env Servs Staff Cost	203,500	180,387	23,113
Legal Staff Costs	5,000	4,803	197
P&T Staff Costs	181,160	124,858	56,302
P&T Fees	138,317	62,193	76,124
Highway Construction	1,134,793	516,350	618,443
Utilities	455,000	101,881	353,119
Works Contingency	152,007	-	152,007
Total - 16100284	2,269,777	990,472	1,279,305
GRAND TOTAL	2,462,902	1,183,595	1,279,307

Lindsey Street looking south



Before

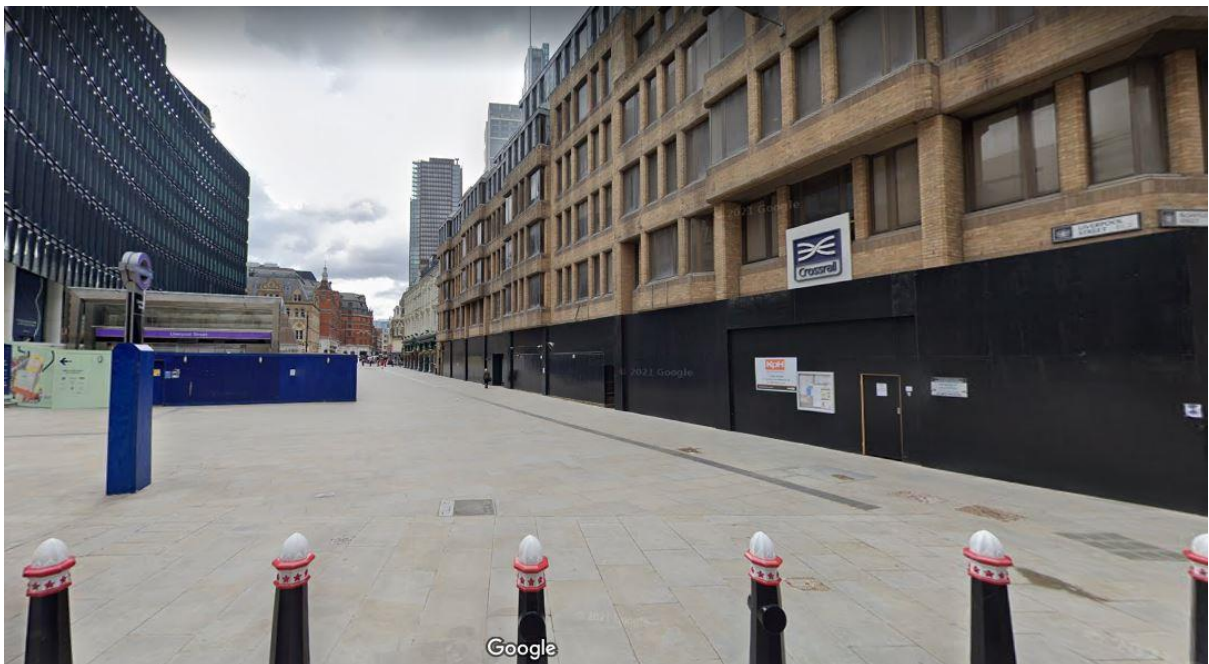


After

Liverpool Street looking east



Before

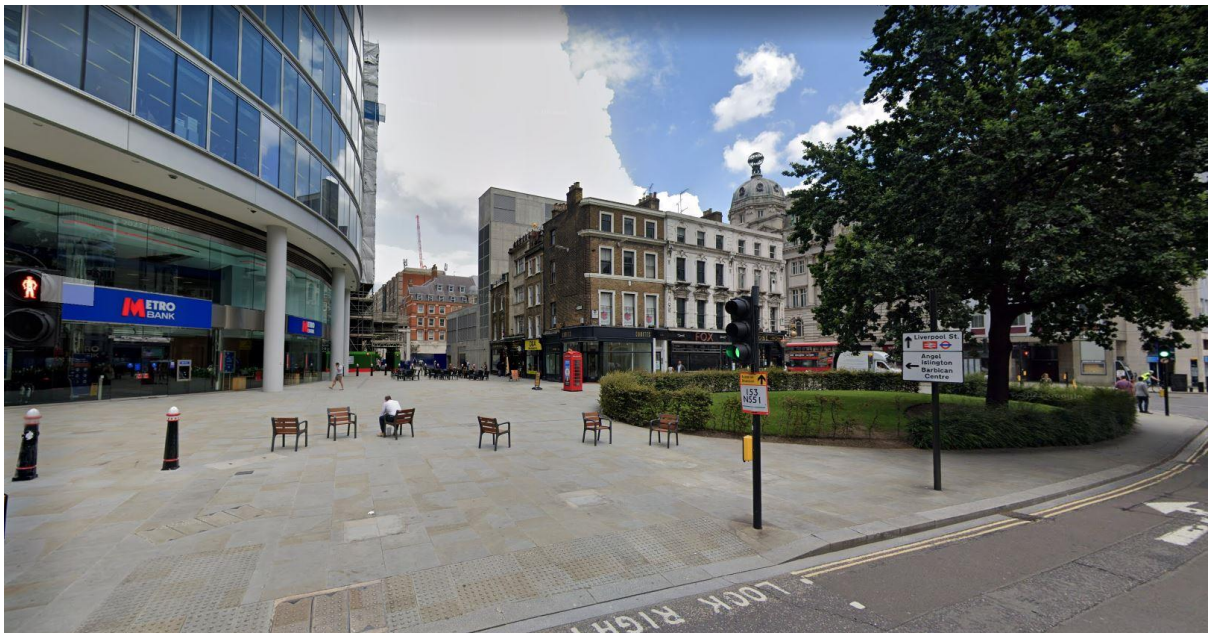


After

Looking north towards Moorfields



Before



After

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Committees: Corporate Projects Board <i>[for information]</i> Streets and Walkways Service Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 02 February 2022 15 February 2022 17 February 2022
Subject: Crossrail Liverpool Street Urban Integration (Phase 2) Unique Project Identifier: 11375	Gateway 3 Regular Issue Report
Report of: Executive Director Environment Report Author: Daniel Laybourn – City Transportation	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: To explore design changes to the public realm across the wider Liverpool Street area to enhance the pedestrian environment. Changes will also facilitate the expected pedestrian uplift resulting from the opening of Crossrail in the first half of 2022 <i>(at the time of writing this report)</i>.</p> <p>RAG Status: Amber (Amber at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): Approx. £1.64m (an increase of £155,000 from previous due to the requested inclusion of incomplete Crossrail Liverpool Street Phase 1 work)</p> <p>Funding Source: Section 106 funding and subject to Member approval, Crossrail Liverpool Street Phase 1 project (11375) funds to account for the requested inclusion of incomplete Phase 1 work.</p> <p>Spend to Date: £97,701 as of 14th January 2022.</p> <p>Costed Risk Provision Utilised: None.</p> <p>Slippage: Approx. 4 months slippage on planned reporting timeframes due to Phase 2 design work taking slightly longer than envisaged.</p>
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<p>2. Requested decisions</p>	<p>Next Gateway: G3/4 Options Appraisal</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Note and approve the contents of this report; 2. Approve the transfer of the project management, oversight, funding and financial responsibilities of the incomplete works identified in the Crossrail Liverpool Street Phase 1 project (11375) Gateway 6 to this project for completion (<i>detailed in paragraph 4.8</i>); 3. To accommodate the previous recommendation, note and approve a £155,000 increase in the total estimated project cost to approx. £1.64m, as shown in Appendix 2. This funding is to be provided by the Crossrail Liverpool Street Phase 1 project; 4. Note and approve the updated 'Fees' budget expenditure description to include feasibility design work by third parties (<i>detailed in paragraph 5.3</i>); 5. Approve the updated costed risk register in Appendix 3, to be drawn down via delegation to Chief Officer. (<i>Overall CRP amount has not changed since last report</i>); and 6. Approve the removal of the temporary social distancing measures and associated Temporary Traffic Regulation Order from Old Broad Street between London Wall and Liverpool Street, previously implemented by the Covid-19 On Street Response. <p><u>Projects Sub-Committee only</u></p> <ol style="list-style-type: none"> 7. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Project Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that falls within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General), as prescribed in Appendix 4 of this report, is to be delegated to Chief Officer or escalated to committee(s); and 8. Delegate the authority to Chief Officer to approve an updated risk register at the appropriate time to reflect the Crossrail Liverpool Street Phase 1 project's incomplete construction tasks subject to the project not breaching its total available funding amount.
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<p>3. Budget</p>	<p>Subject to the recommendations being approved in the Crossrail Urban Realm Improvements G6 report, this Phase 2 project for the Liverpool Street area would be required to complete the outstanding approved Phase 1 construction work. This is dependent on the completion of the development at 1-14 Liverpool Street. An estimated £155k has been calculated to deliver this work which would be transferred from the Crossrail Liverpool Street Phase 1 project to this project. This has been identified separately in the funding table in Appendix 2.</p> <p>Regarding the Phase 2 existing work streams, no further funding is requested to be approved to reach the next Gateway. However, it is requested to update the project's approved 'Fees' expenditure description to include feasibility design work by third parties. Reasoning for this can be found in subsequent sections of this report.</p> <p>Phase 2 is funded by Section 106 contributions as identified in the '<i>Review of Projects within the Built Environment Directorate</i>' report (July 2019). Details of this can be found in Appendix 2. This allocated funding acts as a budget gap within which the project is to be delivered. However, if future reports require additional funding to supplement this, this project will first look to utilise the underspend from the Crossrail Liverpool Street Phase 1 project. Further details on this would be included in those reports.</p>
<p>4. Issue description</p>	<ol style="list-style-type: none"> 1. Since the last report to committee in February 2021, officers have been investigating and implementing quick-win measures to improve the walking experience in preparation for the arrival of Crossrail while avoiding significant reconstruction and disruption to the local area. 2. This has included retiming traffic signals as part of the city-wide signal timing review with Transport for London (TfL). Both junctions at Old Broad Street and Blomfield Street with London Wall have been improved by reducing the overall length of the signal cycle time. This has been done without any significant impact on traffic flows and this approach maximises the pedestrian green time within each phase, offering more opportunities per hour for people to cross on the green person phases. 3. The two junctions operated by TfL within this project's scope, Bishopsgate junction with Wormwood Street/ Camomile Street and Bishopsgate junction with Liverpool Street, currently form part of their Bishopsgate corridor project and improvements to these are being considered as part of that. Officers from the City are working with TfL to maximise opportunities for pedestrian improvement.

	<p>4. Decluttering Old Broad Street of redundant signage to improve the streetscape is substantially complete. Several of the signs that were removed had been found to negatively impact both pedestrian comfort levels and accessibility assessment scores. Their removal will have delivered quick and quantifiable benefits in some key locations, such as on the western footway at the junction with London Wall.</p> <p>5. Currently on Old Broad Street (North) there are temporarily widened footways installed as part of the Covid Transportation response. These are constructed using plastic wands & kerbs in the carriageway only, with no physical footway build out. To help assess the future viability of making this permanent whilst further investigation into a longer-term vision for the area is undertaken, a waiting and loading survey took place in July 2021. Over 300 letters were sent out to local businesses inviting them to complete the survey. When it closed, approx. 12% of those invited had responded to the survey. The responses supported previous analysis of waiting and loading activities that found in the project area, there are generally low levels of servicing but servicing activity is reasonably constant throughout the day.</p> <p>6. A concept design was developed to make the current temporary street layout permanent but with some tweaks to better tie in the widening of the pavement at both ends of the street and to physically widen the footway. However, during the design process it became apparent that there were utility services that would require diversion. Further investigation has determined that making the pavement widening on Old Broad Street permanent would cost in the region of £500,000, inclusive of costed risk.</p> <p>7. The resultant cost per Sq.M of footway is more than double that of previous projects at Aldgate Square and Stonecutter Street (adjusted for inflation). Whilst there are benefits to people walking by widening the pavements on Old Broad Street, it is not believed that this is a cost effective or value for money approach. Furthermore, it is understood by officers that there are likely to be future developments on the eastern side of Old Broad Street (North) that would likely disrupt any footway improvements implemented in the short term.</p> <p><u>Outstanding work from Phase 1</u></p> <p>8. As noted in the G6 Crossrail Liverpool Street Phase 1 report, it has not been possible to complete the approved work due to on-going private development at</p>
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	<p>1-14 Liverpool Street. This development is currently occupying the public highways that require completing under the phase 1 work. As this occupation is expected to last approximately two years, officers are recommending, via the Gateway 6 report on this agenda, that the Phase 1 project be closed and the remaining phase 1 work, which is relatively small scale, along with the required funding, be transferred to this phase 2 project to complete. The extent of the Phase 1 works is detailed in Appendix 5.</p>
<p>5. Recommended Next Steps</p>	<ol style="list-style-type: none"> 1. Officers do not recommend proceeding with making the temporary footway extension on Old Broad Street (North) permanent at this time as this represents poor value for money, and instead recommend removing the temporary social distancing measures currently there due to the likely gap between now and when improvements could be made. Despite the arrival of Crossrail before mid-2022, it is expected that the number of people using old Broad Street will, for the time being, be lower than pre-pandemic levels. While the pavements are likely to be relatively busy, an extension to eastern footway in Old Broad Street (North) is not considered to be essential at this time. 2. Officers are also recommending that longer-term pedestrian improvements are explored. These would bring potential improvements to Old Broad Street into a larger set of highway improvements in the local area, improving value for money and minimising disruption during construction. Wider improvements would include the London Wall/ Old Broad Street junction to address low pedestrian comfort levels. 3. This work remains within scope of the original project. In order to undertake this work, officers request the existing Fees expenditure description is amended to include feasibility design work by third parties intended to be undertaken using the Transportation Framework contract. The work to be undertaken would require specialist highways design and modelling expertise. Existing approved budgets are thought sufficient to fund this proposed work. 4. This work is expected to take approximately six months. The next report is expected to be received in Autumn 2022. <p><u>Outstanding work from Phase 1</u></p> <ol style="list-style-type: none"> 5. Regarding the incomplete Phase 1 work, officers are recommending that its approved construction commitments, required funds, and associated

	<p>management responsibilities are transferred to this Phase 2 project so that the Phase 1 project can be closed. There is likely to be a two-year gap between now and when the outstanding work can be completed in early 2024. This delay and expected increase in construction costs has been factored into the value of the works being transferred. As this work is already approved, officers will include updates within subsequent Phase 2 reports on when the work is going to commence.</p> <p>6. It is requested that an updated risk register to accommodate the completion of the Phase 1 construction work at the appropriate time is to be delegated to the Executive Director as a 'light' route project. This is likely to be a relatively minor costed risk provision.</p>
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Financial Information
Appendix 3	Risk Register
Appendix 4	Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)
Appendix 5	Liverpool Street Area Phase Scope Map

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 11375

Core Project Name: Crossrail Liverpool Street Urban Integration Phase 2

Programme Affiliation: Crossrail Liverpool Street Urban Integration under the Crossrail Urban Integration Projects

Project Manager: Daniel Laybourn

Definition of need: In addition to the highway improvements under construction around the new Crossrail station entrance on Liverpool Street (referred to as Phase 1), the Phase 2 project seeks to both enhance the environment in the wider area and account for the passenger number uplift expected once Crossrail becomes operational. These proposals will also be required to account for emerging and known adjacent private developments and Transport for London's aspirations for the nearby A10 corridor.

Key measures of success:

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

Expected timeframe for the project delivery: The immediate area around the new Crossrail station in Phase 1 is substantially complete but it's requested to transfer incomplete tasks to Phase 2 as it won't be possible to complete these tasks for approximately two years. It's also requested to transfer any unspent funds from Phase 1 into Phase 2's project budget. Initial phase 2 work has taken place in advance of Crossrail at Liverpool Street opening. Future delivery of more substantial change is yet to be confirmed at this time.

Key Milestones: Crossrail Liverpool Street station opening in mid-2022 (*as of December 2021*).

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

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No significant media/public impact is expected, and local comms will be managed by the project team.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved in November 2013):

- Total Estimated Cost: £250k - £2m
- Resources to reach next Gateway: £60,000
- Costed Risk Against the Project: n/a

- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: Set the scope for the Phase 1 work that was to be delivered in time for the opening of Crossrail which was then estimated as '2018'.

'Outline Options Appraisal' G3 report (as approved by PSC 22/7/14):

- Total Estimated Cost: £2-3.5 million (excluding value of remediation by Crossrail)
- Spend to date: £20,513
- Resources to reach next Gateway: £115,000
- Costed Risk Against the Project: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: none

'Detailed Options Appraisal' G4 Stage 1 report (as approved by PSC 23/2/15):

- Total Estimated Cost: £2-3.5 million
- Resources to reach next Gateway: £115,000
- Spend to date: £135,513
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: Removal of traffic from the western arm of Liverpool Street.

'Issue Report' (as approved by PSC 29/6/16):

- Total Estimated Cost: £2-3.5 million
- Resources to reach next Gateway: £35,000
- Spend to date: £251,579
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: Requested further funding to cover unforeseen staff time/ work.

'Update Report' (as approved by PSC 12/12/16):

- Total Estimated Cost: £2.5-3.5m
- Resources to reach next Gateway: £213,000
- Spend to date: £247,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Late 2018 (for Crossrail station completion).
Late 2016 for a delegated decision on work site proposals

Scope/Design Change and Impact: Requested further funding to develop the work site proposals, and defined the 'wider area'

Issue Report (as approved by PSC 18/7/17):

- Total Estimated Cost: £2.5-3.5m (although not explicitly stated within the report)
- Resources to reach next Gateway: No extra resources requested.
- Spend to date: £268,000
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. City highways construction start in January 2018, complete in December 2018.

Scope/Design Change and Impact: Members agreed to the City delivering the Liverpool Street east urban realm works on behalf of Crossrail and to receive a G5 report instead of a G4 Stage 2 report.

'Authority to Start Work G5 report (for the previously mentioned Crossrail works, as approved by PSC 11/12/17):

- Total Estimated Cost: £2.4m
- Resources to reach next Gateway: No extra resources requested.
- Spend to date: £313,687
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. Materials procurement/ mobilisation – Q1 2018, Reinstatement of Liverpool Street West – Q2/3 2018, Raised table on Old Broad Street & Liverpool Street construction – Q3 2019, Eldon Street raised table and other works – Q1 2020.

Scope/Design Change and Impact: Members approved the implementation costs for the Liverpool Street east works which Crossrail had asked the City to undertake and noted that delivery of some elements may not be complete until 2022.

'Authority to Start Work' G5 report (as approved by PSC 13/6/18):

- Total Estimated Cost: £2,712,843
- Resources to reach next Gateway: £2,399,156
- Spend to date: £313,687
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Crossrail due to open in December 2018. Materials procurement/ mobilisation – July 2018, Reinstatement of Liverpool Street East – July to November 2018, Old Broad Street construction – May to June 2019, Eldon Street and Blomfield Street – January to April 2020

Scope/Design Change and Impact: Members approved the implementation costs for the works which Crossrail had asked the City to undertake and noted that delivery of some elements may not be complete until 2022.

Urgency report (as approved by PSC August 2019):

- Total Estimated Cost: £2.7m
- Resources to reach next Gateway: n/a
- Spend to date: £0.78m
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: n/a

Scope/Design Change and Impact: Members approved that the City undertook works on private land, fully funded by Crossrail.

Total anticipated on-going commitment post-delivery [£]: Routine highway maintenance is expected.

Programme Affiliation [£]: n/a

'Issue Report' (as approved by PSC 16/10/19):

- Total Estimated Cost: £4.1m (£2.7m for the existing Crossrail Liverpool Street Urban Integration project (Phase 1) plus the £1.4m allocated to the wider area sub-project (Phase 2) in the 'Review of Projects within the Built Environment Directorate' report (July 2019);
- Resources to reach next Gateway: £206,500
- Spend to date: £0.917m
- Costed Risk Against the Project: £25,700
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 1. The new Liverpool Street Crossrail station is currently expected to open in late 2020/ early 2021.

Scope/Design Change and Impact: Members agreed to an increase in scope, establishment of an external working group, the revised total project cost and its funding mechanisms and resources to next gateway.

'Issue Report' (as approved by PSC 23/02/21):

- Total Estimated Cost: £1.4m (no change);
- Spend to date: £49,551
- Costed Risk Against the Project: £25,700 (no change)

Scope/Design Change and Impact: Report updated on delays that had been incurred due to the pandemic and what the next steps were to be. There were no scope or finance changes.

Table 1: Expenditure to date - Crossrail Liverpool St Phase 2 - 16100421			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	12,750	6,553	6,197
P&T Staff Costs	109,250	72,213	37,037
Legal Staff Costs	3,000	-	3,000
P&T Fees	81,500	18,935	62,565
Cost Risk Provision	25,700	-	25,700
TOTAL	232,200	97,701	134,499

Table 2: Resources Required to account for incomplete Crossrail Liverpool Street Phase 1 construction work			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	12,750		12,750
P&T Staff Costs	109,250		109,250
Legal Staff Costs	3,000		3,000
P&T Fees	81,500		81,500
Cost Risk Provision	25,700		25,700
Ph1 Highway works	*	155,000	155,000
TOTAL	232,200	155,000	387,200

* Crossrail Phase 1 construction work has already received committee approval

Table 3: Section 106 and Other Sources Funding Breakdown (Section 106 funding previously approved as part of the 'Review of Projects within the Built Environment Directorate' report, July 2019)					
	HOT	Status	Development	Balance	Total Available Funding
Crossrail Urban Integration - Liverpool Street	Transportation	No VAR	10/00904/ FULEIA Broadgate 5 29/07/2011	£ 7,733.64	£ 1,639,391.68
	LCEIW	No VAR	10/00904/ FULEIA Broadgate 5 29/07/2011	£ 537,735.36	
	Transportation	No VAR	10/00904/ FULEIA Broadgate 5 29/07/2011	£ 543,504.00	
	LCEIW	No VAR	10/00904/ FULEIA Broadgate 5 29/07/2011	£ 56,400.00	
	LCEIW	No VAR	10/00904/ FULEIA Broadgate 5 29/07/2011	£ 326,097.00	
	LCEIW	No VAR	05/00771/FULEIA Heron Tower 07/04/2006	£ 4,448.49	
	Transportation	No VAR	05/00771/FULEIA Heron Tower 07/04/2006	£ 4,096.35	
	LCEIW	No VAR	06/00240/FULL Dashwood House 12/12/2006	£ 4,376.84	
Crossrail Liverpool Street Phase 1 estimated cost of incomplete works (responsibility for these approved works to be transferred to Phase 2 subject to Committee approval)				£ 155,000.00	

Definitions HOT - Head of Terms

LCEIW - Local Community Environmental Improvement Works

No VAR - No variation of agreement required

VAR Time - A variation of time required

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City of London: Projects Procedure Corporate Risks Register

Project Name:			Crossrail Liverpool Street Phase 2					PM's overall risk rating:			Low		CRP requested this gateway		£ 25,700		Average unmitigated risk		5.3		Open Risks		9	
Unique project identifier:			11375					Total estimated cost (exec risk):			£ 1,639,391		Total CRP used to date		£ -		Average mitigated risk score		3.9		Closed Risks		0	
General risk classification												Mitigation actions						Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)	
R1	3	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delay and/ or change	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could also arise from the public consultation results.	Possible	Serious	6	£13,125.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Early identification and engagement with key stakeholders via the project's communications plan and the planned working group.	£0.00	Possible	Minor	£5,000.00	3	£0.00	Additional staff time or consultant resources to carry out extra engagement-related work.	17/09/2019	Leah Coburn	Daniel Laybourn		21/12/21 - The project has established an effective working group with the local external stakeholders that sits beneath an overarching steering group. However, standard associated risks still remain with these and other key stakeholders that may require more work than is envisaged.	
R2	3	(3) Reputation	GATE 1 TO 6 - Procurement procedures impact negatively on project delivery	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.	Possible	Minor	3	£3,500.00	N	B – Fairly Confident	* Map out any resources using the Annual Procurement Plan with the procurement team * Consider early engagement with internal suppliers where required (Highways, Traffic Enforcement, Open Spaces, M&E, etc)	£0.00	Unlikely	Minor	£0.00	2	£0.00	Additional staff time to identify alternative procurement sources or methods.	17/09/2019	Leah Coburn	Daniel Laybourn		21/12/21 - The project does carry some risk in this regard as it's planning to procure external services in the next stage of work. However, this proposed work is standard in nature and therefore no mitigation (other than usual BAU work) is planned.	
R3	3	(10) Physical	GATE 1 TO 3 - Accessibility and/ or security concerns lead to project change	Further changes to the project's design and scope may be required if accessibility/ security concerns are raised.	Possible	Minor	3	£0.00	N	A – Very Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and internal contacts * Use of a design log to record design changes, and the reasons why. * Use the CoSAT tool and undertake an EqIA at the appropriate time.	£0.00	Rare	Minor	£0.00	1	£0.00	N/A - CRP not requested	17/09/2019	Leah Coburn	Daniel Laybourn		21/12/21 - It's quite possible that changes could be required as a result of accessibility/ security concerns. However, as the project is in the design stage, accommodating such changes would have no negative impact on the project as the changes could be incorporated in the next design revision.	
R4	3	(2) Financial	GATE 1 TO 6 - Inaccurate or incomplete project estimates, including baxters/ inflationary issues	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Possible	Serious	6	£13,125.00	N	B – Fairly Confident	* Undertake internal re-estimates prior to each Gateway stage, including discussions with procurement/ finance in regards to external factors such as baxters/ inflation	£0.00	Possible	Minor	£0.00	3	£0.00	Funds would be used to cover any unexpected uplifts which can be accommodated within the stated amount.	17/09/2019	Leah Coburn	Daniel Laybourn		21/12/21 - The next stage of work is not proposed to include any construction work, and therefore the no CR is requested at this stage. Future scheme proposals will be designed with the new budgetary amount in mind.	
R5	3	(8) Technology	GATE 1 TO 4 - Modelling issues (results and implications, issues with the delivery, buy-in, required re-runs, etc)	Modelling can play a major role in defining a project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify. Also, further modelling may be required following consultation if there's design changes needed.	Possible	Serious	6	£1,200.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Early engagement with TTL to identify requirements, their timescales and costs * Ensure information & data requirements for modelling are agreed and scoped out fully * Regular engagement with design and modelling consultants * Budget for basic modelling re-runs post consultation	£0.00	Possible	Serious	£1,000.00	6	£0.00	Extra traffic modelling	17/09/2019	Leah Coburn	Daniel Laybourn		21/12/21 - The stated costed impact is for another modelling run should it be needed.	
R6	3	(10) Physical	GATE 1 TO 5 - Utility and utility & topo survey issues lead to further information being required.	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected or further topographical or utility surveys are required.	Possible	Serious	6	£11,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. * Consider and budget for trial holes if the location is thought to be particularly difficult.	£0.00	Possible	Serious	£8,000.00	6	£0.00	Additional survey and investigation work	17/09/2019	Leah Coburn	Daniel Laybourn		21/12/21 - further survey work may be required to assess the plausibility of any future options.	
R7	3	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impact on project delivery	This project will require third parties to complete their work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Likely	Minor	4	£0.00	N	A – Very Confident	* Include regular meetings with such stakeholders if required. * Track the activities of third parties on a tracker * Include some slack in the programme to absorb low-level delays	£0.00	Likely	Minor	£0.00	4	£0.00	N/A - CRP not requested	17/09/2019	Leah Coburn	Daniel Laybourn		21/12/21 - At this stage should any of the local stakeholders involved delay the City's work, officers could easily pause or slow down the pace of their work to accommodate. Also, the working group should help in identifying delays such as these at an early stage.	

R8	3	(3) Reputation	GATE 1 TO 5 - British Land, Network Rail, Crossrail, TfL Buses and LUL engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with main stakeholders takes longer, requires more work or doesn't go as planned. Also, they may change their requirements for a project which results in abortive work and costs.	Likely	Serious	8	£13,125.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Establish the working group as proposed and create a log of their aspirations/ requirements for the project.	£0.00	Unlikely	Serious	£4,700.00	4	£0.00	Additional resources to accommodate any changes to the project driven by these key stakeholders. This could be (but not limited to) additional staff time, consultants work, data gathering & analysis, etc).	17/09/2019	Leah Coburn	Daniel Laybourn	21/12/21 - At this time, a number of local stakeholder are quite advanced in their planning and these requirements are known. Further more detailed information on these will be gathered by the working group. However, it is possible that even with the working group, a stakeholder could change their requirements for whatever reason that requires the project to alter its plans.
R9	3	(10) Physical	GATE 3 TO 4 - Expenditure for on-street measures to support the trialing of on-street measures to better inform permanent change recommendations to committee	At the item of writing the Jan 2021 issue report, Officers were looking to trial on-street measures with TfL to better inform later design recommendations to committee. In doing this, some expenditure may be required for on-street measures to complement any trial measures tested. These could be (but not limited to) signing and lining, minor signal amendments, etc	Possible	Serious	6	£7,000.00	Y - for costed impact post-mitigation	8 – Fairly Confident	* Continue work with TfL to better identify potential risk drawdowns as early as possible. * Work within TfL's existing annual signal review programme if possible to reduce any need to establish methods of working, etc	£0.00	Possible	Serious	£7,000.00	6	£0.00	Expenditure on measures to complement any on-street trials	09/12/2020	Leah Coburn	Daniel Laybourn	21/12/21 - Covered in the Jan 2021 issue report, this risk is to cover any tiny works costs that may be required the on-street trials that are being considered by officers. The scale of these is likely to be on the 'signing & lining' spectrum.

Appendix 2 - Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)

Changes to Projects: General

45. *In cases where:*

- *the financial implications will be higher or lower than the agreed confidence range (capital or revenue expenditure or income/returns/savings);*
- *the overall programme needs to be accelerated or delayed +/- 10% of time against the last numbered Gateway report;*
- *the specification will be significantly different to that agreed, i.e. there will be a shortfall against one of more of the key objectives/ SMART targets, or the inclusion or reduction in the parameters of the project, which may include changing operational performance criteria and business benefits;*

Officers will report to the Committee(s) or Chief Officer who approved the last Gateway report on the circumstances, the options available and a recommended course of action. For example, if circumstances change on the Light and Regular routes where Authority to start work is delegated to Chief Officer, they would need to return to Committee to progress to the next gateway.

If additional unallocated City Corporation resources are required (i.e. from Central resources, not local risk budgets), the approval of the Policy and Resources Committee must also be obtained as Service Committees cannot approve Central resources.

In such cases the Policy and Resources Committee must be advised of the impact of the proposed increase in the City's overall Programme and any agree increase must be reported to the next meeting of the Resource Allocation Sub-Committee for appropriate adjustments to be made to the City Corporation's Programme.

Note that Chamberlains have prepared guidance on the preparation of Whole Life Costing (available on the corporate intranet).

These will not apply to the costed risk provision drawdown increases to budgets as they have already been considered and delegated [See 49]:

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Appendix 5 - Liverpool Street Area Phase Scope Map

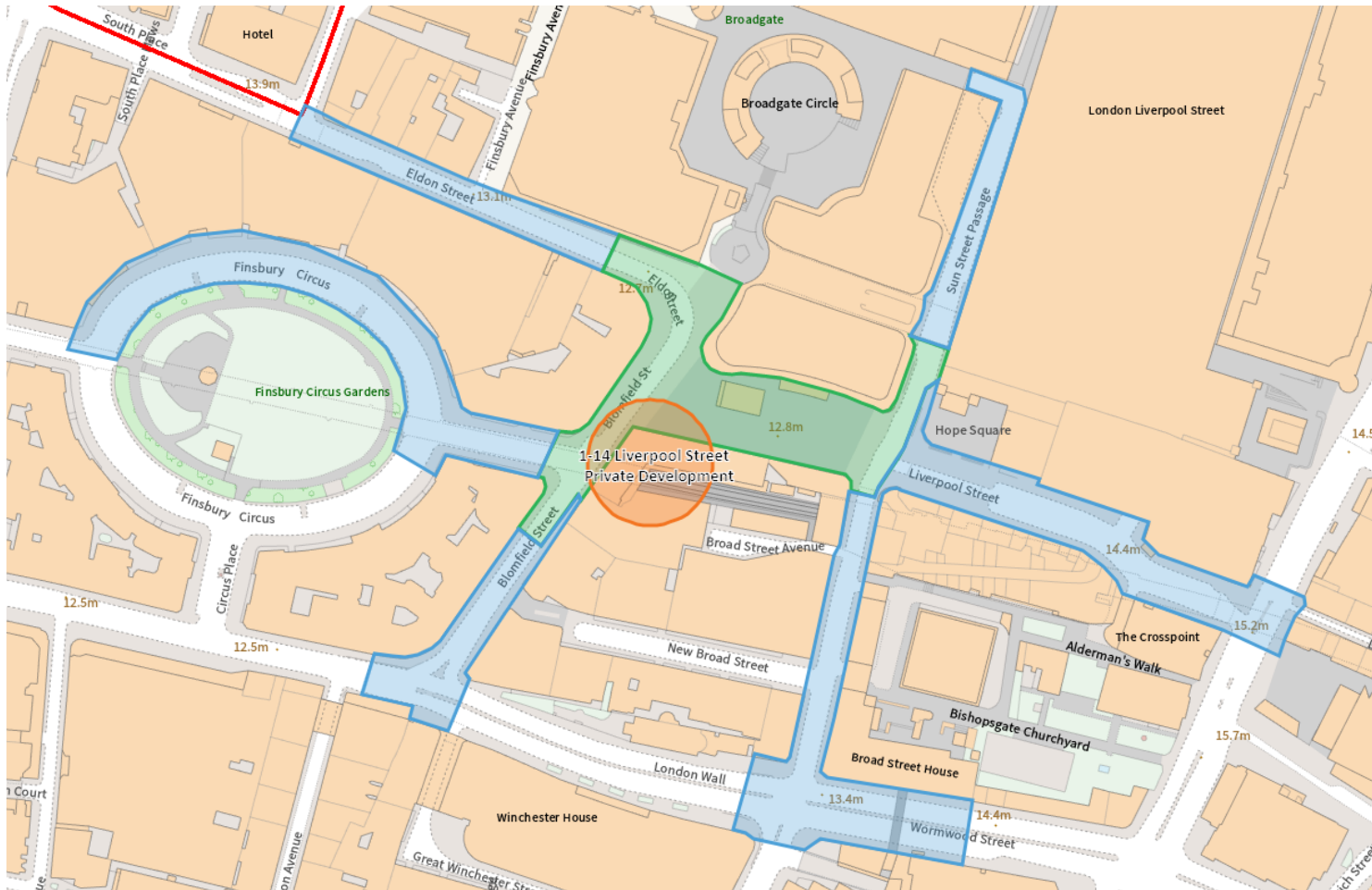
(Please note – Whilst some of the sections below include private land, no public money is to be spent on them)

Key

Green – Approved
Crossrail Phase 1 area

Blue – Approved Crossrail
Liverpool Street Phase 2
area

Orange – On-going private
developments affecting
completion of Phase 1
work



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Committees: Corporate Projects Board - <i>for information</i> Streets and Walkways Committee - <i>for decision</i> Projects Sub - <i>for decision</i>	Dates: 2 February 2022 15 February 2022 17 February 2022
Subject: City Wayfinding – Introduction of Legible London Unique Project Identifier: 11735	Gateway 6: Outcome Report Regular
Report of: Executive Director Environment Report Author: George Wright, City Transportation	
<h2>PUBLIC</h2>	

Summary

1. Status update	Project Description: The introduction of the Legible London wayfinding system across the Square Mile, including the Barbican highwalks. RAG Status Amber (Green at last report) Risk Status: Low Costed Risk Provision Utilised: None Final Outturn Cost: £1,894,258
2. Next steps and requested decisions	Requested Decisions: Members of Streets and Walkways and Project Sub-Committees are asked to: <ul style="list-style-type: none"> • approve the content of this outcome report and agree for the project to be closed; • release the call on further funds from the On Street Parking Reserve.

3. Key conclusions	<p>The City Corporation agreed in March 2018 to introduce Transport for London's (TfL's) Legible London wayfinding across the Square Mile. This form of wayfinding is already installed in neighbouring London Boroughs.</p> <p>The project involved:</p> <ul style="list-style-type: none"> • the removal of the City's previous wayfinding system; • the production of a sign placement and directional content plan for Legible London signage; • working with City stakeholders to ensure the Legible London mapping was up to date and relevant; • working with TfL and Barbican estate stakeholders to develop a bespoke Legible London mapping system for the Barbican highwalk network; • the approval and production of mapping and directional content artwork for each sign; • utilising TfL's framework contract to facilitate signage manufacture and installation; • co-ordinating the phased installation of Legible London. <p>Over 300 new signs have been installed and, whilst the project took longer to complete than originally programmed, it has been delivered within budget. Sign locations and type can be found on the Legible London layer of the Citymaps GIS.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<p>TfL's Legible London signage system follows a clear, unequivocal set of design standards which meant that design development was relatively straight forward.</p> <p>The use of TfL's framework contractor, Trueform, should have saved time as a procurement exercise was not required. However, the framework contractor missed agreed installation dates on several occasions, sometimes by many months and this led to significant extension of the installation programme. Moreover, not having overall control of the framework contract led to a delay in issues being resolved.</p> <p>The Gateway 5 report included a proposal for the old City signage to be sold at an auction for the Lord Mayor's Charity but this did not come to fruition. It is therefore proposed that the best price is</p>
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	obtained from an architecture salvage company with the proceeds going to central funds.
5. Options appraisal	An initial optioneering exercise took place in 2017 to consider options for either updating or replacing the existing wayfinding network in the City. This led to the recommendation to introduce Legible London. The system is consistent across London which leaves little scope for further changes, although a bespoke mapping system was developed for the complex Barbican highwalk network.
6. Procurement route	Sign removal was undertaken by the City's highway term contractor. Sign placement and directional content was completed in-house by City Transportation Artwork was prepared by TfL's framework contractor T-Kartor and manufacture and installation was undertaken by TfL's framework contractor, Trueform.
7. Skills base	The City did consider procuring an external wayfinding consultant to undertake the sign placement plan and draft directional content and artwork. This work was ultimately undertaken in-house skills assessment, enhancing the Corporation's internal officer skills base.
8. Stakeholders	Internal and external stakeholders played a proactive role during the wayfinding options appraisal in 2017 and also participated in the Legible London basemap review at specially convened workshops. Representatives of the Barbican estate were involved in the development of bespoke mapping for the highwalk network.

Variation Review

9. Assessment of project against key milestones	The installation of the new signage took longer than originally programmed due to frequent delays by Trueform, TfL's framework contractor. Further delays were attributable to the COVID-19 but these were not significant as the contractor was largely able to work as normal during the pandemic. The delays did not increase project costs as the framework contract rates were fixed.
10. Assessment of project against Scope	The project scope outlined in the gateway 5 report was delivered, with the exception of the auction of old City signage to raise funds for the Lord Mayor's Charity.
11. Risks and issues	None of the risks identified in the risk assessment were realised and this was the principal reason why the project was delivered within budget. The risk of poor performance of the TfL framework contractor was not identified at Gateway 5. As installation delays intensified, the matter was raised at a senior level within TfL and the framework contractor and this resulted in more contractor resources being assigned to the installation programme.

v. April 2019

12. Transition to BAU	A commuted sum of £97,593 has been transferred to City highways who have assumed responsibility for the maintenance and repair of existing signage. Under the terms of the Delivery Agreement between the City Corporation and TfL, £277,095 has been deposited with TfL and can be used to fund periodic mapping updates to ensure that the information on the signage is up to date. The call on this funding should be infrequent as new developments are required to fund new signs or signage updates via section 106 or section 278 agreements. New, additional signs that are not able to be delivered by new developments could be delivered via other City Corporation projects or initiatives.
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Value Review

13. Budget	<i>Estimated Outturn Cost (G2)</i>		Estimated cost (including risk): N/A Estimated cost (excluding risk): £2,625,000
		<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
	<i>Fees</i>	£625,305	£519,860
	<i>Staff Costs</i>	£518,443	£389,977
	<i>Works</i>	£1,027,319	£886,828
	<i>Costed risk</i>	£227,375	£0
	<i>Maintenance</i>	£97,593	£97,593
	<i>Total</i>	£2,496,035	£1,894,258
	The funding came from two sources: OSPR and TfL's LIP. The call on the remaining OSPR balance is released.		
	The principal reasons for the project underspend are: the staff hours expended on the project were less than estimated; the bespoke signage for the Barbican highwalks cost less than budgeted for; and fewer shallow totem foundations were required, with shallow foundations costing significantly more than standard ones.		
Please confirm whether or not the Final Account for this project has been verified. * NO			
14. Investment	N/A		
15. Assessment of project against SMART objectives	The project pre-dates the SMART objectives assessment process. However, the following success criteria outlined at gateway 5 were met: 1. The introduction of a multiple award-winning wayfinding system across the Square Mile.		

	<ol style="list-style-type: none"> 2. Delivery of Corporate Plan and Cultural Strategy outcomes by ensuring the City is physically well-connected, people are safe and feel safe and enjoy good health and wellbeing; something that walking is known to improve. 3. Better-connections with surrounding boroughs due to a well-designed, user-friendly maps that provide a consistent message. 4. An improved visitor experience, helping people to navigate between key City destinations such as Culture Mile and new Crossrail stations.
16.Key benefits realised	<ul style="list-style-type: none"> • Legible London will better connect the City with the rest of London as all surrounding boroughs now use the system and visitors do not recognise administrative boundaries; • Legible London encourages people to walk as maps inform users what can be reached within a five and a 15 minute walk – helping to reduce the dominance of motor traffic and improve air quality; • Legible London will improve the visitor experience to the City as it has an authority and a simplicity that is easy to trust and requires little effort to use.

Lessons Learned and Recommendations

17.Positive reflections	<p>The project has received positive feedback from various City stakeholders including the Barbican estate where a range of different signage designs were replaced by one consistent system.</p> <p>The introduction of Legible London means the City now has the same wayfinding system as its neighbours, facilitating a common Londonwide wayfinding system that will help visitors and encourage walking.</p> <p>Funds deposited with TfL and contributions from developers will ensure that the signage remains up to date.</p>
18.Improvement reflections	<p>The service provided by TfL's framework contractor – a sole supplier – needs improvement but this is largely beyond the control of the City as the contract is managed by TfL. For future projects where we use third party frameworks we would need to investigate governance or management arrangements with the contract manager to ensure issues were appropriately escalated and addressed.</p>
19.Sharing best practice	<p>A handover note has been circulated to colleagues in highways and transport planning detailing the processes</p>

	involved in the production of artwork, artwork updates, repairs and the installation of signage.
20.AOB	None.

Appendices

Appendix 1	Project coversheet
Appendix 2	Photos – before and after

Contact

Report Author	George Wright
Email Address	george.wright@cityofLondon.gov.uk
Telephone Number	07802 378812

Project Coversheet

[1] Ownership & Status

UPI: 11735

Core Project Name: City wayfinding – Introduction of Legible London

Programme Affiliation (if applicable): LIP Corridors & Neighbourhoods

Project Manager: George Wright

Definition of need: The City's existing wayfinding system contains out of date information and is not being maintained. It does not reflect access best practice for visibility and legibility and the City risks failing to fully comply with its equality duty where signage does not conform to access best practice.

Key measures of success:

- 1) The introduction of a multiple award-winning wayfinding system across the Square Mile.
- 2) Delivery of Corporate Plan and Cultural Strategy outcomes by ensuring the City is physically well-connected, people are safe and feel safe and enjoy good health and wellbeing; something that walking is known to improve.
- 3) Better-connections with surrounding boroughs due to a well-designed, user-friendly maps that provide a consistent message.
- 4) An improved visitor experience, helping people to navigate between key City destinations such as Culture Mile and new Crossrail stations.

Expected timeframe for the project delivery: At Gateway 5, the timeframe was February 2019-April 2020. The actual timeframe for project delivery was May 2019-September 2021. The principal reason for the delay was poor performance by TfL's framework contractor responsible for manufacture and installation of Legible London signage. COVID 19 also contributed to delivery delays.

Key Milestones: May-September 2019: Removal of old signage. November 2019-September 2021: Phased installation of new signage.

Are we on track for completing the project against the expected timeframe for project delivery? N/A.

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved by SWC and PSC 4/16):
Indicative budget of £2.6m. Proposal to review City's existing signage.

'Options Appraisal' G3/4 Report (as approved by SWC and PSC 12/17):

- Total Estimated Cost: £3.2m
- Spend to date: £103k
- Resources to reach next Gateway: £435k
- Costed Risk Against the Project: n/a
- Estimated Programme Dates: April 2018-July 2019

G5 Authority to Start Work (Delegated approval November 2018):

- Total Estimated Cost: £2.5
- Resources to reach next Gateway: £2.1m
- Spend to date: £264k
- Costed Risk Against the Project: £227k
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: February 2019-April 2020.

Total anticipated on-going commitment post-delivery [£]: A commuted sum of £97k has been released to highways to support maintenance of new signage.

Programme Affiliation [£]: n/a



The City's map-based signs were costly to maintain and in a poor state of repair

Legible London is relatively cheap to maintain and the project has provided highways with a £97k commuted sum for on-going repairs and maintenance



Finger posts were replaced with map-based totems with directional content at the top

Wayfinding research has shown that people are able to far better orientate themselves and retain information if they consult a map



A special Legible London map was produced and retro-fitted to the three large City map signs

Each map includes a 15 minute walking circle, indicating how much is in reach by foot



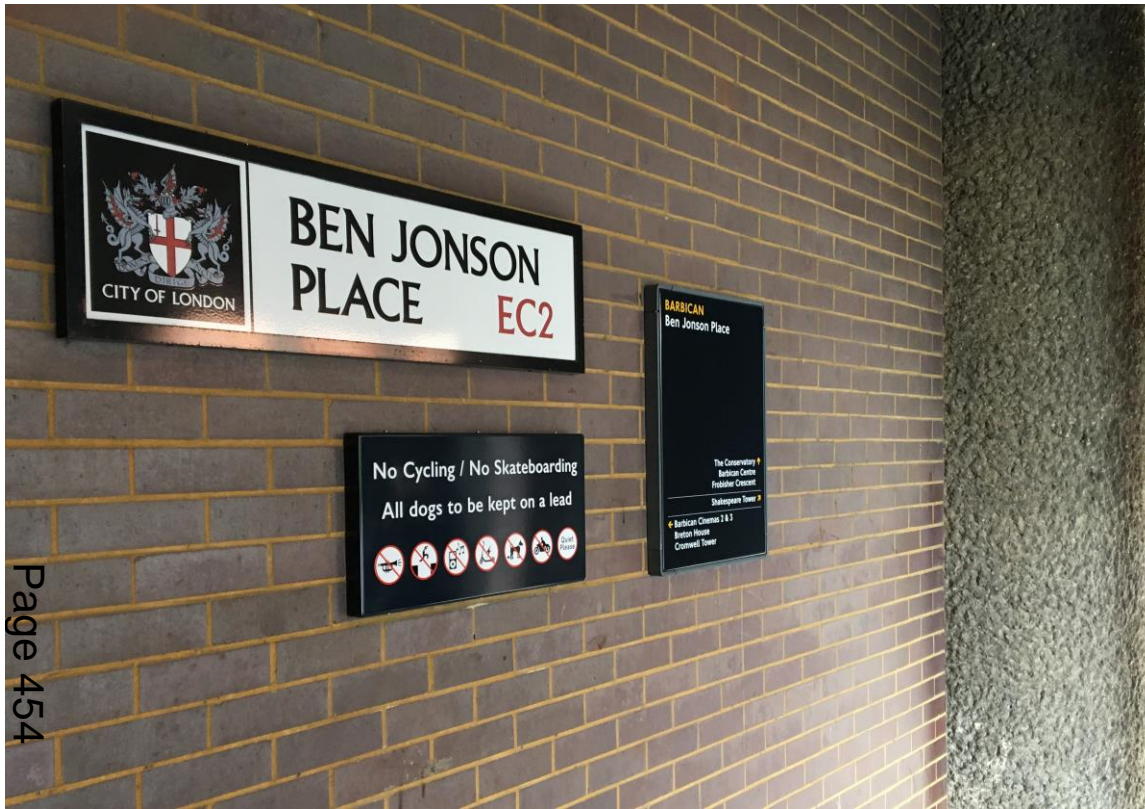
A bespoke foundation base was designed to enable free-standing totems on the Barbican highwalks

This enabled wayfinding at key decision points where previously there were none



Wall-mounted maps were fixed at entry and exit points to the highwalks

Legible London replaced a mix of historical signs, providing consistency



Examples of Legible London directional signage

The Barbican behaviour signs were updated and re-designed to complement the Legible London design palette

Committees: Corporate Projects Board - <i>for information</i> Streets and Walkways Committee - <i>for decision</i> Projects Sub Committee - <i>for decision</i>	Dates: 02 February 2022 15 February 2022 17 February 2022
Subject: London Wall Place Section S278 Highway and Public Realm Improvements Unique Project Identifier: 11376	Gateway 6: Outcome Report Regular
Report of: Director of the Environment Report Author: Kristian Turner – City Transportation	For Decision
PUBLIC	

Summary

1. Status update	Project Description: To deliver high-quality public realm around the London Wall Place development that integrates the development into the public highway. RAG Status: N/A Risk Status: N/A Costed Risk Provision Utilised: N/A – Project predates the requirement for a costed risk provision. Final Outturn Cost: £2,823,655
2. Next steps and requested decisions	Requested Decisions: Members of Streets and Walkways and Project Sub-Committees are asked to: <ul style="list-style-type: none"> • Note and approve the contents of this outcome report; • Authorise the Chamberlain's department to return unspent funds to the developer as set out in the respective legal agreements, after any required maintenance sums are accounted for and subject to the verification of the final accounts which has yet to take place; and • Agree to close the project following payment of the outstanding invoices and confirmation of the project's final account.

3. Key conclusions	<p>The highway works to accommodate the London Wall Place development required substantial redesign of the public highway and highwalk network around the development.</p> <p>The former site of St. Alphage House featured the main building tower and an upper podium of public space and retail premises. The northern side of London Wall adjacent to the site was a blank frontage with a footway that was very narrow in parts.</p> <p>The London Wall Place development featured two buildings with entrances at the ground floor level with significant areas of private (but publicly accessible) public realm between the buildings.</p> <p>The project involved a wide range of measures on the highway around the development that:</p> <ul style="list-style-type: none"> • enabled access to the new buildings for people and vehicles; • enhanced provision for pedestrians by providing improved footways and crossings; • enhanced provision for cyclists by providing a segregated eastbound cycle lane on London Wall; • enhanced the public realm in St. Alphage Gardens to provide an improved environment for workers, residents and visitors. <p>The most significant part of the Section 278 scheme was the narrowing of the carriageway on London Wall eastbound to create a wider footway to access the new building entrances. This required major adjustments to the London Wall car park structure to create a wider footway, involving bridge joint replacement works and waterproofing/carriageway resurfacing as well as other structural adjustments.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	<p>The 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 client and their various agents and contractors to re-programme works where necessary and to ensure that the construction seamlessly integrated to deliver work with the construction of the buildings.</p>
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5. Options appraisal	<p>The constraints of the car park structure meant that a decision had to be taken on what to do with eastbound carriageway; the options were to remove the cycle lane and have two lanes of traffic or one traffic lane and a cycle lane. Traffic modelling was undertaken which concluded that removing a traffic lane and retaining the cycle lane would not affect overall journey time as the main constraint on traffic in the area is the Moorgate junction. It was proven that whilst eastbound traffic queues may seem longer, this would not affect journey times as two traffic lanes were retained on the immediate approach to the Moorgate junction.</p>
6. Procurement route	<p>The services of transport consultants were procured to undertake traffic and pedestrian modelling and do road safety audits.</p> <p>Structural designs were prepared by the City Structures teams term consultant.</p> <p>The detailed designs for the highway works were prepared in-house by the City's highways team.</p> <p>The City's term contractor, JB Riney, was then used to deliver the majority of the highway works. Specialist structural contractors were procured for the structural works.</p>
7. Skills base	<p>The Project Team, for the most part, had the skills, knowledge and experience to manage and deliver the majority of the project. The exception to this was related to structures, therefore the City Structures team were asked to input into this technical area. This proved an on-going challenge in terms of resourcing and different ways of working. In future for projects of this nature which have a large structural component we would need to consider how best to resource this and ensure this function is fully integrated into the Project Team.</p> <p>External specialists such as traffic modelling were contracted by the project team where needed to provide specific expertise when required.</p>
8. Stakeholders	<p>A Working Party was established at Gateway 3 comprising the following stakeholders:</p> <ul style="list-style-type: none"> • The Developer (London Wall Place Limited Partnership) • The tenant (Schroders, 1 London Wall Place) • Barbican Association representative • Roman House representative • The Salters Company • St. Giles Church

	The Working Party set a series of objectives for the security, public realm and highway approach to the transformation of the space around the development.
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Variation Review

9. Assessment of project against key milestones	<p>The project met the key project milestones. The highway works were coordinated with the development contractor and implemented in phases. The necessary highway and security works were completed to meet the developer's timelines for the occupation of the building.</p> <p>Delivery of the raised tables on London Wall however was delayed due to technical complexities around the joint replacement works and availability of the City's Road network to accommodate the closure of London Wall in both directions. This was complicated due to the large number of other works taking place such as utility works on Cannon Street, the traffic restriction at Bank junction and the experimental traffic restriction at Beech Street. This pushed delivery of the raised tables from Spring 2018 to November 2021.</p>
10. Assessment of project against Scope	<p>There was no change to the scope of the works to that approved by the City's committees from Gateway 4 onwards.</p> <p>Regarding programme, most of the works to facilitate the development and meet the needs of the occupiers were completed on time by December 2017 as per the Gateway 5 report, except for the raised tables, completed in December 2021, which slipped due to the availability of road space due to other programmes. For more details on this, please see section 18.</p>
11. Risks and issues	<p>Most of the technical challenges identified as risks in the project were mitigated.</p> <p>Two main risks which did become issues that had to be managed were:</p> <ul style="list-style-type: none"> • The replacement of the bridge joints on London Wall • New raised tables in London Wall
12. Transition to BAU	With the project now being complete, BAU maintenance responsibilities have now been passed over to the Highways Maintenance and Open Spaces teams.

Value Review

13. Budget

Estimated Outturn Cost (G2)

Estimated cost: £1-5m

Summary Table: Expenditure to date - London Wall Place S278 - 16800279 & 16100279

Description	Approved Combined Budget(s) (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	£ 72,306	£ 72,306	£ -
Works	£ 1,892,263	£ 1,582,820	£ 309,443
Utilities	£ 336,393	£ 112,786	£ 223,607
Fees	£ 484,593	£ 389,191	£ 95,402
Staff Costs	£ 674,574	£ 666,552	£ 8,022
Commuted Maintenance			
Barbican signage			
TOTAL	£ 3,460,129	£ 2,823,655	£ 636,474

For full details, please see **Appendix 1 – Finance Tables**. As part of the final works on the raised tables and after the road had been excavated, it was determined by the Assistant Director of Engineering that further waterproofing measures to protect the London Wall Car Park were required than had been accounted for. Therefore, at short notice the specialist contractor was instructed to return and further supplement the already-installed measures. With this taking place at pace to minimise the time that London Wall was closed to traffic, the cost of the additional work was unknown, and it is now expected to appear in the final invoice. However, it is fully expected to be within the existing approved budget envelope and therefore not present an issue to the project and the City.

The final account for the project will be finalised once invoices for the above works have been reconciled. It is recommended that final project closure will take place after this has been completed.

Overall, there was a project underspend of 18%. Part of this is due to an underspend on allowances and estimates for Utilities works which were either not needed or were over-estimated by the respective utility companies. The civils works also saw an underspend due to a variety of factors, several risks in the construction programme that had been costed for did not eventuate. Further savings were made on sharing of traffic management with the development contractor and on professional fees where some services did not end up being required.

v.April 2019

14. Investment	Not Applicable, fully developer funded.
15. Assessment of project against SMART objectives	The project predates the requirement for SMART objectives.
16. Key benefits realised	<p>The project has delivered the following key benefits in the area around the London Wall Place development. These can be defined as:</p> <ul style="list-style-type: none"> • The widening of the northern footway on London Wall between Fore Street and Wood Street so that there is sufficient footway for access to the new building entrances and accommodate the building design; • The upgraded London Wall / Wood Street junction that mitigates the impact of the development on road safety and pedestrian facilities; • Integration of the development into the local highway network at street level, linking the development and highway works with adjacent projects; • Wider highway adjustments including widened footways, street lighting and environmental enhancements to accommodate the development (<i>along the northern footway on London Wall, pedestrian comfort levels have improved from 'F' to 'A' and 'B' scores</i>); • Upgraded facilities for cyclists; and • Successfully meeting the requirements of the developer.

Lessons Learned and Recommendations

17. Positive reflections	<p>A collaborative working relationship was developed between the project team and the developer team. At the start of the project, the developer design team had a limited understanding of the S278 process and what the scope of the project would be. Initially the developer expected the scope of the highway work would be only the widening of the London Wall footway and expected to undertake this work themselves with a limited budget.</p> <p>Through the Evaluation and Design approach undertaken by the Major Projects team, the needs of the public were considered in the design and the scope of the project to facilitate the development was more accurately defined. All of the work was transparently shared with the developer to agree the project scope which was estimated at £3.6M.</p>
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	<p>The creation of the Working Party to include local stakeholders was a positive aspect of the project as it gave a forum for local residents and businesses to have their say in the detail of the design approach. It was through the Working Party forum that the need to enhance St. Alphage Gardens was identified so that the public space was enhanced commensurate with the quality of the development private realm. The size of the gardens was increased by using redundant carriageway space, and the links and interfaces between St. Alphage Gardens, Salters Gardens and London Wall place improved. This was delivered as a separate, centrally funded project but both project teams worked together to ensure the schemes were integrated</p>
18.Improvement reflections	<p>The design of the London Wall Car Park structure is unique. Complex and iterative design work went into determining the technical requirements for the renewal of the bridge joints and methodology for the works. This highlighted the need for the City Structures team ways of working to become more embedded into the delivery of developer funded projects. For future projects of this complexity a member of this team would be included in the Project Team.</p> <p>The delays in delivering the raised tables in London Wall raises a point about how such delays are reported internally if they are driven by the City's other priorities. In this case, other more important work and projects required that London Wall be kept open to compensate for the effects of other closures and restrictions elsewhere. Whilst this was deemed appropriate, it reflected negatively on this project. It is therefore suggested that discussions take place with the Project Management Office to assess how best to manage similar situations in future.</p> <p>Regarding Security, the City's policy with regards building protection measures was largely adhered to, the vast majority of security measures have been facilitated on private land with the exception of one small area at the southeast corner of the site where City of London Police's advice recommended some measures on the public highway.</p>
19.Sharing best practice	<p>Dissemination of lessons learnt and project improvements has been raised with the department management.</p>
20.AOB	<p>The project predated the requirement for a project coversheet.</p>

Appendices

Appendix 1	Finance Tables
Appendix 2	Before and After Photos

Contact

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

Appendix 1 – Finance Tables

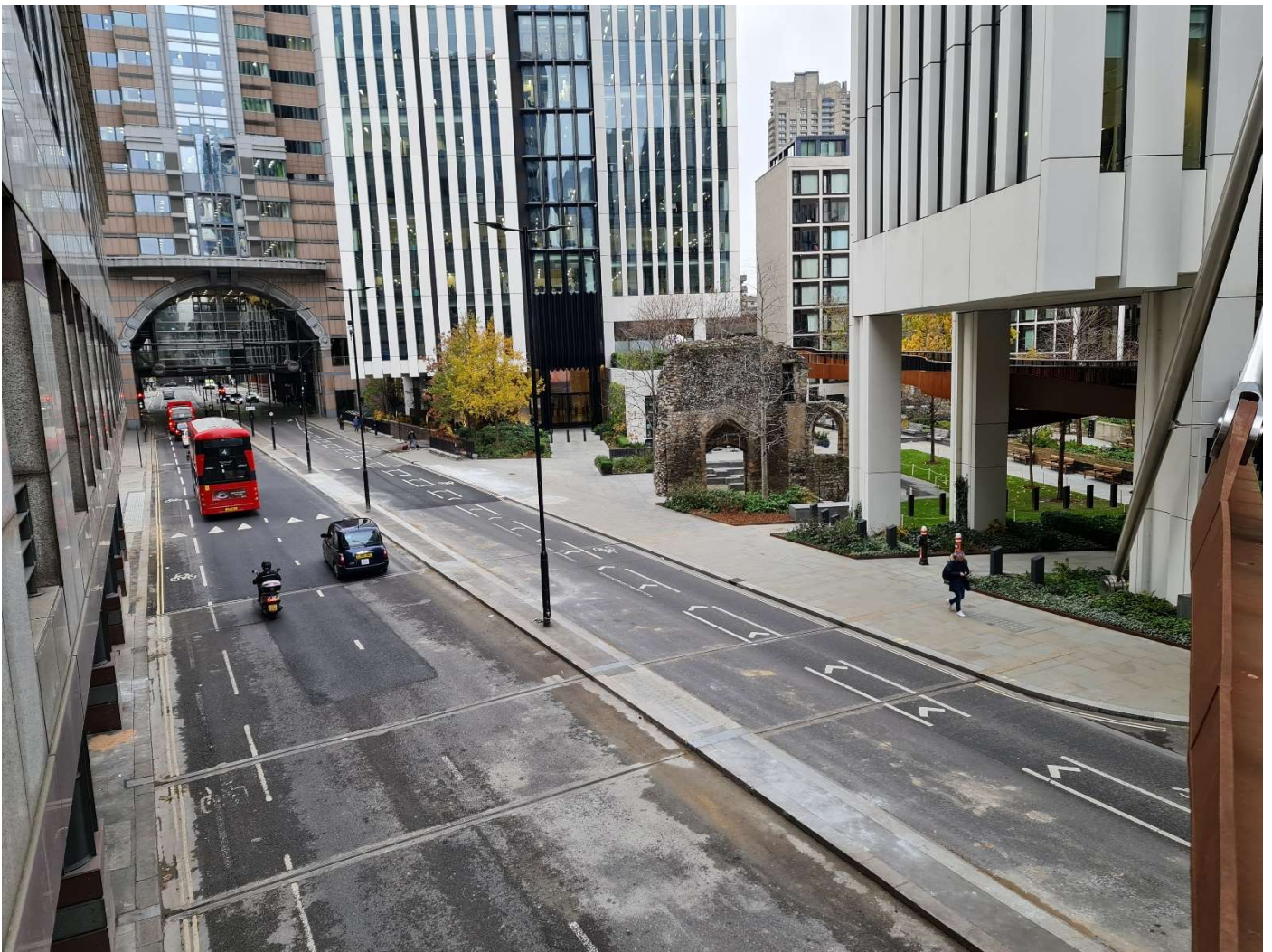
Table 1: Expenditure to date - 16800279 - London Wall Place S278			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	£ 72,306	£ 72,306	-
PreEv Env Serv Staff	£ 30,899	£ 30,899	-
PreEv Op Space Staff	£ 480	£ 480	-
PreEv P&T Fees	£ 168,839	£ 168,053	£ 786
PreEv P&T Staff Cost	£ 92,995	£ 92,995	-
TOTAL	£ 365,518	£ 364,732	£ 786

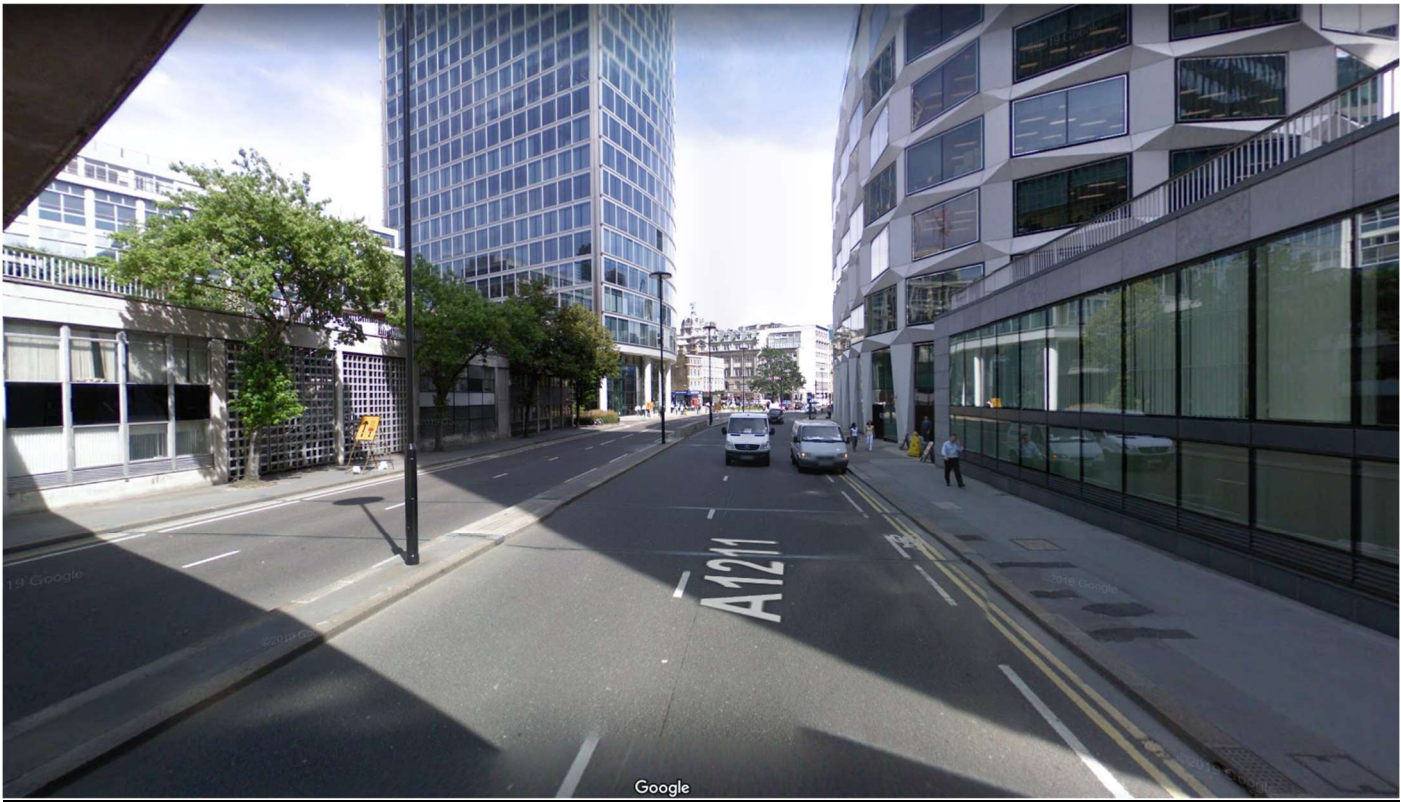
Table 2: Expenditure to date - 16100279 - London Wall Place S278			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	£ 376,718	£ 379,505	-£ 2,787
Open Spaces Staff Costs	£ 772	£ -	£ 772
P&T Staff Costs	£ 171,050	£ 162,673	£ 8,377
DBE Structures Staff	£ 1,660	£ -	£ 1,660
Infrastructure Fees	£ 65,000	£ 3,730	£ 61,270
P&T Fees	£ 215,681	£ 182,335	£ 33,346
Cycle Relocation	£ 35,073	£ 35,073	£ -
Highway Works	£ 1,892,263	£ 1,582,820	£ 309,443
Utilities	£ 336,393	£ 112,786	£ 223,607
TOTAL	£ 3,094,611	£ 2,458,923	£ 635,688

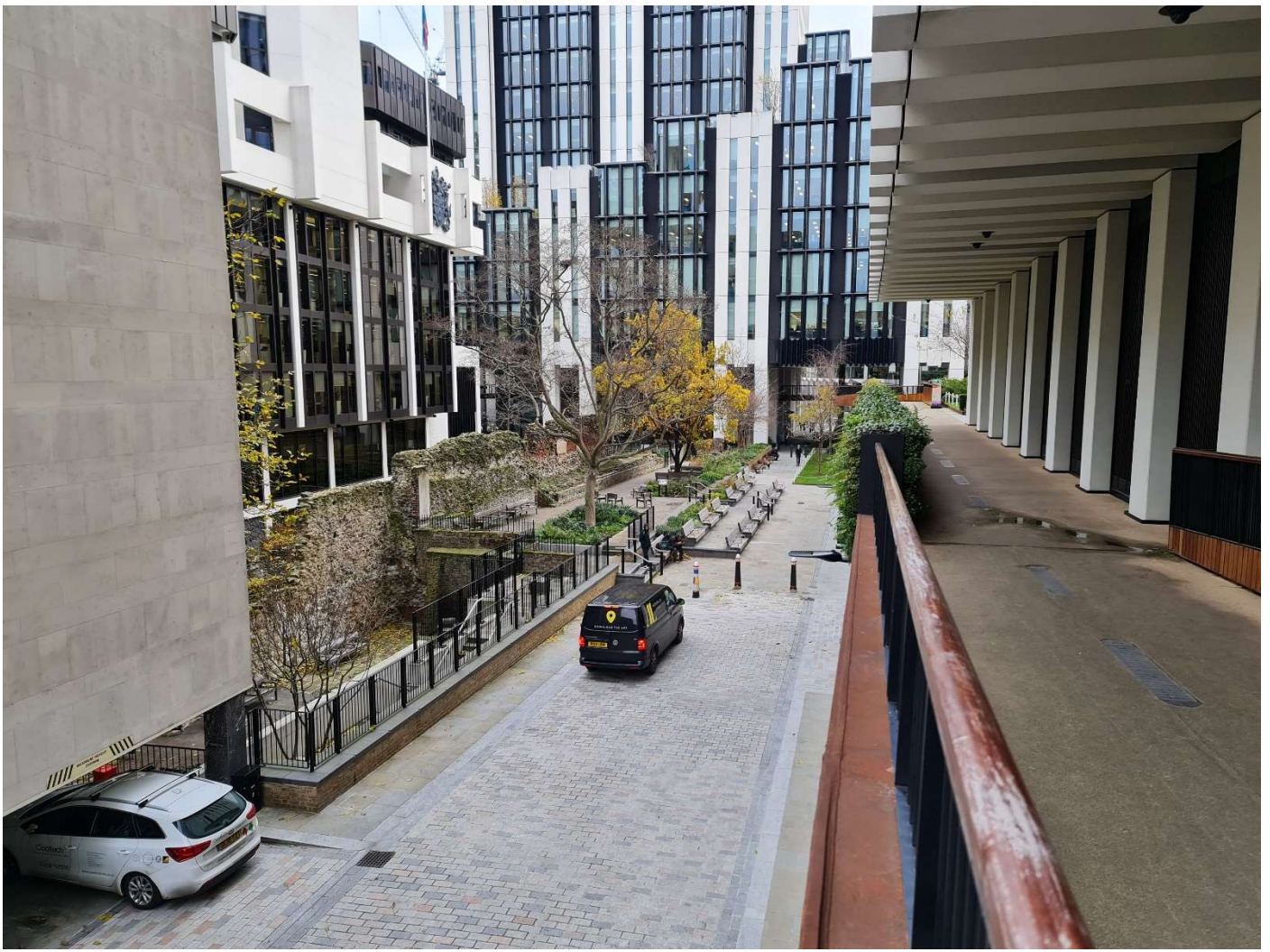
Summary Table: Expenditure to date - London Wall Place S278 - 16800279 & 16100279			
Description	Approved Combined Budget(s) (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	£ 72,306	£ 72,306	£ -
Works	£ 1,892,263	£ 1,582,820	£ 309,443
Utilities	£ 336,393	£ 112,786	£ 223,607
Fees	£ 484,593	£ 389,191	£ 95,402
Staff Costs	£ 674,574	£ 666,552	£ 8,022
TOTAL	£ 3,460,129	£ 2,823,655	£ 636,474

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Appendix 2 - Before and After Photos







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Committees: Streets and Walkways Sub Project Sub - For decision	Dates: 15 February 2022 17 February
Subject: City Transportation – Requests for Delegated Approvals Unique Project Identifier:	Public
Report of: Executive Director Environment Choose an item.	For Decision
Report Author: Gillian Howard	

Summary

Due to the election 2022 period, it is anticipated that the Streets and Walkways and Projects Sub Committee will not next meet until May 2022; however, a number of matters will likely require consideration/decision between February and May 2022 regarding three transportation and highways projects.

Members are therefore requested to agree to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Streets and Walkways and Projects Sub-Committee under Standing Order 41(b) in relation to the matters outlined below to allow necessary decisions to be made during this period.

Main

The purpose of this report is to seek Delegated Authority for the following reports to be considered during the election period between February and May 2022:

Moorgate Crossrail station links – Issues report (PV Project ID – 11381)

This report will request to initiate officer engagement to enter into a S278 agreement to enable the design and evaluation of the s278 highway works around the development at 101 Moorgate. This is an obligation of the s106 agreement; Planning ref: 20/00325/FULEIA.

The development sits wholly within the Moorgate Crossrail Station Links project area and is integral to the development of the Moorgate corridor. It therefore proposed that this S278 work is incorporated into the wider project, to ensure the evolving designs for each project are coordinated and complement each other, rather than setting up an entirely separate project.

1-5 London Wall Gateway 1 / 2 : Regular Route

This report will request to initiate a project through a Gateway 1/ 2 report to be able to enter into a s278 agreement with the developer of 1-5 London Wall. Within the S106 there is an obligation for the developer to enter into the S278 agreement prior to commencement of the development. Planning ref:19/01345/FULMAJ

The areas of interest are around their building on Bloomfield Street, Finsbury Circus, Circus Place and London Wall. The Gateway 1/ 2 will allow for officers to start the

negotiations with the developer on the scope of the work and develop the design for further consideration.

Leadenhall street Traffic management (Phase 1) Project – Issues report

This report will request to increase the scope of the Phase 1 work agreed in July 2021 to include the development of a concept design for the Leadenhall Street Corridor including undertaking ground penetrating radar and topographical survey work.

This additional work will be used to inform proposed transformational change to Leadenhall Street which will be the subject of a future Phase 2 project. This design will develop the concept plans approved as part of the adopted Eastern City Cluster Vision. The reason this work needs to be undertaken now is so that it can be used to negotiate with a number of developers along the corridor regarding the s278 scopes. Without the concept design it will be difficult to negotiate a cohesive design and provide transformative change as a corridor approach.

It is intended that the delegated report will not need to seek additional funds to cover the concept work proposed. It can be contained in the existing approved phase 1 budget.

It is intended to present an Issues report in May which will explain in detail to Members the current status of the Phase 1 project and what can and cannot be progressed. There has been a change in circumstances regarding traffic movements with the implementation of the Experimental Traffic Order on Bishopsgate/Gracechurch Street by TfL.

Recommendation(s)

Members are requested to agree to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Streets and Walkways and Projects Sub-Committee under Standing Order 41(b) in relation to the matters outlined above to allow necessary decisions to be made during this period of February and May 2022 when there are no planned Committee meetings.

Contact

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Committee(s)	Dated:
Planning & Transportation	1 st February 2022
Finance	15 th February 2022
Streets and Walkways Sub	15 th February 2022
Court of Common Council	10 th March 2022
Subject: Annual On-Street Parking Accounts 2020/21 and Related Funding of Highway Improvements and Schemes	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain	For Information
Report author: Simon Owen, Chamberlain's Department	

Summary

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

The purpose of this report is to inform Members that:

- the surplus arising from on-street parking activities in 2020/21 was £10.138m;
- a total of £5.712m, was applied in 2020/21 to fund approved projects; and
- the surplus remaining on the On-Street Parking Reserve at 31st March 2021 was £47.125m, which will be wholly allocated towards the funding of various highway improvements and other projects over the medium term.

Recommendation

Members are asked to:

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

Main Report

Background

1. Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended), requires the City of London in common with other London authorities (i.e. other London Borough Councils and Transport for London), to report to the Mayor for London on action taken in respect of any deficit or surplus in their On-Street Parking Account for a particular financial year.
2. Legislation provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes:
 - a) making good to the City Fund any deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
 - b) meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;
 - c) the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
 - d) if it appears to the City that the provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely:
 - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
 - the purposes of a highway or road improvement project in the City;
 - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
 - for an “environmental improvement” in the City.
 - e) meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor’s Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and
 - f) making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.
3. In the various tables of this report, figures in brackets indicate expenditure, reductions in income or increased expenditure.

2020/21 Outturn

4. The overall financial position for the On-Street Parking Reserve in 2020/21 is summarised below:

	£m
Surplus Balance brought forward at 1st April 2020	42.699
Surplus arising during 2020/21	10.138
Expenditure financed during the year	(5.712)
Funds remaining at 31st March 2021, wholly allocated towards funding future projects	47.125

5. Total expenditure of £5.712m in 2020/21 was financed from the On-Street Parking Reserve, covering the following approved projects:

Revenue/SRP Expenditure:	£000
Highway resurfacing, maintenance & enhancements	(2,121)
Off-Street car parking contribution from reserves	(1,122)
Concessionary fares & taxi card scheme	(502)
City Streets COVID 19 – phase 3	(386)
West Smithfield Area Public Realm & Transportation	(351)
Bank Junction experimental safety scheme	(172)
Special needs transport	(61)
Aldgate maintenance for Open Spaces	(40)
City Wayfinding Signage/Legible London	(18)
London Wall car park waterproofing and repairs	(3)
Holborn Viaduct & Snow Hill pipe-subways	(2)
Thames Court footbridge	10
Total Revenue/SRP Expenditure	(4,768)
Capital Expenditure:	
Street lighting project	(436)
Traffic enforcement CCTV	(201)
Bank Junction improvements (All Change at Bank)	(163)
Barbican Podium waterproofing – phase 2	(102)
Holborn Viaduct & Snow Hill pipe-subways	(26)
City Wayfinding Signage/Legible London	(11)
Baynard House fire safety	(4)
Highways Management System	(1)
Total Capital Expenditure	(944)
Total Expenditure Funded in 2020/21	(5,712)

6. The surplus on the On-Street Parking Reserve brought forward from 2019/20 was £42.699m. After expenditure of £5.712m funded in 2020/21, a surplus balance of £4.426m was carried forward to future years to give a closing balance at 31st March 2021 of £47.125m.

7. Currently total expenditure of some £92.1m is planned over the medium term from 2021/22 until 2025/26 (as detailed in Table 1), by which time it is anticipated that the existing surplus plus those estimated for future years will be fully utilised.
8. The total programme covers numerous major capital schemes including funding towards the Barbican podium waterproofing; Bank Junction permanent improvement scheme; Holborn Viaduct & Snow Hill pipe-subways repairs; Baynard House fire safety; City Wayfinding Signage/Legible London; Traffic Enforcement CCTV; City Streets COVID-19; West Smithfield area public realm & transportation project; St Paul's gyratory; Minorities car park structural building report; Dominant House footbridge repairs; London Wall car park waterproofing, joint replacement & concrete repairs; London Wall car park ventilation, electrics, lighting & fire alarms; Fire safety at the car parks; Lindsey Street Bridge strengthening; Climate Action Strategy Cool Streets and Pedestrian Priority; and Beech Street. The progression of each individual scheme is, of course, subject to the City's normal evaluation criteria and Standing Orders.
9. The programme also covers ongoing funding of future revenue projects, the main ones being highway resurfacing, enhancements & road maintenance projects; concessionary fares & taxi cards; contributions to the costs of Off-Street car parks; special needs transport; and annual maintenance of Aldgate.
10. A forecast summary of income and expenditure arising on the On-Street Parking Account and the corresponding contribution from or to the On-Street Parking surplus, over the medium-term financial planning period, is shown below:

Table 1 On-Street Parking Account Reserve Projections 2020/21 to 2025/26	2020/21 Actual £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m	2024/25 Forecast £m	2025/26 Forecast £m	Total £m
Income	15.1	14.1	13.3	13.6	13.9	14.1	84.1
Expenditure (<i>Note 1</i>)	(5.0)	(4.5)	(4.7)	(4.8)	(5.0)	(5.0)	(29.0)
Net Surplus arising in year	10.1	9.6	8.6	8.8	8.9	9.1	55.1
Capital, SRP and Revenue Commitments	(5.7)	(10.0)	(26.6)	(35.1)	(10.8)	(9.6)	(97.8)
Net in year contribution (from)/ to surplus	4.4	(0.4)	(18.0)	(26.3)	(1.9)	(0.5)	(42.7)
(Deficit) / Surplus cfwd at 1 st April	42.7	47.1	46.7	28.7	2.4	0.5	
(Deficit) / Surplus cfwd at 31st March	47.1	46.7	28.7	2.4	0.5	0.0	

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

11. A reduction in income is forecast from 2021/22 onwards, mainly relating to ongoing reductions in business operating following COVID-19 and future projections of motorist's compliance. There are also reductions in expenditure following Departmental savings on the parking operator enforcement contract costs due to reduced staff required during COVID-19 lockdown and reduced trade. Further additional savings from the new parking contract retender awarded from 1st April 2022 will also need to be phased into future expenditure projections.

Conclusion

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

Background Papers

13. Road Traffic Regulations Act 1984; Road Traffic Act 1991; GLA Act 1999 sect 282.
14. Final Accounts 2020/21.

Report author

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Date	Action	Officer responsible	To be completed/ progressed to next stage	Notes/Progress to date
15 October 2020 1 December 2021 18 February 2021 08 July 2021 10 Sep 2021	<u>Dockless Vehicles</u> To keep the Sub Committee informed of activities to manage the use of dockless cycles and e-scooters in the Square Mile and any related issues.	Director of the Built Environment	April 2021 Sep 2021 Dec 2021 Feb 2022	We have given approval for Lime and HumanForest to operate dockless bike schemes in the City. We are continuing to work with TfL on the London rental e-scooter trial. A procurement exercise to select operators has concluded and three operators were selected. The e-scooter trail launched on 05 July, Lime is operating dockless cycles, and HumanForest began operating in early September 2021. Operators to be reminded of expectations around appropriate use, and to be encouraged to sign up to the Equal Pavements Pledge.
3 December 2019 25 February 2020 7 July 2020 15 October 2020 1 December 2021 18 February 2021 08 July 2021 10 Sep 2021	<u>Beech Street Transport and Public Realm Improvements</u> The project will address air quality issues by reducing traffic that pass through the tunnel. At the same time, it aims to deliver a vibrant street with a high-quality public realm at the centre of the Culture Mile, which will also provide the opportunity to realise property outcomes.	Director of the Built Environment	December 2020 February 2021 April 2021 July 2021	<p>The experimental traffic restrictions went live on 18 March 2020. With the second national lockdown in place for November 2020 the traffic counts for monitoring were delayed until January 2021.</p> <p>To compensate for the COVID delay, the public consultation and scheme monitoring windows were extended and kept under review.</p> <p>The Sub Committee considered a Gateway 5 Issues report, approving the continuation of the Experimental Traffic Order until September 2021 with the changes to the central reservation.</p> <p>Officers provided a verbal update at the meeting.</p> <p>Monitoring and consultation tasks on the Experimental Traffic Order are set to resume following a judicial review on 29-30 June 2021. The commitment to the improvement of air quality in the public realm remains.</p>

			Sep. 2021	<p>The experiment concluded on the 18th September. All measures have been removed and Beech St is now open to all vehicles. The gaps in the central reservation have been maintained, and as per the Road Safety Audit some safety measures in the form of “wands” have been implemented to protect cyclists from vehicles encroaching into the cycle lanes.</p> <p>The restriction on Fortune Street was removed by Islington on the 24th September.</p> <p>There are no initial analyses of traffic counts as these have been affected by southbound traffic on Aldersgate Street being diverted onto Beech Street due to utilities work. But the ANPR cameras are capturing the raw data.</p> <p>Traffic and noise surveys were successfully carried out in the last ten days of the experiment. This data is just being received for analysis. Air quality will be assessed over the coming months.</p> <p>The Project team are meeting regularly with the working group from the Barbican Association to consider options for the new phase of Beech St. A report setting out an approach for next Options for Beech Street will be submitted for December Committee. This will include traffic analysis and other monitoring data, along with the consultation results from the experiment.</p>
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