



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

**Date:** TUESDAY, 6 SEPTEMBER 2022

**Time:** 10.00 am

**Venue:** COMMITTEE ROOM 2 - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy Graham Packham (Chairman)	Judith Pleasance
Deputy Shravan Joshi	Deputy Susan Pearson
Deputy Randall Anderson	Ian Seaton
Deputy Marianne Fredericks	Alderman Ian David Luder, Open Spaces and City Gardens Committee (Ex-Officio Member)
Deputy Alastair Moss	Paul Martinelli, Finance Committee (Ex- Officio Member)
Deputy Edward Lord	Oliver Sells QC (Ex-Officio Member)
John Edwards (Deputy Chairman)	

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

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**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 05 July 2022.

**For Decision**  
(Pages 5 - 12)

4. **SALISBURY SQUARE DEVELOPMENT HIGHWAY WORKS**

Report of the Executive Director Environment.

**For Decision**  
(Pages 13 - 44)

5. **ST PAUL'S GYRATORY PROGRAMME G3**

Report of the Executive Director Environment.

**For Decision**  
(Pages 45 - 96)

6. **TFL'S LONDON BRIDGE EXPERIMENTAL TRAFFIC RESTRICTION**

Report of the Executive Director Environment.

**For Decision**  
(Pages 97 - 148)

7. **BEECH STREET TRANSPORTATION AND PUBLIC REALM PROJECT**

Report of the Executive Director Environment.

**For Decision**  
(Pages 149 - 174)



8. **COMBINED SECTION 278 PROJECT INITIATION REPORT**

Report of the Executive Director Environment.

**For Decision**  
(Pages 175 - 284)

9. **CITY CLUSTER HEALTHY STREETS PLAN - G6**

Report of the Executive Director Environment

**For Decision**  
(Pages 285 - 296)

10. **PEDESTRIAN PRIORITY STREETS PROGRAMME - PHASE 1 (PROGRESS REPORT)**

Report of the Executive Director Environment.

**For Discussion**  
(Pages 297 - 308)

11. **BANK JUNCTION IMPROVEMENTS - ALL CHANGE AT BANK. G5 ISSUES REPORT**

Report of the Executive Director Environment.

**For Decision**  
(Pages 309 - 344)

12. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

**For Discussion**  
(Pages 345 - 348)

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

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

15. **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**

### **16. NON-PUBLIC MINUTES**

To agree the non-public Minutes of the meeting held on 05 July 2022.

**For Decision**  
(Pages 349 - 350)

### **17. EASTERN CITY CLUSTER SCHEME G3**

Report of the Director of Environment.

**For Decision**  
(Pages 351 - 380)

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

### **19. 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**

**Tuesday, 5 July 2022**

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Tuesday, 5 July 2022 at 10.00 am

### **Present**

#### **Members:**

Deputy Graham Packham (Chairman)  
Deputy Shravan Joshi  
Deputy Marianne Fredericks  
Deputy Edward Lord  
John Edwards (Deputy Chairman)  
Deputy Susan Pearson  
Ian Seaton  
Alderman Ian David Luder (Ex-Officio Member)  
Oliver Sells QC (Ex-Officio Member)

#### **Officers:**

Ian Hughes	- Environment Department
Olumayowa Obisesan	- Chamberlains
Bruce McVean	- Environment Department
Kristian Turner	- Environment Department
Melanie Charalambous	- Environment Department
Sam Lee	- Environment Department
Gillian Howard	- Environment Department
Tom Noble	- Environment Department
Clarisse Tavin	- Environment Department
Giles Radford	- Environment Department

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

Apologies were received from Deputy Randall Anderson, Deputy Alastair Moss, and Paul Martinelli.

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

There were no declarations.

#### **3. MINUTES**

**RESOLVED**, That the public minutes of the meeting of 31 May 2022 be approved as an accurate record of the proceedings.

4. **TFL'S BISHOPSGATE EXPERIMENTAL CLOSURE**

The Committee considered the report of the Executive Director Environment.

A Member commented that little information was shown in the report that related to inter-dependence with neighbouring boroughs, suggesting that discussion on that matter should be taking place - particularly around traffic displacement. The meeting heard that discussions with neighbouring boroughs had not taken place and that priority was being given to the impact on City roads, and that discussions with other boroughs lay within the remit of TfL. Detailed data on traffic displacement had not yet been provided, and further data would be sought. The Member commented that TfL should be encouraged to liaise with all relevant local authorities.

A Member asked whether a weight limit (excluding for access purposes) for Fore St and Moor Lane could be implemented to avoid their use as a bypass. The meeting heard that such a proposal would be examined, including enforcement measures.

A Member sought clarification on the impact of traffic on Eastcheap, Mincing Lane, Rood Lane, and other City streets, and asked whether monitoring equipment could be provided to measure any such impact. The meeting heard that further detailed data was awaited and that discussions with TfL were taking place around measures to mitigate the impact of traffic displacement. The meeting heard that TfL was monitoring the traffic impact, and that there may be gaps in some of the monitoring – such gaps would be discussed with TfL within the confines of future discussions.

**RESOLVED,** That the Committee

1. Agree the City Corporation's response to the Bishopsgate ETO as set out in paragraphs 36 – 38 and agree that officers will continue working with TfL to resolve the objection;
2. Delegate the final wording of the response to TfL to the Director of City Operations in consultation with the Chairman and Deputy Chairman of this sub-committee; and
3. Note that a further report will be brought back to this committee setting out the outcome of the further discussions for agreement, more details of the London Bridge experiment, and also to confirm the City's response to that ETO.

5. **TFL CONSULTATIONS: BUS ROUTE CHANGES CENTRAL LONDON - ULEZ EXPANSION AND ROAD USER CHARGING**

The Committee considered the report of the Executive Director Environment.

A Member commented that there was merit in asking TfL to consider cutting some bus frequencies as a way of reducing costs and pollution that would keep more bus routes open.

Members pointed out a few inaccuracies on the bus route maps shown on pages 67-71 of the agenda pack, commenting also that routes serving St

Bartholomew's Hospital and Moorfields Hospital should be retained, and that there was a concerning lack of clarity and detail on the precise nature of the cuts set out in Appendix 2 (pages 73-78). Members commented on the need for continued access for disabled and/or elderly users, and on the need for suitable alternatives to the tube. Members also flagged up the wider social benefits of appropriate bus provision.

A Member asked whether affected hospitals had been contacted to ensure that they had been made aware of the proposed cuts, and the meeting heard that there was time for this to be undertaken given that the TfL consultation period had been extended.

Members noted the impact of proposed bus provision cuts on children attending the City of London School.

Members noted that the points raised above, including - in particular – suggestions around implementing changes in frequencies to services rather than outright cuts, would be submitted to the Planning & Transportation Committee.

Members noted that the local MP (Nickie Aiken) had launched a petition against the proposed cuts.

**RESOLVED,** That the Committee

1. Approve the proposed response to the consultation on proposed changes to bus routes, set out in paragraph 17;
2. Delegate the final wording of the response to the Director of City Operations in consultation with the Chairmen and Deputy Chairmen of the Streets & Walkways Sub Committee and the Planning & Transportation Committee;
3. Approve the proposed response to the consultation on proposed expansion of the ULEZ and future road user charging, set out in paragraphs 25 and 26; and
4. Delegate the final wording of the response to the Director of City Operations in consultation with the Chairmen and Deputy Chairmen of the Streets & Walkways Sub Committee and the Planning & Transportation Committee and the Port Health and Environmental Services Committee.

6. **CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID -19 RECOVERY: PHASE 3 - CHARTERHOUSE SQUARE SCHOOL STREET - GW6**

The Committee considered the report of the Executive Director Environment.

The Committee noted that the proposed measures involved a street that was shared with London Borough of Islington, noting its impact on schoolchildren attending nearby schools.

**RESOLVED,** That the Sub-Committee

1. Agree to the making of a Traffic Order under section 6 of the Road Traffic Regulation Act 1984 to make the experimental ban on motor vehicles using Charterhouse Square permanent; and
2. Approve the Outcome Report and agree to close the project.

7. **MANSION HOUSE STATION ENVIRONS - LITTLE TRINITY LANE PUBLIC REALM ENHANCEMENTS G3**

The Committee considered the report of the Executive Director Environment.

**RESOLVED,** That the Sub-Committee

1. Approve the amended scope of the project to include climate resilience measures and note that an updated design and cost estimate will be set out at Gateway 4/5;
2. Approve the revised funding strategy as set out in this report to include funding from the Cool Streets and Greening Programme in addition to previously allocated S106 funds;
3. Approve the additional budget of £27,000 to reach the next gateway, funded from the S106 for 39-53 Cannon Street – LCE (as previously agreed as part of the Project Prioritisation report);
4. Note that the wider walking and accessibility improvements are to be brought forward when funding becomes available, with additional funding sources to be investigated prior to Gateway 4/5 to deliver these measures; and
5. Note the revised programme set out in Section 5 of this report.

8. **MOOR LANE ENVIRONMENTAL ENHANCEMENTS - G4C-5**

The Committee considered the report of the Executive Director Environment.

A Member commented that the scheme had been subject to a number of cuts, that there appeared to be a lot of bollards and not many trees, and that the two-phase proposal might be more disruptive. The Member also pointed out that the entire scheme was not being presented, and suggested that any change that further reduced greenery should be submitted to the meeting and that further exploration should be undertaken around delivering more greenery. The meeting heard that some technical constraints had prevented further greening (including tree-planting), and that proposals were being submitted at this stage because some work completion deadlines needed to be met, including the placing of orders for materials and labour. Some overlap between the two phases was possible.

Further designs would be submitted to the Committee in due course.

**RESOLVED,** That the Sub-Committee

1. Approve delivery of the works in two phases as described in the report (and as shown in Appendix 4);
2. Authorise officers to continue design and engagement work for Area B and utilise the Section 106 budget approved at the previous gateway;

3. Authorise the budget adjustment related to staff costs and fees to be actioned as outlined in Appendix 3;
4. Note the total estimated cost of the project at £2,958,680, with the total estimated cost of Area A Section 278 at £1,508, 680;
5. Authorise transfer of any design & evaluation underspend paid under the 21 Moorfields Section 106 agreement from the previous gateway to the Area A (Section 278) implementation budget;
6. Authorise an increase in scope of the Section 278 works compared to the baseline required through the Section 106 agreement and their implementation, subject to receipt of funds;
7. Agree to delegate the final approval of the design to the Director City Operations in consultation with the Chairman and Deputy Chairman of Streets and Walkways Sub-Committee, AND: Delegate authority to the Director City Operations, in consultation with the Chairman and Deputy Chairman of the Streets & Walkways Committee, to permit officers to progress an alternative design should it be required if the outcome of the outstanding surveys does not support the progression of the design in Appendix 5;
8. Authorise a budget setup for implementation of the Area A works at £1,448,680 as set out in section 3 below, subject to receipt of funds;
9. Approve the Risk Register in Appendix 2 and the requested Costed Risk Provision of £50,000; and delegate the drawdown of funds from this register to Executive Director Environment;
10. Delegate authority to the Executive Director Environment to approve budget adjustments, above the existing authority within the project procedures and in consultation with Chamberlains, between budget lines if this is within the approved total project budget amount; and
11. Delegate to the Director City Operations, in consultation with the Chamberlain, authority to further increase or amend the project budgets in the future (above the level of the existing delegated authority) should any increase be fully funded by the Developer.

9. **CITY CLUSTER - WELLBEING AND CLIMATE RESILIENCE PROGRAMME: GREEN STREETS PROJECT**

The Committee considered the report of the Executive Director Environment.

On section 4.3, a Member sought clarification on the use of terracotta and its suitability. The meeting heard that a robust version of the material had been used elsewhere, and that it had been chosen for its sustainable characteristics. There was no risk of vehicle impact at the selected locations, and a prototype would be in place in September 2022.

**RESOLVED,** That the Sub-Committee

1. Approve the change in scope and funding strategy as set out in the report;
2. Note the total estimated cost of the project at £350,000-£400,000 as a result of the additional external funding, and the resulting increased programme budget, details of which will be set out in a forthcoming programme update report in September 2022;

3. Agree the installation of a prototype in September 2022 at a total estimated cost of £20,000 to be funded by the EC BID with soft landscaping costs of £7,000 covered by the City's Cool Streets and Greening programme (Climate Action Strategy); and

4. Note that, following the review of the prototype, a Gateway 5 report is to be prepared under Delegated Approval to Chief Officer for delivery of the installations proposed within Green Streets project.

**10. WEST SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION PROJECT - PROGRESS REPORT**

The Committee noted the report of the Executive Director Environment.

A Member commented that barriers that echoed the site's historic use (as a cattle market) would be welcome.

**11. 150 BISHOPSGATE - G6**

The Committee considered the report of the Executive Director Environment.

**RESOLVED,** That the Committee

1. Approve the content of the report and agree to close the project once the outstanding actions referred to in section 12 are complete;
2. Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 4;
3. Authorise the transfer of any underspend to the Jubilee Gardens project budget, part of the City Cluster Vision Wellbeing and Climate Change Resilience programme, subject to the developer's agreement (and any necessary agreements), OR;
4. If the developer does not agree the transfer of underspend, authorise return of unused funds to the developer, including any accrued interest as per the S278 agreement.

**12. BERNARD MORGAN HOUSE PUBLIC REALM - G6**

The Committee considered the report of the Executive Director Environment.

A Member noted a steep slope on a section of the works around Golden Lane, and the meeting heard that some site constraints had impacted on the construction of some carriageways.

**RESOLVED,** That the Committee

1. Approve the content of the report and agree to close this project;
2. Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 4;
3. Authorise the use of a portion of unspent funds (£15,000) for improvements to the north footway in Fann Street between Viscount Street and Golden Lane; and
4. Authorise the return of any underspend to the owner or their successor in title following finalisation of the account.



**13. OUTSTANDING REFERENCES**

The Committee received the report of the Clerk.

Dockless vehicles: A Member sought clarification on whether the Corporation was making representations with a view to regularising their use (including compulsory insurance/lights for example) and the meeting heard that such representations were expected to be made.

Beech St: The meeting heard that traffic levels were being monitored in the area. Consultations are ongoing with LBI and a range of options are being explored, resulting in some delays to the process. The meeting heard that the main obstacle to launching a consultation was the obtention of an agreed approach with LBI.

A Member asked whether one-way restrictions would be helpful in achieving reduced pollution levels. The meeting heard that compromises were being explored during discussions.

TfL London Bridge Experimental Scheme: Further reports were expecting to be submitted during 2022, and the process is continuing as fast as possible given the legal issues involved. A report is expected to be submitted to the September 2022 meeting of the Committee.

**14. JULY STREETS AND WALKWAYS DELEGATED DECISIONS**

The Committee received the report of the Executive Director Environment and of the Director of City Operations.

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

There were no questions.

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

There was no other business.

**17. EXCLUSION OF THE PUBLIC**

**RESOLVED**, 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.

**18. NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the meeting of 31 May 2022.

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

20. **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 12.00 pm**

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Chairman

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

<b>Committees:</b> Streets and Walkways Sub - for decision Operational Property and Projects Sub - for decision	<b>Dates:</b> 06 September 2022 28 September 2022
<b>Subject:</b> Salisbury Square Development Highway Works  <b>Unique Project Identifier:</b> TBC	<b>Gateway 2:</b> <b>Project Proposal</b> Regular
<b>Report of:</b> Executive Director Environment <b>Report Author:</b> Daniel Laybourn – City Transportation	<b>For Decision</b>
<h1>PUBLIC</h1>	

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> Highways and public realm work to facilitate and complement the City of London Corporation's Salisbury Square Development.</p> <p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer.</li> </ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub Committee.</li> <li>Approve to commence the project;</li> <li>That a budget of £100,000 (amount already received) is approved for detailed design, engagement with stakeholders and survey work to reach the next gateway, as identified in <b>Appendix 2</b>;</li> <li>Authorise officers to agree the works with the City Corporation as the Developer;</li> <li>Note the total estimated cost of the project at £3m-£4m (excluding risk);</li> </ol>
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	<p><b><u>Operational Property and Projects Sub Only</u></b></p> <ol style="list-style-type: none"> <li>1. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Operational Property and Projects Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that fall within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General), as prescribed in <b>Appendix 3</b> of this report, is to be delegated to Chief Officer or escalated to committee(s);</li> <li>2. Delegate authority to the Executive Director Environment to approve budget adjustments, above the existing authority within the project procedures and in consultation with Chamberlains, between budget lines if this is within the approved total project budget amount; and</li> <li>3. Delegate to the Executive Director Environment, in consultation with the Chamberlain, authority to further increase or amend the project budgets in the future (above the level of the existing delegated authority) should any increase be fully funded by the Developer.</li> </ol>
<p><b>2. Resource requirements to reach next Gateway</b></p>	<p><b>Transport and Public Realm staff allocation – £33,000</b> Approximately 300 hours of Transport and Public Realm officer staff costs associated with initial project planning, facilitating the detail design discussions, securing the necessary approvals from key stakeholders and project management.</p> <p><b>Highways staff allocation - £25,000</b> Approximately 250 hours of Highways officer staff costs associated with evaluation and outline design, including (but not limited to) street lighting and drainage and any required coordinating works with third parties such as utilities.</p> <p><b>Open Spaces staff costs allocation - £2,000</b> Provisional allocation should any proposals for greenery be progressed.</p> <p><b>Professional fees allocation - £40,000</b> This will cover (but not limited to) the procurement of technical assessments, including any surveys, security design tasks and utility enquiries. These figures are based on similar past projects and are funded by the Developer.</p> <p>Please see <b>Appendix 2</b> for more details.</p>

	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff time	Project management & design of proposals	Developer	£60,000
	Professional Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Developer	£40,000
	<b>Total</b>			<b>£100,000</b>
	<p><b>Costed Risk Provision requested for this Gateway:</b> Not requested at this stage of the project although an uncostered risk register is included with this report in <b>Appendix 4.</b></p> <p>£100,000 was received from the Developer on 19<sup>th</sup> May 2022 for the design and evaluation stage of this project under Planning Reference 21/00538/FULEIA (120 Fleet Street, London, EC4A 2BE). Any remaining monies at the next gateway will be put towards the implementation stage which itself will be funded by the City Corporation as the Developer. The allocation of resources is subject to advance receipt of all funds.</p>			
<b>3. Governance arrangements</b>	<p><b>Spending Committee:</b> Streets and Walkways Sub-Committee</p> <p><b>Senior Responsible Officer:</b> Leah Coburn, Policy and Projects, City Operations</p> <p><b>Project Manager:</b> Daniel Laybourn, Policy and Projects, City Operations</p> <p><b>Project Board:</b> No</p>			

## **Project Summary**

<b>4. Context</b>	<ol style="list-style-type: none"><li>1. Planning permission for the City of London Corporation's development at Salisbury Square (20/00997/FULEIA) was granted on 30<sup>th</sup> July 2021.</li><li>2. The site is bounded by Fleet Street, Salisbury Court, Salisbury Square, Primrose Hill &amp; Whitefriars Street. The application includes the construction of a new combined court building and police headquarters for the City of London, and new office and retail spaces.</li><li>3. Under the Section 106 Unilateral Undertaking, the City of London Corporation is obligated to fund the works on the public highway that are considered necessary to make the development acceptable in planning terms.</li></ol>
<b>5. Brief description of project</b>	<p>As a minimum, the scope of the highway works is expected to include the following elements:</p> <ol style="list-style-type: none"><li>1. Public realm and highway accommodation and improvement works, including an enlarged Salisbury Square;</li><li>2. Improved seating, greening and cycling provisions;</li><li>3. Revised access and servicing arrangements;</li><li>4. Changes to traffic management and access in the area around the development (subject to due consideration and subsequent consultation);</li><li>5. Widening of Fleet Street's southern footway within the vicinity of the site if it's found to be feasible;</li><li>6. Complementary works to accommodate new pedestrian routes through the site;</li><li>7. Hostile vehicle mitigation (HVM) measures in public areas where appropriate;</li><li>8. Changes to motor vehicle parking; and</li><li>9. Any ancillary works that the City considers necessary in undertaking the highway works.</li></ol>
<b>6. Consequences if project not approved</b>	<ol style="list-style-type: none"><li>1. The City's obligations as set out in the associated Section 106 Unilateral Undertaking would not be fulfilled.</li><li>2. Also, there would not be a mechanism for the required highways changes considered necessary to make the development acceptable in planning terms to be made. This could result in an unsafe and unpleasant environment for pedestrians.</li><li>3. Furthermore, the City may need to fund any increases in maintenance liability costs made necessary by the development.</li></ol>

<b>7. SMART project objectives</b>	<ol style="list-style-type: none"> <li>1. Making the Square Mile's streets great places to walk and spend time. (Quantifiable improvements in Pedestrian Comfort Levels, Healthy Streets scores and Accessibility)</li> <li>2. Making the Square Mile's air and streets cleaner and quieter (Net increase in greening in the project's area of scope)</li> <li>3. Climate resilience in our buildings, public spaces and infrastructure.</li> </ol>
<b>8. Key benefits</b>	Key benefits will include providing an enhanced environment for all street users, especially those walking through the area. Achieving these benefits will help to support the City's Climate Action and Transport Strategies. The project is to also include security measures that meet with the developer's requirements.
<b>9. Project category</b>	4a. Fully reimbursable
<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	None.

### Options Appraisal

<b>12. Overview of options</b>	<ol style="list-style-type: none"> <li>1. A minimum scope of works is listed in section 5 of this report. Officers will explore opportunities to potentially expand the scope of works to better improve the pedestrian and cycling provisions in a way that complements the local environment.</li> <li>2. The minimum scope may include changes to traffic management in the area around the development. Through the next stage of work, options for this will be explored and reported back to Members in the next gateway report (G3/4).</li> <li>3. Please see <b>Appendix 5</b> for a plan of the site.</li> </ol>
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### Project Planning

<b>13. Delivery period and key dates</b>	<p><b>Overall project:</b> The project is expected to take 4-5 years and complete at the same time as the development in 2026.</p> <p><b>Key dates:</b></p> <ul style="list-style-type: none"> <li>• Gateway 1/2 – September 2022</li> </ul>
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	<ul style="list-style-type: none"> <li>• Gateway 3/4 – Summer 2023 (estimated)</li> <li>• Gateway 5 – Summer 2024 (estimated)</li> <li>• Gateway 6 – 2026/7 (estimated 6 months post-scheme completion)</li> </ul> <p><b>Other works dates to coordinate:</b> The scope of this project will overlap with the scope of the Fleet Street ‘Healthy Streets Plan’ project. As there are synergies between these two projects, officers will look to plan a single set of improvements to the public realm and highways which achieve the objectives of both projects.</p>
<b>14. Risk implications</b>	<p><b>Overall project risk:</b> Low</p> <p>Officers believe the project can meet the Developer’s programme dates, and the project is fully reimbursable. An early uncoded risk register has been included with this report in <b>Appendix 4.</b></p>
<b>15. Stakeholders and consultees</b>	<ol style="list-style-type: none"> <li>1. The Developer and their agents;</li> <li>2. Local stakeholders, building owners and occupiers (including the Fleet Street Quarter BID);</li> <li>3. Transport for London (TfL);</li> <li>4. All required internal stakeholders;</li> <li>5. Local Residents; and</li> <li>6. Ward members (Castle Baynard)</li> </ol>

### Resource Implications

16. Total estimated cost	Likely cost range (excluding risk): Between £3m - £4m Likely cost range (including risk): Between £3.7 - £4.7m									
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: External - Funded wholly by contributions from external third parties								
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Staff time fees (fully externally funded)</td><td>60,000</td></tr><tr><td>Professional fees (fully externally funded)</td><td>40,000</td></tr><tr><td>Total</td><td>100,000</td></tr></table>		Funds/Sources of Funding	Cost (£)	Staff time fees (fully externally funded)	60,000	Professional fees (fully externally funded)	40,000	Total	100,000
	Funds/Sources of Funding	Cost (£)								
	Staff time fees (fully externally funded)	60,000								
	Professional fees (fully externally funded)	40,000								
Total	100,000									
£100,000 has been received from the Developer. All further project funding requirements are to be fully met by the Developer. This is an uncapped funding arrangement as a normal S278 agreement would be, but as explained in the legal section, the City cannot contract with itself so a S278 agreement is not the right mechanism.										



<b>18. Investment appraisal</b>	Not applicable.
<b>19. Procurement strategy/route to market</b>	<p>For feasibility and design work it may be necessary to utilise consultancy support. The Transportation and Public Realm Framework would be utilised for these services.</p> <p>Any future work to the public highway will be undertaken by the City's highways term contractor. The term contractor has been chosen through a competitive tender process and represents good value for money.</p> <p>The City's procurement strategy will be adhered to.</p>
<b>20. Legal implications</b>	<p>The Section 106 Unilateral Undertaking includes a requirement for the City Corporation as landowner to pay for the scheme of highway works which were considered necessary to make the development acceptable in planning terms which are defined in the undertaking and planning permission. In this instance, because the City Corporation are the owner of the land and the City Corporation cannot contract with itself (and could not enforce an agreement against itself) a Section 278 agreement will not be required. This was anticipated at the time planning permission was granted for the development, and in the unilateral undertaking given in connection with the planning permission, the City Corporation as Owner gave covenants relating to the necessary scheme of highway works, including an undertaking to meet the cost of the works.</p>
<b>21. Corporate property implications</b>	None. The highway work facilitates the development and will be coordinated with the Development build programme.
<b>22. Traffic implications</b>	<ol style="list-style-type: none"> <li>1. Under Section 16 of the Traffic Management Act 2004, the City's network management duty is to "manage the City's road network with a view to achieving, so far as may be reasonably practicable having regard to their other obligations, policies and objectives, the expeditious movement of traffic (which includes pedestrian traffic) on the authority's road network".</li> <li>2. Any proposed changes to traffic management in the area around the development are likely to have traffic implications. These will be detailed in subsequent reports to committee.</li> </ol>
<b>23. Sustainability and energy implications</b>	<ol style="list-style-type: none"> <li>1. There are no relevant sustainability impacts associated with this project</li> </ol> <p>Additional sustainability/energy implications:</p> <ol style="list-style-type: none"> <li>1. Environment sustainability: It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for the design life of the asset.</li> </ol>

	2. Any greening and planting in the public space will help to improve the scheme's climate resilience.
<b>24. IS implications</b>	None.
<b>25. Equality Impact Assessment</b>	An equality impact assessment will be undertaken. The CoLSAT (City of London Street Accessibility Tool) and Equalities Analysis processes will form a key part of the project's design to ensure the deliverables maximise accessibility opportunities and improvements for as many users as possible.
<b>26. Data Protection Impact Assessment</b>	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken.

### **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	Financial Information
<b>Appendix 3</b>	Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)
<b>Appendix 4</b>	Risk Register
<b>Appendix 5</b>	Site Plan/ Project Scope

### **Contact**

<b>Report Author</b>	Daniel Laybourn
<b>Email Address</b>	<a href="mailto:Daniel.Laybourn@cityoflondon.gov.uk">Daniel.Laybourn@cityoflondon.gov.uk</a>

# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	Salisbury Square Development Highways Works		
<b>[3] Programme Affiliation (if applicable)</b>	The project is a consequence of the of the development led by the City for the Courts and Police headquarters on Fleet Street known as the Salisbury Square Development.		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Juliemma McLoughlin
<b>[5] Senior Responsible Officer</b>	Leah Coburn
<b>[6] Project Manager</b>	Daniel Laybourn

Description and purpose					
<b>[7] Project Description</b>					
Highways and public realm work to facilitate and complement the City of London Corporation's Salisbury Square Development.					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
The City's obligations as set out in the associated Section 106 unilateral undertaking would not be fulfilled. Also, there would not be a mechanism for the required highways changes to be made. This could result in an unsafe and unpleasant environment for pedestrians. Furthermore, the City may need to fund any increases in maintenance liability costs made necessary by the development.					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[1] People are safe and feel safe. [9] Our spaces are secure, resilient and well-maintained.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
Providing an enhanced environment for all street users.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	N	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	Y
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b> <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
<ol style="list-style-type: none"> <li>1. Making the Square Mile's streets great places to walk and spend time.</li> <li>2. Making the Square Mile's air and streets cleaner and quieter</li> <li>3. Climate resilience in our buildings, public spaces and infrastructure.</li> </ol>	
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>	
No.	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Between £3.7m - £4.7m inclusive of risk	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
None for the works covered by this report. Commuted maintenance will be requested from the City Corporation as Developer.	
<b>[16] What are the expected sources of funding for this project?</b>	
Fully reimbursable from the Developer.	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Delivery in 2026 when the development is due to complete.	

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	n/a
Chamberlains: Procurement	n/a
IT	n/a
HR	n/a
Communications	n/a
Legal	n/a
Planning	n/a
Corporate Property	n/a
External	n/a
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: n/a
Supplier	Department: n/a
Supplier	Department: n/a
Project Design Manager	Department: n/a

Design/Delivery handover to Supplier	Gateway stage: n/a
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## Appendix 2 – Financial Information

Table 1 – Proposed Budget set up

<b>Item</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
P&T Staff Time	Developer	£33,000
Environment Services Staff Time	Developer	£25,000
Open Spaces Staff Time	Developer	£2,000
Fees	Developer	£40,000
<b>Total</b>		<b>£100,000</b>

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### **Appendix 3 - 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: Salisbury Square Development S278

 Unique project identifier: TBC

 Total est cost (exc risk) £4000000

Corporate Risk Matrix score table

PM's overall risk rating

Low
3.2
1.1
0
2
8

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00	0%
£0.00	0%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£0.00	0	0	1
1	3.0	£0.00	0	0	1
3	3.3	£0.00	0	1	2
2	2.0	£0.00	0	0	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	4.0	£0.00	0	1	2

Issues (open)

0
0

All Issues

Open Issues

All Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

 Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: Salisbury Square Development S278			PM's overall risk rating:					Low			CRP requested this gateway		£ -		Average unmitigated risk			3.2		Open Risks		10																				
Unique project identifier: TBC			Total estimated cost (exec risk):					£ 4,000,000			Total CRP used to date		£ -		Average mitigated risk score			1.1		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	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed * Increased costs	Possible	Minor	3		N	8 – Fairly Confident	* Budget and programme slack to account for likely low impact events		Possible	Minor	£0.00	3	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - The scale and impact of construction lends itself to a fair score in the event of an occurrence external to the project. The project team will continue to assess and mitigate against such risk as part of its BAU processes.																			
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, TIL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Possible	Minor	3		N	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - The scheme is likely to require both internal consents and those from TIL due to work adjacent to the Strategic Road Network (SRN). However the risk is low and BAU processes will ensure that these are acquired in good time before construction.																			
R3	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Possible	Serious	6		N	8 – Fairly Confident	* Early identification and engagement with key stakeholders.		Possible	Minor	£0.00	3	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - As this is a large project delivering substantial improvement to the highways conditions, there could be some opposition to the project. BAU engagement work will be required with local stakeholders to ensure the disruption to the activities is minimised.																			
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason.	Rare	Minor	1		N	8 – Fairly Confident	* Arrange construction planning meeting with Rineys just prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)		Rare	Minor	£0.00	1	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - BAU activities with the Principal Contractor will ensure that the required resources are available to meet the TBC programme. The required internal resource is small and easily replaceable if needed.																			
R5	2	(2) Financial	GATE 1 TO 6 - Inaccurate or incomplete project estimates, including baxters/ inflationary issues leads to budget increases	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	Minor	3		N	8 – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.		Rare	Minor	£0.00	1	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - Standard BAU practices will help to ensure project estimates are as accurate as possible.																			
R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	6		N	8 – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries.		Rare	Minor	£0.00	1	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - The eventual scheme estimate will include a sum for utilities alterations if required. Should these increase, the Developer would be obliged to fund any and all changes required under the terms of the S278 agreement.																			
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	A Col. project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - Whilst there's not a lot the project team can do if the Development is delayed, regular meetings with the developer will ensure that a fair amount of notice is received should Col. works need to be reprogrammed. The terms of the S278 agreement mean that the Developer is responsible for any associated resultant costs.																			
R8	4	(10) Physical	GATE 4 TO 6 - Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3		N	8 – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.		Possible	Minor	£0.00	3	£0.00	n/a	11/02/22		Daniel Laybourn		8/7/22 - BAU processes will ensure the required network space is allocated as required.																			

R9	5	(10) Physical	GATE 5 - Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	3		N	8 – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction		Rare	Minor	£0.00	1	£0.00	n/a	11/02/22		Daniel Laybourn	8/7/22 - Given the standard nature of the work to be undertaken on site, the project team aren't expecting any surprises when they visit site. BAU surveys will ascertain if there's any causes for concern on this front, and trial holes can be used if required. There is a risk however the the interface between the development and the highway may experience some slight issues which are usually overcome during construction in cooperation with the developer.
R10	5	(3) Reputation	GATE 5 - Accident during construction impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Minor	1		N	A – Very Confident	* Consider regular site visits with the Principal Designer should it become necessary.		Rare	Minor	£0.00	1	£0.00	n/a	11/02/22		Daniel Laybourn	8/7/22 - The principal contractor will be the term highways contractor for the CoL and is therefore required to prove their H&S credentials at a much higher level. In BAU, the Project Engineer will be visiting site regularly and visits by the Principal Designer can be arranged if there's causes for concern.

City of London: Projects Procedure Corporate Issues Log

Project Name:

Salisbury Square Development S278

Unique project identifier:

TBC

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

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## City of London: Projects Procedure Corporate Assumptions Log

Project Name: **Salisbury Square Development**

Unique project identifier: **TBC**

A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

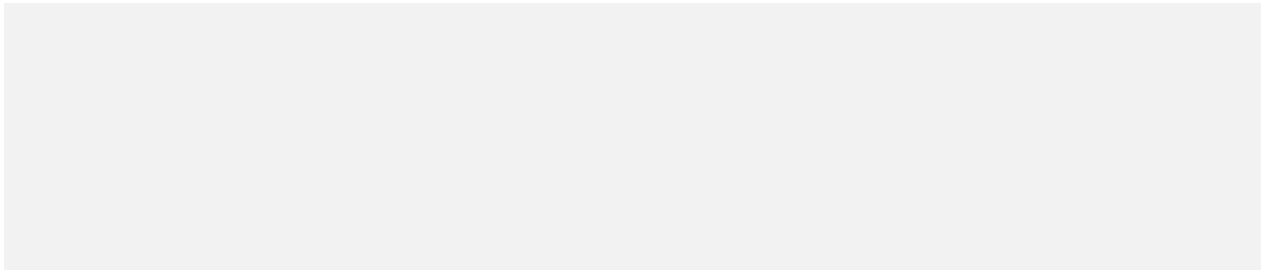
General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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S278

project.

Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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## City of London: Projects Procedure Corporate Dependencies

Project Name: **Salisbury Square Development**

Unique project identifier: **TBC**

A list of any event or work that are either dependent on the result of your project, or your project will depend

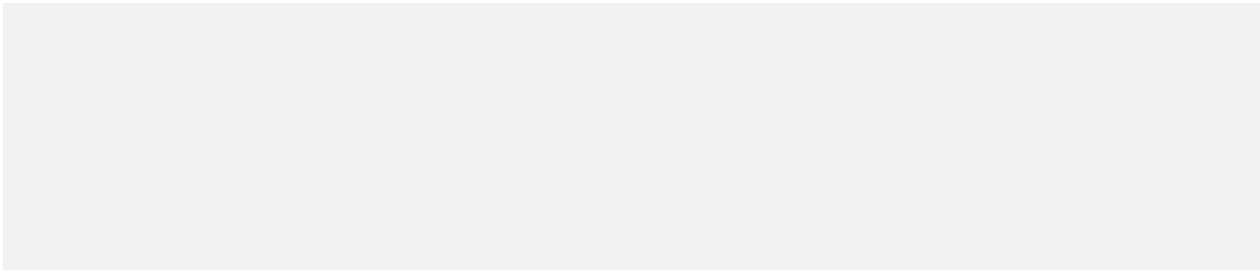
General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

**Log**

**S278**

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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



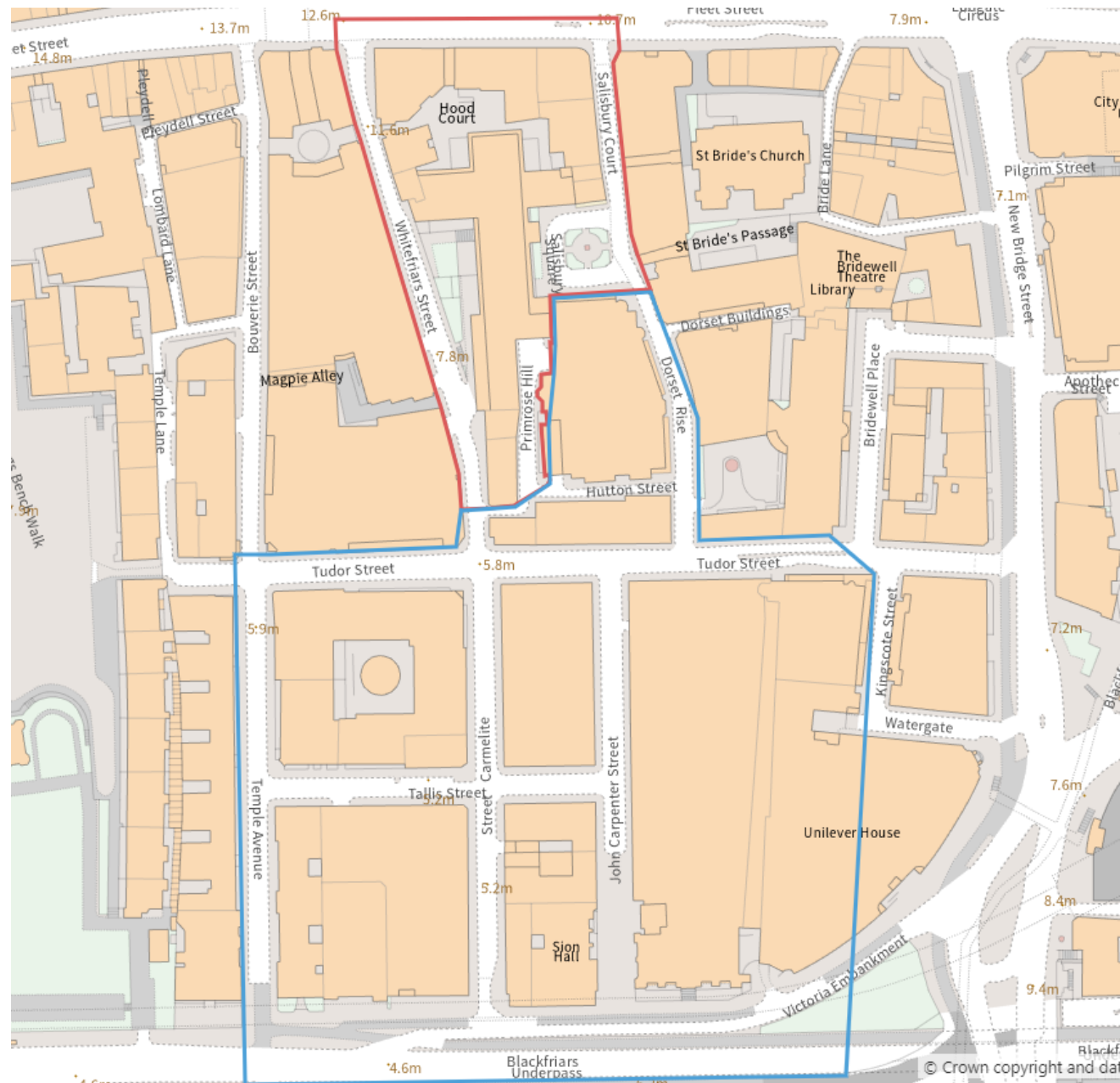
Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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## Appendix 4 – Site Plan/ Project Scope

*(Red outline denotes main area of project scope. Blue outline denotes an area that may require traffic management changes to support the development)*



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<b>Committees:</b> Streets and Walkways Sub Committee <i>[for decision]</i> Operational Property and Projects Sub Committee <i>[for decision]</i>	<b>Dates:</b> 06 September 2022 26 September 2022
<b>Subject:</b> St Paul's gyratory project. <b>Unique Project Identifier:</b> 11377	<b>Gateway 3:</b> <b>Outline Options Appraisal (Complex)</b>
<b>Report of:</b> Executive Director Environment <b>Report Author:</b> George Wright – Policy and Projects, City Operations	<b>For Decision</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b> The project aims to transform the streets and public realm between the Museum of London and St. Paul's Underground station through the removal of the 1970's gyratory and the rotunda roundabout.</p> <p><b>Background:</b> The St Paul's gyratory project was initiated in 2014 with the aim of removing the gyratory, introducing two-way working for traffic to reduce vehicle speeds and create safer streets and to provide public realm that is more suitable for the needs of business, residents and visitors. High-level concept options were conceived in 2014/15, some of which were included in the Guildhall &amp; Cheapside Area Strategy (GCAS). In 2017, the project gained renewed momentum when the Centre for Music required substantial highway changes within its project area.</p> <p>Most recently, work has started at the former BT site at 81 Newgate Street and the developer has an obligation to enter into a Section 278 Agreement with the City to deliver highway and public realm changes around the site. The developer has been in dialogue with officers regarding the potential to deliver a new public space at the southern end of King Edward Street (a proposal included in the GCAS). As this would be beyond the scope of the basic Section 278, the developer has indicated they</p>
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	<p>are prepared to make an additional, voluntary financial contribution to part-fund the public space, and this is currently being negotiated.</p> <p>A dialogue is also underway in relation to the Museum of London and Bastion House site and the London Wall West proposal. This development is at the pre-planning stage, but initial proposals require substantial changes to the operation of the highway around the rotunda and gyratory. Project officers are ensuring the evolving highway proposals marry up and complement the design for the whole project area.</p> <p>There is therefore the potential for significant financial contributions from the developments at the northern and southern ends of the project area.</p> <p>This is a “once in a generation” opportunity to coordinate the highway changes of these two developments to deliver the overarching objectives of the gyratory project: improved road safety and air quality; better cycle routes and two-way streets; wider pavements; and transformational public realm improvements in the heart of the City.</p> <p>The delivery of these objectives is why the project is listed as a priority location in the City’s Transport Strategy, a key opportunity area in the GCAS and was ranked top in a DBE project prioritisation exercise in 2019.</p> <p><b>Current status:</b> This report provides Members with a summary and assessment of five design options that have been under development since the last report in February 2022.</p> <p>A crucial part of the assessment work has involved detailed discussions with Transport for London to agree the traffic modelling expectations and assess the impact on bus services. This work is based on new traffic counts taken in March 2022.</p> <p>Detailed cost estimation work has been undertaken to provide updated costs to Members, as previous reports relied on estimates prepared in 2014.</p> <p>As well as the dialogue with the development teams at 81 Newgate Street and London Wall West, meetings have been held with Bart’s Hospital, St Paul’s Cathedral and local businesses to assess servicing needs and start conversations about the transformational change potentially coming to the area.</p> <p>This is a large and complex transportation and public realm project in a high-profile location, on a similar scale to the Aldgate project. The differing timelines of the two developments within the project area mean the project needs to be implemented in two phases, with phase 1 focusing on the area around 81 Newgate Street and phase 2 the area around London Wall West.</p> <p><b>RAG Status:</b> Amber (Amber at last report to Committee)</p>
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	<p><b>Risk Status:</b> Medium (Medium at last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £10-£22m million, depending on option selected (see section 4)</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> Increase in approx. £5 million since last report to Committee which contained cost estimates from 2014.</p> <p><b>Spend to Date:</b> £601,608</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Funding source:</b> TfL, S106, City Fund</p> <p><b>Slippage:</b> No</p>
<b>2. Next steps and requested decisions</b>	<p><b>Next Gateway:</b> <i>Gateway 4: Detailed Options Appraisal</i></p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Note the revised project budget of £1,235,942 (excluding risk);</li> <li>2. Note the total estimated cost of the project at £10-22 million (excluding risk);</li> <li>3. That Options 1, 3 and 4 are approved for further assessment and progressed to Gateway 4;</li> <li>4. Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub-Committee.</li> </ol> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Further feasibility testing of the recommended design options and associated design revisions, including traffic modelling and Healthy Streets assessments</li> <li>• Continued engagement with Transport for London in relation to traffic modelling and impact on bus services</li> <li>• Commercial negotiations with the developers of 81 Newgate Street regarding the extent of the financial contribution to enable the delivery of “King Edward Square”</li> <li>• Continued engagement with the development team at London Wall West</li> <li>• Engagement with residents, businesses and groups representing groups who share protected characteristics</li> <li>• Complete Equality Impact and CoLAG Assessments for each of the options</li> <li>• Preparation of a Gateway 4 report, recommending one option to Members to be progressed to Gateway 5.</li> </ul>
<b>3. Resource requirements to</b>	<p>No additional resource is required to reach the next gateway. The proposed revised budget is listed below. For more detailed financial information, see Appendix 3.</p>

reach next Gateway	Item	Reason	Funds/ Source of Funding	Cost (£)
	P&T staff costs	Project management	TfL, S106, OSPR	602,516
	Highways staff costs	Design and cost estimation	TfL, S106, OSPR	35,000
	Fees	Feasibility testing of designs; design development	TfL, S106, OSPR	588,942
	Traffic modelling	Scheme viability	TfL	9,484
	<b>Total</b>			1,235,942
	<p><b>Costed Risk Provision requested for this Gateway:</b> No costed risk is requested for this Gateway. Costed risk will be calculated at Gateway 4 when one option has been identified. The cost ranges for each option provide flexibility at this early stage and it is not envisaged the top end figure will be exceeded.</p> <p><u>Capital programme review and future capital bids</u> This project is in receipt of capital funding to progress it to Gateway 4. We would also expect to be able to complete traffic modelling and request TMAN approval from TfL for the preferred option within the available funds.</p> <p>All projects are currently subject to a review of funding taking into account inflationary and other cost pressures. This review is being undertaken during August and September and decisions on which projects may need to pause, stop or be rescope are due to be taken at the end of October. This report is being brought to Committees now to ensure there is no delay to the project progressing to Gateway 4 if the recommendation from that process is to continue.</p> <p>At this stage, it is expected that the project will need to be paused at Gateway 4 as progress beyond this point will be subject to a future capital bid. The Resource Allocation Sub Committee have agreed that there will be no bidding round for 2023/24. It is hoped that a bid to cover the City Corporation's contribution to the scheme can be submitted for 2024/25. If successful, the project would then restart in April 2024.</p>			

	<p>If we are unsuccessful in securing capital funding, then the project would revert to the do minimum 100% s278 funded Option 5.</p> <p>There is significant opportunity cost in <u>not</u> proceeding with this project, as the developer is unlikely to be willing to fund Phase 1 in its entirety. There are compelling commercial incentives for the developer to have a major new public square adjacent to their development. It would deliver a transformed public realm that would be attractive to potential tenants. Equally, the benefits to the City in delivering this project are significant; most notably the improvements for people walking and cycling and the creation of a major new public space in the heart of the Square Mile – a new destination for the City that will also improve walking connections between St Paul’s Cathedral and Smithfield.</p> <p>Negotiations with the developer on the appropriate financial contribution are in their early stages. These negotiations will continue as further feasibility and design work is undertaken and will be led by the City Operations Policy and Projects team. Guidance and advice will be sought from the City Surveyor’s and other internal departments, with the Director of City Operations agreeing the finalised position to report to Members at the next Gateway.</p> <p>The timelines are relatively fixed as construction of the highway works around 81 Newgate Street need to be completed by February 2025 to accommodate the opening of the new buildings. This means that construction work would need to commence in early 2024 to meet the development construction programme.</p>
<p><b>4. Overview of project options</b></p>	<p>Five design options have been developed, ranging from full gyratory removal to a “do minimum” option that, in the absence of any central capital funding, would be entirely developer funded.</p> <p>All options would need to be delivered in two phases. Phase 1 would deliver works in the south and align with the 81 Newgate Street development programme. Phase 2 would deliver the works in the north and would be subject to all the required planning and highway approvals being secured for the London Wall West development. The two options are not co-dependent on each other, so the phase 1 proposals (including King Edward Square) could deliver major benefits to the southern half of the project area if London Wall West did not secure all its required approvals.</p> <p><u>Option development</u></p> <p>An important part of the design optioneering for the gyratory project has been incorporating the requirements of the two</p>

	<p>building developments, whilst ensuring they meet the project's objectives.</p> <p>The 81 Newgate Street site is undergoing significant reconstruction to modernise the old office building. The location of the entrances is changing. The ground floor will offer new retail on three elevations, with a new walkway running east/west through the site. There will be a free to access roof garden and a gym.</p> <p>The developer of 81 Newgate Street supports the CGAS proposal for a new public space west of their building on King Edward Street and has indicated their willingness to make a financial contribution towards its cost. The developer is aware that the closure of King Edward Street is only deliverable if significant changes are made to the highway layout. In summary this would require:</p> <ul style="list-style-type: none"> <li>• introducing two-way working on Newgate Street and part of St Martin Le Grand</li> <li>• reversing the direction of traffic flow on Angel Street</li> <li>• redesigning the Newgate/St Martin Le Grand/New Change junction</li> <li>• introducing new sets of traffic signals</li> <li>• relocating coach parking and bus stops</li> <li>• re-aligned footways and improved cycling facilities</li> </ul> <p><u>Option assessment</u></p> <p>Each option has been assessed against the project's objectives:</p> <ul style="list-style-type: none"> <li>• To reduce casualties towards the Vision Zero target</li> <li>• Improve pedestrian comfort levels</li> <li>• To improve air quality by reducing NO2 levels</li> <li>• To create new public spaces</li> <li>• Improve the quality of the public realm to create streets and public spaces for people to securely admire and enjoy</li> <li>• To ensure buildings and public spaces are protected</li> </ul> <p>The options have also been tested against other important criteria including:</p> <ul style="list-style-type: none"> <li>• the impact on the wider highway network in traffic terms and bus journey times</li> <li>• how each assists the delivery of the City's strategies and initiatives including Destination City, the Transport Strategy and the Climate Action Strategy</li> <li>• the potential external funding contribution</li> </ul> <p><u>Summary of options</u></p> <p>The Options Matrix at the end of this report provides more details on each option and its assessment. Indicative plans for each</p>
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option are included as Appendix 4. Concept sketches and CGI's of "King Edward Square" can be viewed at Appendices 5 and 6.

**Option 1** offers transformational change across the project area. The partial removal of the gyratory system sees the introduction of two way working on Newgate Street and St Martin Le Grand to its junction with Angel Street and the removal of the rotunda roundabout. Comprehensive improvements for people walking and cycling are proposed. The closure of the southern section of King Edward Street enables the creation of a large, new public space which, at approximately 2800sqm, would be larger than Aldgate Square. The initial traffic modelling suggests the impact on the wider traffic network is within acceptable parameters with regards queueing at junctions and bus journey times.

**Estimated cost range: £20-22m.**

**Option 2** also offers transformational change across the project area, delivering a large, new public space on King Edward Street. Unlike option 1, it proposes two-way working for motor vehicles along the *entire* length of St Martin Le Grand/Aldersgate Street (south) up to the rotunda junction, enabling the creation of a more pleasant environment for people walking and cycling on King Edward and Montague Street. The initial traffic modelling suggests the impact on the wider traffic network is *not* within acceptable parameters with regards queueing at junctions and bus journey times. This due to the need to introduce an additional traffic signal stage at the rotunda/Aldersgate Street (south) junction.

**Estimated cost range: £20-22m.**

**Option 3** proposes significant changes to the existing highway layout. It is less ambitious than options 1 and 2 and has been developed if the transformational scheme is unable to be delivered because of impacts on the traffic and bus network. This option involves partial removal of the gyratory, enabling comprehensive improvements for people cycling but more modest improvements for people walking and significantly less new public space, as King Edward Street south remains open for northbound buses, cycles and emergency vehicles. The initial traffic modelling suggests the impact on the wider traffic network is within acceptable parameters with regards queueing at junctions and bus journey times.

**Estimated cost range: £16-18m.**

**Option 4** proposes significant changes to the existing highway layout on Newgate Street and the rotunda but retains the core north-south gyratory movements on King Edward St and St Martin Le Grand. This option enables comprehensive improvements for people cycling but more modest improvements for people walking and significantly less new public space, as King Edward Street south remains open for all vehicles. The initial traffic modelling suggests the impact on the

	<p>wider traffic network is within acceptable parameters with regards queueing at junctions and bus journey times.</p> <p><b>Estimated cost range: £16-18m.</b></p> <p><b>Option 5</b> focusses on the minimum highway changes expected to be required as part of the Section 278 Agreements for the developments at 81 Newgate Street and London Wall West (should planning permission be granted). The rotunda roundabout is removed but gyratory system to the south of the rotunda remains in place. This option delivers some limited improvements for people walking and cycling and new public space. The initial traffic modelling suggests the impact on the wider traffic network is within acceptable parameters with regards queueing at junctions and bus journey times.</p> <p><b>Estimated cost range: £10-12m (100% developer funded).</b></p> <p><u>Potential external funding contribution</u></p> <p>Options 1 and 2 are likely to lever in the most external funding. Both options enable the delivery of the large new public space on King Edward Street which is expected to attract an additional funding contribution from the developer of 81 Newgate Street.</p> <p>If, for example, the developer shared the cost of the phase 1 works 50/50 with the City (and phase 2 works was fully funded via Section 278 funds), the call on central capital funds could be reduced to between £7-9 million.</p>
<b>5. Recommendation</b>	<p>It is recommended that further feasibility testing is carried out on options 1, 3 and 4, leading to a Gateway 4 report in Spring 2023 where a single option is recommended for progression to Gateway 5.</p> <p>It is recommended that option 2 is not progressed as traffic modelling demonstrates significant increases in bus journey times on the wider highway network; meaning this option is unlikely to be approved by TfL.</p> <p>It is recommended that option 5 is placed on hold and not developed further at this time. If none of the gyratory options progress, this option can be restarted and progressed as two stand-alone projects to deliver the Section 278 works for the respective developments.</p> <p>It should be noted that the design options progressed to Gateway 4 are likely to be modified as further feasibility and assessment work is undertaken and feedback from local stakeholders is analysed. However, the primary focus will remain on the development of designs that reprioritise space for people to walk and cycle, whilst ensuring the needs of businesses, residents and other road users are accommodated.</p>
<b>6. Risk</b>	<p>The key risks associated with taking forward the recommended three options to Gateway 4:</p>

	<ul style="list-style-type: none"> <li>• There is a risk that the impacts on bus journey times mean that the proposed options do not receive the required level of support and approval from TfL. Officers will continue to liaise with TfL Buses during the development stages of the scheme to ensure all mitigation measures to reduce impacts on bus journey times have been investigated.</li> <li>• The options have the potential to negatively impact certain groups of people, particularly those with disabilities. This has been highlighted in the Equality Analysis Test of Relevance (appendix 7). Mitigation of this is planned by involving various accessibility groups as the initial designs are developed and consider identified issues.</li> <li>• Specific technical challenges associated with this project include the location of underground utilities, the London Underground and the City's piped subway structures, which are situated under parts of Newgate Street and St Martin's Le Grand. These will be subject to further investigation and analysis.</li> <li>• There is a risk of undertaking abortive work if the project is unsuccessful in securing further capital funding.</li> </ul> <p>Further information available in the Risk Register and Options Appraisal.</p>
<b>7. Procurement approach</b>	The project will continue to be developed in-house by the City Operations Policy & Projects and Highways teams. Specialist support will be procured via the Transportation and Public Realm Framework Contract which includes three consultancies.

### Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Risk Register
<b>Appendix 3</b>	Detailed financial information
<b>Appendix 4</b>	Overview plans of each design option
<b>Appendix 5</b>	Sketch designs for "King Edward Square"
<b>Appendix 6</b>	CGI's for "King Edward Square" produced by the developer of 81 Newgate Street
<b>Appendix 7</b>	Equality Analysis Test of Relevance

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### Options Appraisal Matrix

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
<b>1. Brief description of option</b>	Significant highway layout changes including substantial removal of the gyratory; improvements for people walking and cycling; the introduction of significant new public space and soft landscaping.	<i>Significant highway layout changes including full removal of the gyratory; improvements for people walking and cycling; the introduction of significant new public space and soft landscaping.</i>	<i>Major highway layout changes including partial removal of the gyratory; improvements for people walking and cycling; the introduction of modest new public space and soft landscaping.</i>	Modest highway layout changes with much of the gyratory system in south remaining but includes removal of rotunda roundabout. Minor improvements for people walking and cycling. Introduction of modest new public space.	No highway layout changes in the south but includes removal of rotunda roundabout. Minor improvements for people walking and cycling. No new public space but tree planting and soft landscaping.
<b>2. Scope and exclusions</b>	<ul style="list-style-type: none"> <li>• <i>Two-way working on Newgate Street and part of St Martin Le Grand</i></li> <li>• Removal of the Rotunda roundabout</li> <li>• <i>Improved cycling infrastructure</i></li> <li>• Partial closure of King Edward</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Two-way working on Newgate Street and all of St Martin Le Grand &amp; Aldersgate Street (south)</i></li> <li>• Removal of the Rotunda roundabout</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Two-way working on Newgate Street and part of St Martin Le Grand</i></li> <li>• Removal of the Rotunda roundabout</li> <li>• <i>Improved cycling infrastructure</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Two-way working on Newgate Street for buses and cycles only</i></li> <li>• Removal of the Rotunda roundabout</li> <li>• <i>Improved pedestrian crossings and</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Minor improvements to pedestrian crossings in the south and some footway widening</i></li> <li>• Removal of the Rotunda roundabout and improved</li> </ul>

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	<p>Street to create new public space</p> <ul style="list-style-type: none"> <li>• <i>Improved pedestrian crossings and footway widening</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Improved cycling infrastructure</i></li> <li>• Partial closure of King Edward Street to create new public space with through traffic removed from King Edward Street (north) and Montague Street</li> <li>• <i>Improved pedestrian crossings and footway widening</i></li> </ul>	<ul style="list-style-type: none"> <li>• Closure of slip road on King Edward Street to create new public space</li> <li>• <i>Southern section of King Edward Street for bus and cycle only</i></li> <li>• Improved pedestrian crossings and footway widening</li> </ul>	<p><i>footway widening</i></p> <ul style="list-style-type: none"> <li>• Gyratory system largely retained for most motor vehicles</li> </ul>	<p>pedestrian crossings</p> <ul style="list-style-type: none"> <li>• <i>Gyratory system remains in place</i></li> </ul>
<b>Project Planning</b>					
<b>3. Programme and key dates</b>	<p>Construction of the project will be delivered in two phases to accommodate the differing timelines of the two developments to the north and south of the project area. Design development and traffic modelling is currently being progressed for both phases in order to assess the traffic implications in a holistic way.</p> <p><u>Phases 1 and 2</u></p> <p>Sept 22-July 23: TfL Model audit process</p> <p>Sept 22-Feb 23: Stakeholder engagement</p>				

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	<p>Sept-March 23: Feasibility design work</p> <p>March 23: Gateway 4 report</p> <p>March-Sept 23: Preliminary/detailed design (phase 1 preferred option only) {subject to additional funding}</p> <p>July 23: Traffic Management Notification (TMAN) approval from TfL on preferred option</p> <p>Sept 23: Gateway 5 report (phase 1) {subject to additional funding}</p> <p>Jan 24-Feb 25: Construction (phase 1) {subject to additional funding except option 5}</p> <p><u>Phase 2</u></p> <p>Jan 24-Sept 24: TfL Model audit process</p> <p>Oct 24-Sept 25: Design work</p> <p>Jan 26: Gateway 5 report</p> <p>2026-27: Construction</p>				
<b>4. Risk implications</b>	Overall project option risk: Medium	Overall project option risk: Medium	Overall project option risk: Medium	Overall project option risk: Medium	Overall project option risk: Low
	<ul style="list-style-type: none"> <li>• If no further capital funding is secured for the project, options 1-4 are unlikely to be deliverable. In this instance, option 5 would be progressed and the two Section 278 projects could be delivered as stand-alone projects</li> <li>• There is likely to be some opposition from TfL buses, due to likely increases in some bus journey times for options 1 to 3 as buses are displaced from the proposed closed arms. Option 2 will see the introduction of an additional traffic signal stage at the rotunda junction with Aldersgate Street (south) when compared against the other options, leading to very</li> </ul>				

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	<p>large increases in bus journey times around the wider highway network, indicating this option would not be approved by TfL.</p> <ul style="list-style-type: none"> <li>• High level strategic modelling needs to be undertaken with a future base traffic model to inform where traffic reassigns for options 1 to 3. This traffic model is currently being updated for other future schemes that need to be taken into consideration to ensure that the scheme traffic reassignment modelling is fit for purpose.</li> <li>• Air quality levels may increase away from the area of study due to an increase in traffic congestion, caused by buses being displaced from the closed arms.</li> </ul>				
<b>5. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>• CoL Members</li> <li>• CoL Highways, Open Spaces, City Structures, Cleansing</li> <li>• Development teams for 81 Newgate St and London Wall West</li> <li>• Transport for London Network Performance, Buses, London Underground,</li> <li>• Coach operators</li> <li>• Emergency services</li> <li>• Bart's Hospital</li> <li>• Taxi trade</li> <li>• CoLAG</li> <li>• London Cycling Campaign</li> <li>• Business, residents and property owners</li> <li>• Cheapside BID</li> <li>• Culture Mile Partnership/BID</li> <li>• St Paul's Cathedral</li> </ul>				
<b>6. Assessment against project objectives</b>	<p><b>KEY</b> ✓✓✓ very positive    ✓✓ positive    ✓ slightly positive    - neutral        * slightly negative    ** negative    *** very negative</p>				

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
• To reduce casualties towards Vision Zero target	✓✓✓	✓✓✓	✓✓	✓✓	✓
• To ensure buildings and public spaces are protected	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
• Improve pedestrian comfort levels	✓✓✓	✓✓✓	✓✓	✓✓	✓
• To improve air quality by reducing NO2 levels	✓✓✓	✓✓✓	✓✓	✓✓	✓
• To create new public spaces	✓✓✓	✓✓✓	✓✓	✓✓	✓
• Improve the quality of the public realm to create streets and public spaces for people to securely	✓✓✓	✓✓✓	✓✓	✓✓	✓



Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
admire and enjoy					
<ul style="list-style-type: none"><li>assists the delivery of the City strategies and initiatives including the Transport and Climate Action Strategies and Destination City</li></ul>	✓✓✓	✓✓✓	✓✓	✓✓	✓
<ul style="list-style-type: none"><li>potential external funding contribution</li></ul>	✓✓✓	✓✓✓	✓	✓	✓
<ul style="list-style-type: none"><li>The impact on the wider highway network in traffic terms (provisional modelling)</li></ul>	<div>-<ul style="list-style-type: none"><li>Proposed Rotunda junction predicted to operate within capacity.</li></ul></div>	<div>xx<ul style="list-style-type: none"><li>Proposed Rotunda junction predicted to be significantly over</li></ul></div>	<div>-<ul style="list-style-type: none"><li>Proposed Rotunda junction predicted to operate within capacity. Introduction of signals likely to introduce delay southbound on Aldersgate Street, but likely to provide some journey time</li></ul></div>		<div>-<ul style="list-style-type: none"><li>Proposed Rotunda junction to operate within capacity. Introduction of</li></ul></div>

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	<p>Introduction of signals likely to introduce delay southbound on Aldersgate Street, but likely to provide some journey time benefits on London Wall westbound and Montague Street northbound by replacing the existing Zebra crossings with signals.</p> <ul style="list-style-type: none"> <li>Proposed Newgate Street/ New Change/ St Martin's-Le-Grand predicted to operate close to capacity with 2022 surveyed traffic flows. Junction layout refinement and/ or mitigation yet</li> </ul>	<p>capacity resulting in very large increases in bus journey times around the wider highway network. This is due to an additional stage to the method of control to accommodate two-way traffic on Aldersgate Street (south).</p> <ul style="list-style-type: none"> <li>Proposed Newgate Street/ New Change/ St Martin's-Le-Grand predicted to operate close to capacity with 2022 surveyed traffic flows. Junction layout refinement and/ or mitigation yet to be developed at this stage.</li> <li>Other junctions around the</li> </ul>	<p>benefits on London Wall westbound and Montague Street northbound by replacing the existing Zebra crossings with signals.</p> <ul style="list-style-type: none"> <li>Proposed Newgate Street/ New Change/ St Martin's-Le-Grand predicted to operate close to capacity with 2022 surveyed traffic flows. Junction layout refinement and/ or mitigation yet to be developed at this stage.</li> <li>Other junctions around the gyratory predicted to operate within capacity with March 2022 flows.</li> </ul>		<p>signals likely to introduce delay southbound on Aldersgate Street, but likely to provide some journey time benefits on London Wall westbound and Montague Street northbound by replacing the existing Zebra crossings with signals.</p> <ul style="list-style-type: none"> <li>Remaining junctions around the gyratory predicted to operate within capacity with March 2022 flows.</li> </ul>

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	<p>to be developed at this stage.</p> <ul style="list-style-type: none"> <li>Other junctions around the gyratory predicted to operate within capacity with March 2022 flows.</li> </ul>	<p>gyratory predicted to operate within capacity with March 2022 flows.</p>			
<b>7. Benefits of option</b>	<ul style="list-style-type: none"> <li>Meets all project objectives</li> <li><i>Gyratory system largely removed</i></li> <li>790m of north-south &amp; east-west safer cycle routes introduced</li> <li><i>Improved &amp; increased crossing facilities for pedestrians including pedestrian countdown at traffic signals</i></li> </ul>	<ul style="list-style-type: none"> <li>Meets all project objectives</li> <li><i>Gyratory system removed</i></li> <li>663m north-south &amp; east-west safer cycle routes introduced</li> <li><i>Improved &amp; increased crossing facilities for pedestrians including pedestrian countdown at traffic signals</i></li> </ul>	<ul style="list-style-type: none"> <li>Partially meets project objectives</li> <li><i>Gyratory system partially removed</i></li> <li>912m of north-south &amp; east-west safer cycle routes introduced</li> <li><i>Improved &amp; increased crossing facilities for pedestrians including pedestrian</i></li> </ul>	<ul style="list-style-type: none"> <li>Partially meets project objectives</li> <li><i>Gyratory system partially removed</i></li> <li>960m of north-south &amp; east-west safer cycle routes introduced</li> <li><i>Improved &amp; increased crossing facilities for pedestrians including pedestrian</i></li> </ul>	<ul style="list-style-type: none"> <li>Partially meets project objectives</li> <li><i>Rotunda roundabout removed</i></li> <li>310m of cycle route introduced at rotunda</li> <li><i>Improved pedestrian crossing facilities including pedestrian countdown at traffic signals</i></li> <li>878sq2 of carriageway</li> </ul>

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	<ul style="list-style-type: none"> <li>• 2188m sq2 carriageway converted into new public space or wider footway</li> <li>• <i>Large new public space on part of King Edward Street and Newgate St slip road</i></li> <li>• Delivers key elements of Guildhall &amp; Cheapside Area Strategy, Transport and Climate Acton Strategy, the Cool Streets and Green Spaces Strategy Vision Zero and Destination City</li> <li>• <i>Enables the introduction of tree planting and soft landscaping</i></li> </ul>	<ul style="list-style-type: none"> <li>• 2091m sq2 carriageway converted into new public space or wider footway</li> <li>• <i>Large new public space on part of King Edward Street and Newgate Street slip road</i></li> <li>• Delivers key elements of Guildhall &amp; Cheapside Area Strategy, Transport and Climate Acton Strategy, the Cool Streets and Green Spaces Strategy Vision Zero and Destination City</li> <li>• <i>Enables the introduction of tree planting and soft landscaping</i></li> </ul>	<p><i>countdown at traffic signals</i></p> <ul style="list-style-type: none"> <li>• 1372m sq2 carriageway converted into new public space or wider footway</li> <li>• <i>Modest new public space on Newgate Street slip road</i></li> <li>• Initial traffic modelling shows new junctions operate within capacity</li> </ul>	<p><i>countdown at traffic signals</i></p> <ul style="list-style-type: none"> <li>• 1989m sq2 carriageway converted into new public space or wider footway</li> <li>• <i>Modest new public space on Newgate Street slip road</i></li> <li>• Initial traffic modelling shows new junctions operate within capacity</li> </ul>	<p>converted into wider footway</p> <ul style="list-style-type: none"> <li>• <i>Fully funded from Section 278 contributions</i></li> </ul>

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	<ul style="list-style-type: none"> <li>Initial traffic modelling show new junctions operate within capacity</li> <li><i>Potential for enhanced Section 278 contribution</i></li> </ul>	<ul style="list-style-type: none"> <li>Potential for enhanced Section 278 contribution</li> </ul>			
<b>8. Disbenefits of option</b>	<ul style="list-style-type: none"> <li>Changes to bus stop &amp; bus stand locations may affect some passengers</li> <li><i>Existing coach parking on St Martin Le Grand needs to be relocated</i></li> </ul>	<ul style="list-style-type: none"> <li>Preliminary traffic modelling shows that two way working on St Martin Le Grand/Aldersgate St s.th places the rotunda junction over capacity, meaning the option is unlikely to secure TfL approval</li> <li><i>Changes to bus stop &amp; stand locations may affect some passengers</i></li> </ul>	<ul style="list-style-type: none"> <li>Does not meet all project objectives</li> <li><i>King Edward Street public space reduced in size as carriageway retained for buses and cycles</i></li> <li>Doesn't deliver aspirations of Guildhall &amp; Cheapside Area Strategy, Climate Action Strategy or Cool Streets and</li> </ul>	<ul style="list-style-type: none"> <li>Does not meet all project objectives</li> <li><i>North-south gyratory system not removed</i></li> <li>King Edward Street public space reduced in size as carriageway retained for northbound traffic</li> <li><i>Doesn't deliver aspirations of Guildhall &amp; Cheapside Area Strategy,</i></li> </ul>	<ul style="list-style-type: none"> <li>Does not meet all project objectives</li> <li><i>Gyratory system remains in place</i></li> <li>No new public space created</li> <li><i>No north-south improvements for cyclists</i></li> <li>Modest pedestrian crossing improvements in south of project area.</li> <li><i>Doesn't deliver aspirations of Guildhall &amp;</i></li> </ul>

Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
		<ul style="list-style-type: none"><li>Existing coach parking on St Martin Le Grand needs to be relocated</li></ul>	<p>Green Spaces Strategy</p> <ul style="list-style-type: none"><li>Existing coach parking on St Martin Le Grand needs to be relocated</li></ul>	<p>Climate Action Strategy or the Cool Streets and Green Spaces Strategy.</p> <ul style="list-style-type: none"><li>Existing coach parking on St Martin Le Grand needs to be relocated</li></ul>	<p>Cheapside Area Strategy, Climate Action Strategy or the Cool Streets and Green Spaces Strategy</p>
Resource Implications					
9. Total estimated cost	Likely cost range (excluding risk): £20-22m Likely cost range (including risk): N/A		Likely cost range (excluding risk):£16-18m Likely cost range (including risk): N/A		Likely cost range (excluding risk): £10-12m  Likely cost range (including risk): N/A
10. Funding strategy	OSPR, CIL, S278, S106				
11. Investment appraisal	N/A				

Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
12. Estimated capital value/return	N/A				
13. Ongoing revenue implications	All hard landscaping proposed works will involve improvements to the public highway and post-completion will be maintained, as now, by the Highway Department as part of its planned maintenance programme. The use of non-standard materials, outside the City's palette of materials, will require a commuted sum to be calculated which will be transferred to Highways when the works are completed. Similarly, commuted sums will be calculated in relation to any new soft landscaping and will be transferred to Open Spaces at project completion.				
14. Affordability	Has the potential to lever in significant external section 278 funding from 81 Newgate Street and London Wall West developments		Has the potential to lever in significant external section 278 funding from London Wall West development but more modest funding from 81 Newgate Street		Would be fully funded by external developer contributions.
15. Legal implications	<p>The City Corporation as the local highway authority and traffic authority has wide powers under the Highways Act 1980 and the Road Traffic Regulation Act 1984 to make changes to the highway and manage traffic.</p> <p>In developing proposals which require traffic management measures, the City Corporation must comply with its traffic management duties to secure the expeditious, convenient and safe movement of traffic having regard to effect on amenities (S.122 Road Traffic Regulation Act 1984) and to secure the efficient use of the road network avoiding congestion and disruption (S.16 Traffic Management Act 2004). Regard should also be had to relevant statutory guidance. Traffic modelling will ensure efficient and convenient vehicular movements can be appropriately managed when delivering the proposals.</p> <p>When making decisions, the City Corporation must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). It</p>				

<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
	is the intention that an Equality Analysis will be carried out as the evaluation of the options moves forward. This will assist the City Corporation in discharging this duty.				
<b>16. Corporate property implications</b>	None				
<b>17. Traffic implications</b>	<p>All options will result in changes to the operation of the public highway across the whole project area.</p> <p>Formal TMAN approval will be required from Transport for London.</p> <p>As these options are developed, engagement will take place with those listed in section 5 above.</p> <p>A formal statutory consultation will be undertaken in relation to Traffic Management Orders that are required to facilitate proposed highway changes.</p>				
<b>18. Sustainability and energy implications</b>	<p>Helps deliver the Cool Streets and Green Spaces Strategy through introduction of a variety of measures in the City's Climate Resilience catalogue including tree planting and SUDs.</p> <p>Will assist the delivery of the biodiversity corridor between Bankside and the Barbican through the introduction new trees in the new public space on King Edward Street which will mature to form a cool route through the City.</p>		<p>Limited delivery of the Cool Streets and Green Spaces Strategy with the introduction of new soft landscaping and tree planting at selected sites within the project area.</p>		<p>Very limited delivery of the Cool Streets and Green Spaces Strategy with the introduction of new soft landscaping and tree planting at selected sites within the project area.</p>



<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
<b>19. IS implications</b>	N/A				
<b>20. Equality Impact Assessment</b>	Test of Relevance: Equality Assessment confirms a full EA is required. Interim EA to be carried out prior to Gateway 4 submission.				
<b>21. Data Protection Impact Assessment</b>	N/A				
<b>22. Recommendation</b>	<i>Recommended</i>	<i>Not recommended</i>	<i>Recommended</i>	<i>Recommended</i>	<i>Not recommended</i>

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# Project Coversheet

## [1] Ownership & Status

**UPI:** 11377

**Core Project Name:** St Paul's 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 and the City Transport 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 tube station 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. Improved air quality
4. Delivering outcomes in the Corporate Plan and City Transport Strategy.
5. Meeting the needs of the developer in the coordination and delivery of the Section 278 highway work

### Expected timeframe for the project delivery:

#### Key Milestones:

- September 2022 – Gateway 3
- April 2023 – Gateway 4
- September 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:* Feb 22: Approval of Issue Report to incorporate 81 Newgate Street s278 into project..

**'Options Appraisal and Design' G3 report TBC (as approved by OPP 26/9/22):**

- Total Estimated Cost (excluding risk): £10-22 million (depending on which option is selected)
- Resources to reach next Gateway (excluding risk): £1,235,942
- Spend to date: £601,608
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Sept 22-April 23

*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**

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			Open Risks																										
Unique project identifier: 11377			Total estimated cost (exc risk): £ 22,000,000			Total CRP used to date £ -			Average mitigated risk score			Closed Risks			15																							
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	3	(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	3	(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	3	(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	3	(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	3	(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	3	(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.															
R7	3	(4) Contractual/Partnership	London Buses do not allocate sufficient resource to the project to advise on re-routing and scenario testing.	Delay to programme	Possible	Serious	6	£0.00	N	B – Fairly Confident	Engage early with TfL regarding a bus representative to advise on optioneering.	£0.00	Unlikely	Serious	£0.00	4	£0.00		25/05/22	Leah Coburn	KT/GW/NW		Regular discussions have started with TfL Buses and they have provided very helpful input to date. The aim is to continue with this working relationship.															
R8	3	(3) Reputation	Committee Members think that the outline option proposals presented at gateway 3 are either too ambitious or not ambitious enough.	Delay to programme/reputational risks.	Possible	Minor	3	£0.00	N	B – Fairly Confident	Ensure that there is a range of options that are presented and assessed from a basic s106 agreemnt up to the maximum option.	£0.00	Unlikely	Minor	£0.00	2	£0.00		25/05/22	Leah Coburn	GW/NW		Would likely be a minor imact in terms of programme lengths.															
R9	3	(4) Contractual/Partnership	Key stakeholder (s) do not endorse design options at feasibility stage, with regards to access for servicing or building users.	Delay to programme	Possible	Serious	6	£0.00	N	B – Fairly Confident	Ensure that key stakeholders are aware of the project ambitions, and that they provide any access requirements during an early stage.	£0.00	Unlikely	Serious	£0.00	4	£0.00		25/05/22	Leah Coburn	KT/GW		Could impact on the ability to progress otherwise feasible options. Local Stakeholders work will be undertaken before G4.															
R10	3	(3) Reputation	There is a potential that the completed scheme could impact negatively on some of the protected characteristics under the equalities act.	Reputational impact	Rare	Serious	2	£0.00	N	B – Fairly Confident	Meetings to take place with representative groups will need to take place during the feasibility stage. Options will need to be assessed against the City of London Street Accessibility tool and an Equality Impact Assessment will be undertaken prior to G4.	£0.00	Rare	Serious	£0.00	2			15/06/22	Leah Coburn	GW/NW		Would impact on the ability to deliver the magnitude of change that members and the public are expecting to see if not managed well to design out identified issues.															

R11	3	(9) Environmental	Requirements to keep the ability for resilience/flexibility through the area in traffic terms, restricts the options that can be developed.	Impact to project scope.	Possible	Serious	6		£0.00	N	8 – Fairly Confident	Seek to ensure that an appropriate level of resilience is maintained within the scheme extents, working closely with the network management team.	£0.00	Unlikely	Serious	£0.00	4	£0.00		15/06/22	Leah Coburn	GW/NW		This could mean extension of the project boundary area and is likely to result in increased costs.
R12	3	(4) Contractual/Partnership	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned. Also, they may change their requirements for a project.	Unlikely	Serious	4		£0.00	N	8 – Fairly Confident	* Early engagement with TfL buses in the design phases so they can consult internally * Design the measures to help minimise impacts on the bus network	£0.00	Unlikely	Minor	£0.00	2	£0.00		29/06/22	Leah Coburn	GW/NW		Maintain regular progress meetings with TfL buses.
R13	3	(2) Financial	Inaccurate or Incomplete project estimates, including baxters/ inflationary issues leads to budget increases	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.	Unlikely	Serious	4		£0.00	N	8 – Fairly Confident	* Undertake regular cost reviews with the highways team. At appropriate gateway, identify costed risk fund requirements	£0.00	Rare	Minor	£0.00	1	£0.00		29/06/22	Leah Coburn	KT/GW		
R14	3	(8) Technology	Additional investigations or surveys may be required by internal/ external parties to further validate the design.	Delays could occur to the programme if validation of the design is delayed.	Possible	Serious	6		£0.00	N	8 – Fairly Confident	Liaise with internal/ external parties at an early stage to agree the scope of any additional investigations/ surveys.	£0.00	Rare	Minor	£0.00	1	£0.00		29/06/22	Leah Coburn	GW/NW		
R15	3	(3) Reputation	Relocation/rationalisation of coach parking.	Reputational/ delay to programme.	Possible	Minor	3		£0.00	N	8 – Fairly Confident	Identify alternative locations for coach parking. Monitor existing provision to determine current demand	£0.00	Rare	Minor	£0.00	1	£0.00		12/07/22	Leah Coburn	GW/NW		Several existing coach parking bays are currently suspended
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						
R40									£0.00				£0.00				£0.00	£0.00						
R41									£0.00				£0.00				£0.00	£0.00						
R42									£0.00				£0.00				£0.00	£0.00						
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R47									£0.00				£0.00				£0.00	£0.00						
R48									£0.00				£0.00				£0.00	£0.00						
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R60									£0.00				£0.00				£0.00	£0.00						
R61									£0.00				£0.00				£0.00	£0.00						
R62									£0.00				£0.00				£0.00	£0.00						
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R65									£0.00				£0.00				£0.00	£0.00						
R66									£0.00				£0.00				£0.00	£0.00						
R67									£0.00				£0.00				£0.00	£0.00						
R68									£0.00				£0.00				£0.00	£0.00						
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						

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Table 1: Expenditure to Date - St Paul's Gyratory - 16800278			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
PreEv Env Servs Staff Costs	15,000	3,903	11,097
PreEv P&T Fees	588,942	285,251	303,691
PreEv P&T Staff Costs	622,516	302,970	319,546
Traffic Modelling	9,484	9,484	0
<b>TOTAL</b>	<b>1,235,942</b>	<b>601,608</b>	<b>634,334</b>

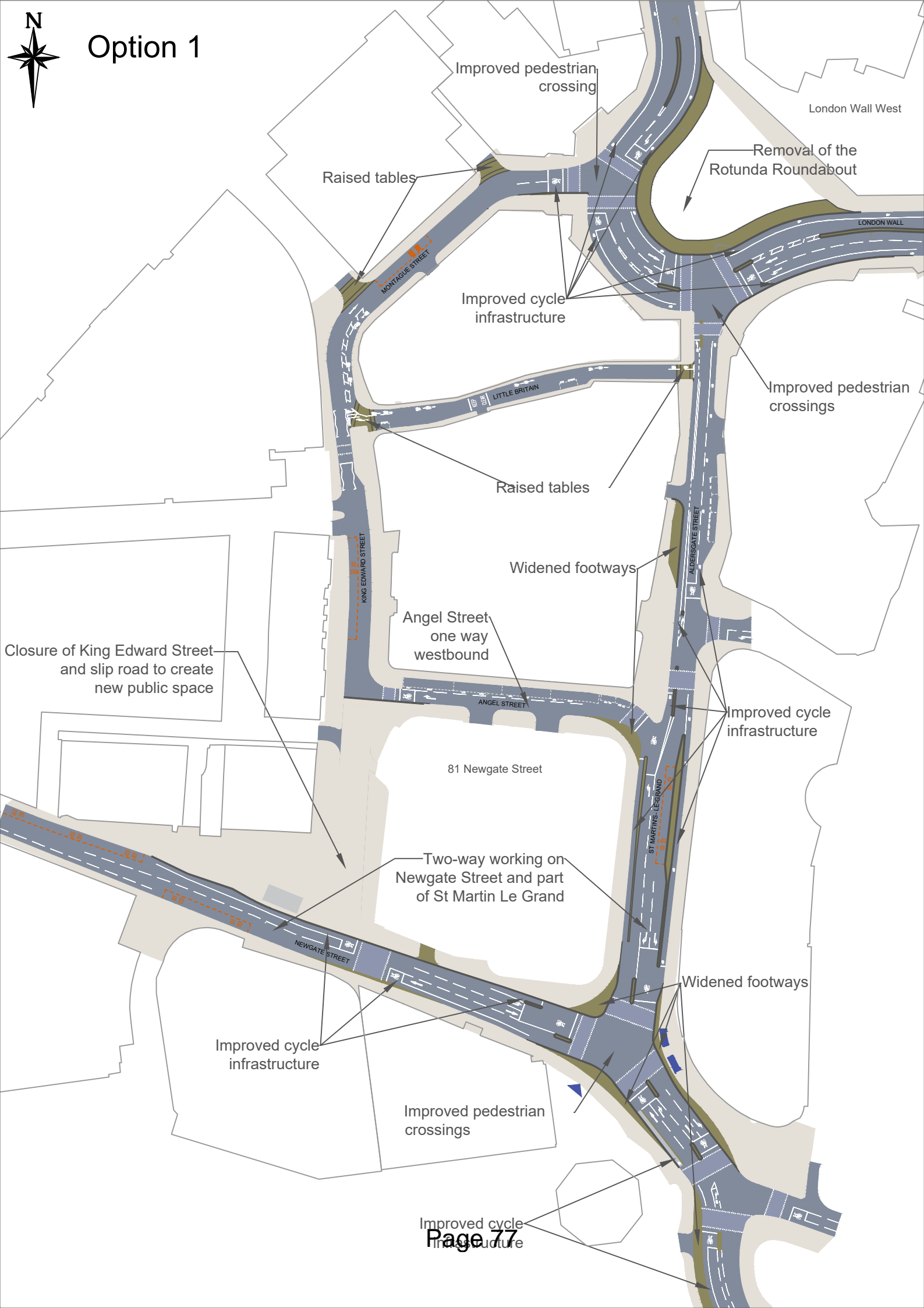
Table 2: Budget Adjustment Required - St Paul's Gyratory - 16800278			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
PreEv Env Servs Staff Costs	15,000	20,000	35,000
PreEv P&T Fees	588,942	-	588,942
PreEv P&T Staff Costs	622,516	(20,000)	602,516
Traffic Modelling	9,484	-	9,484
<b>TOTAL</b>	<b>1,235,942</b>	<b>-</b>	<b>1,235,942</b>

Table 3: Funding Strategy	
Funding Sources	Amount (£)
TfL - LIP FY 2014/15	65,442
TfL - LIP FY 2017/18	50,000
S106 - 04/00958/FULL - Austral House - LCEIW	341,000
S106 - 10/00832/FULEIA - London Wall Place - Transportation	224,000
City Fund - Capital Bid 2022/23	555,500
<b>TOTAL</b>	<b>1,235,942</b>

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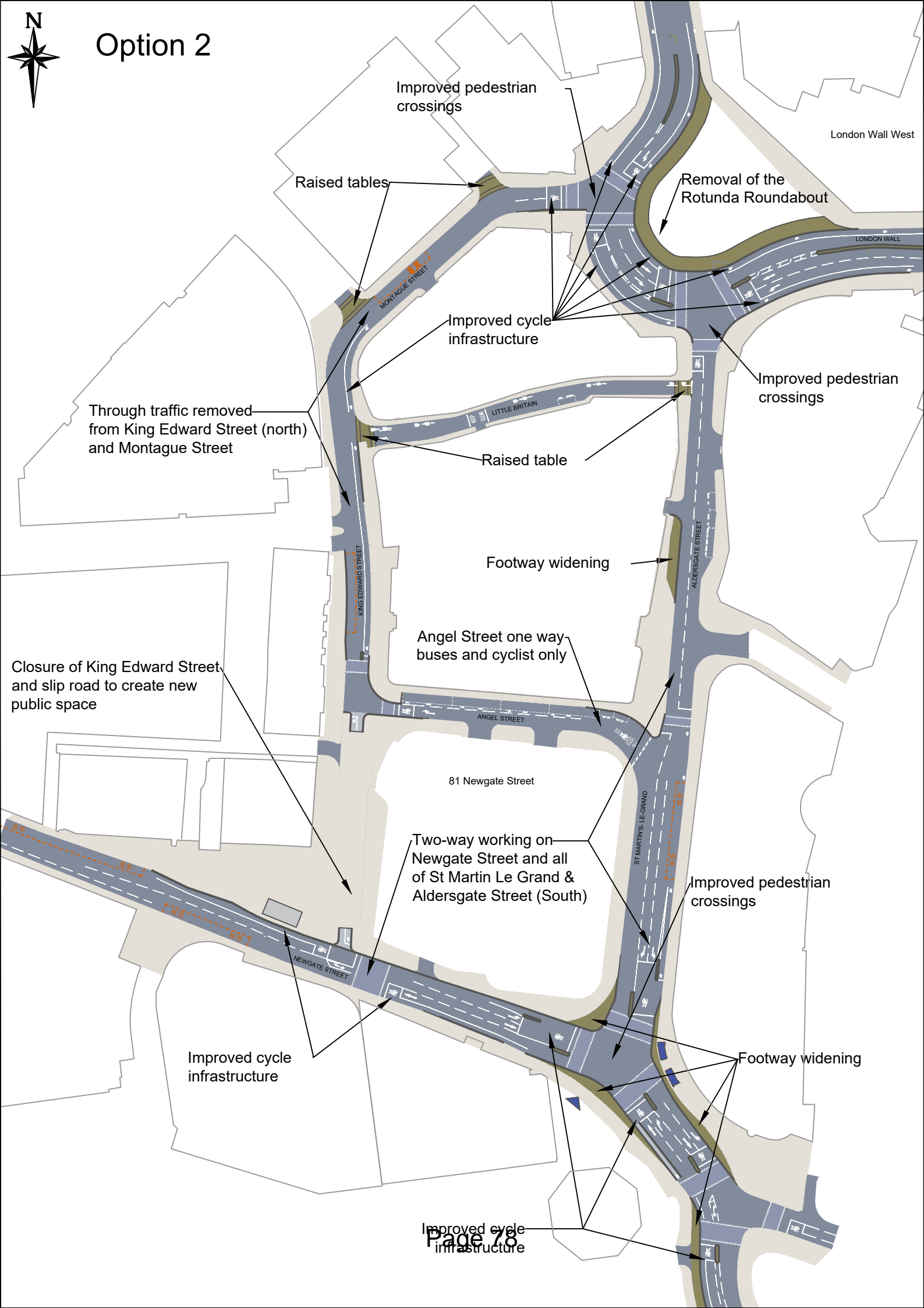


# Option 1



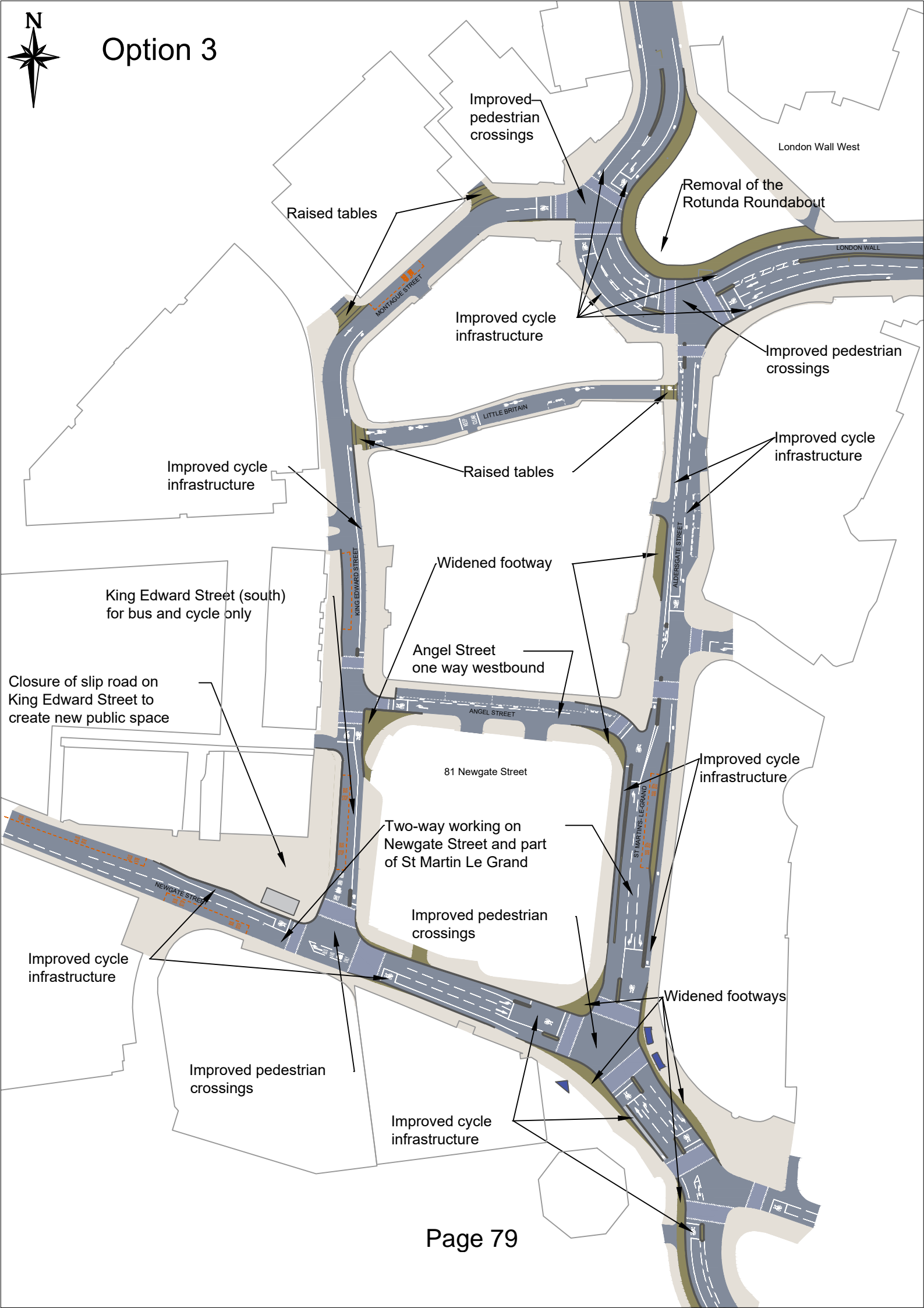


# Option 2



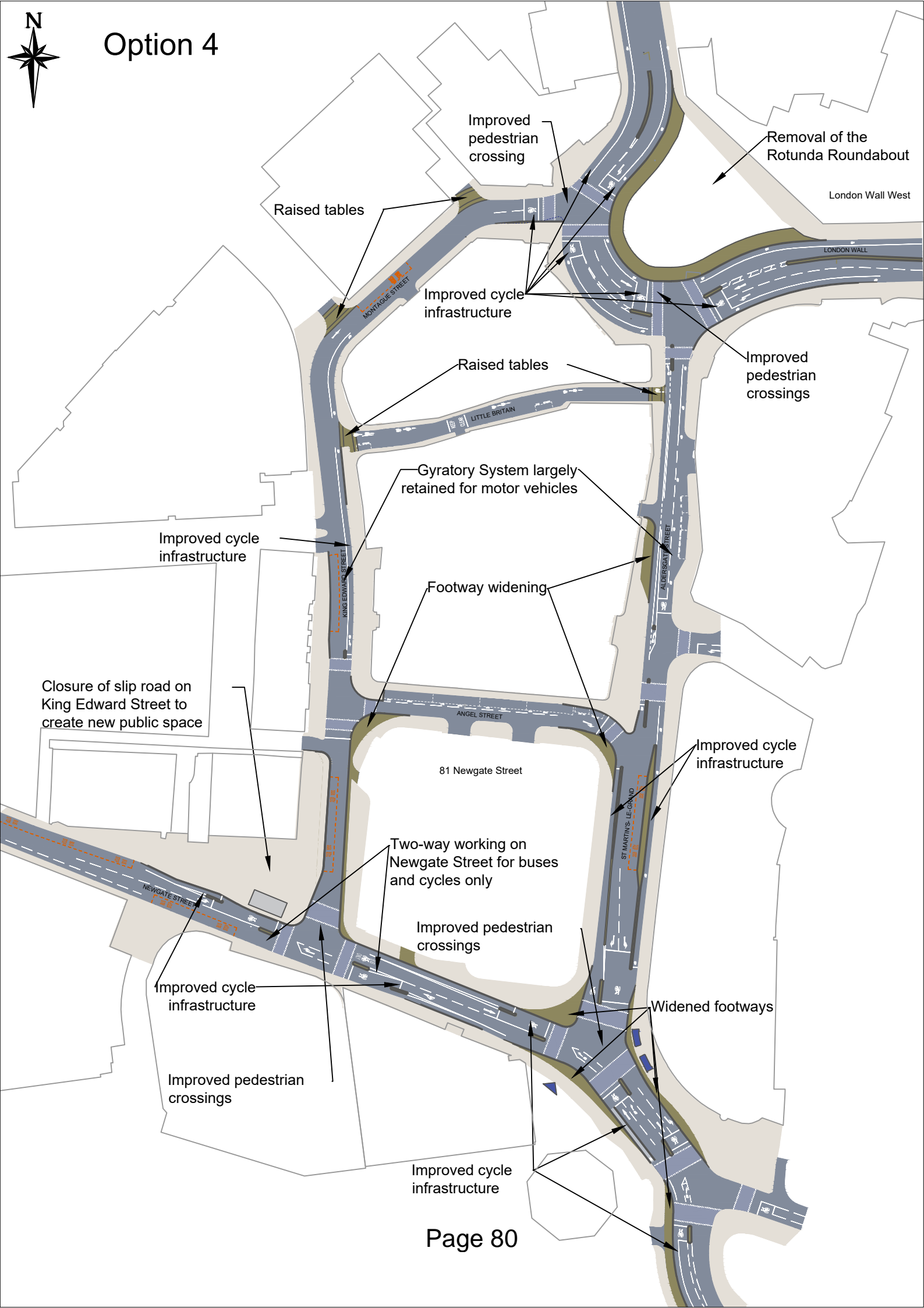


# Option 3





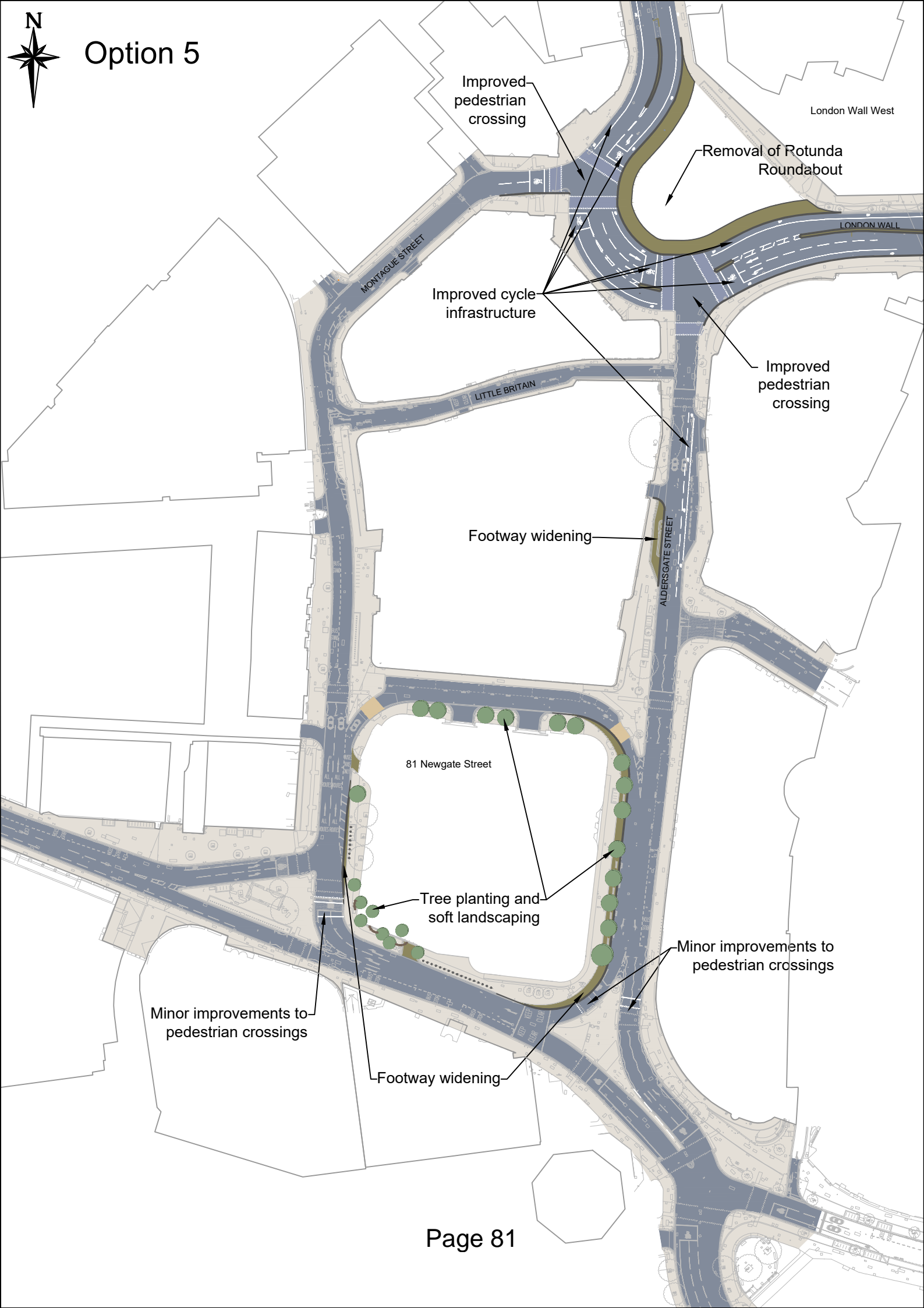
# Option 4







# Option 5



Improved pedestrian crossing

Removal of Rotunda Roundabout

Improved cycle infrastructure

Improved pedestrian crossing

Footway widening

81 Newgate Street

Tree planting and soft landscaping

Minor improvements to pedestrian crossings

Minor improvements to pedestrian crossings

Footway widening

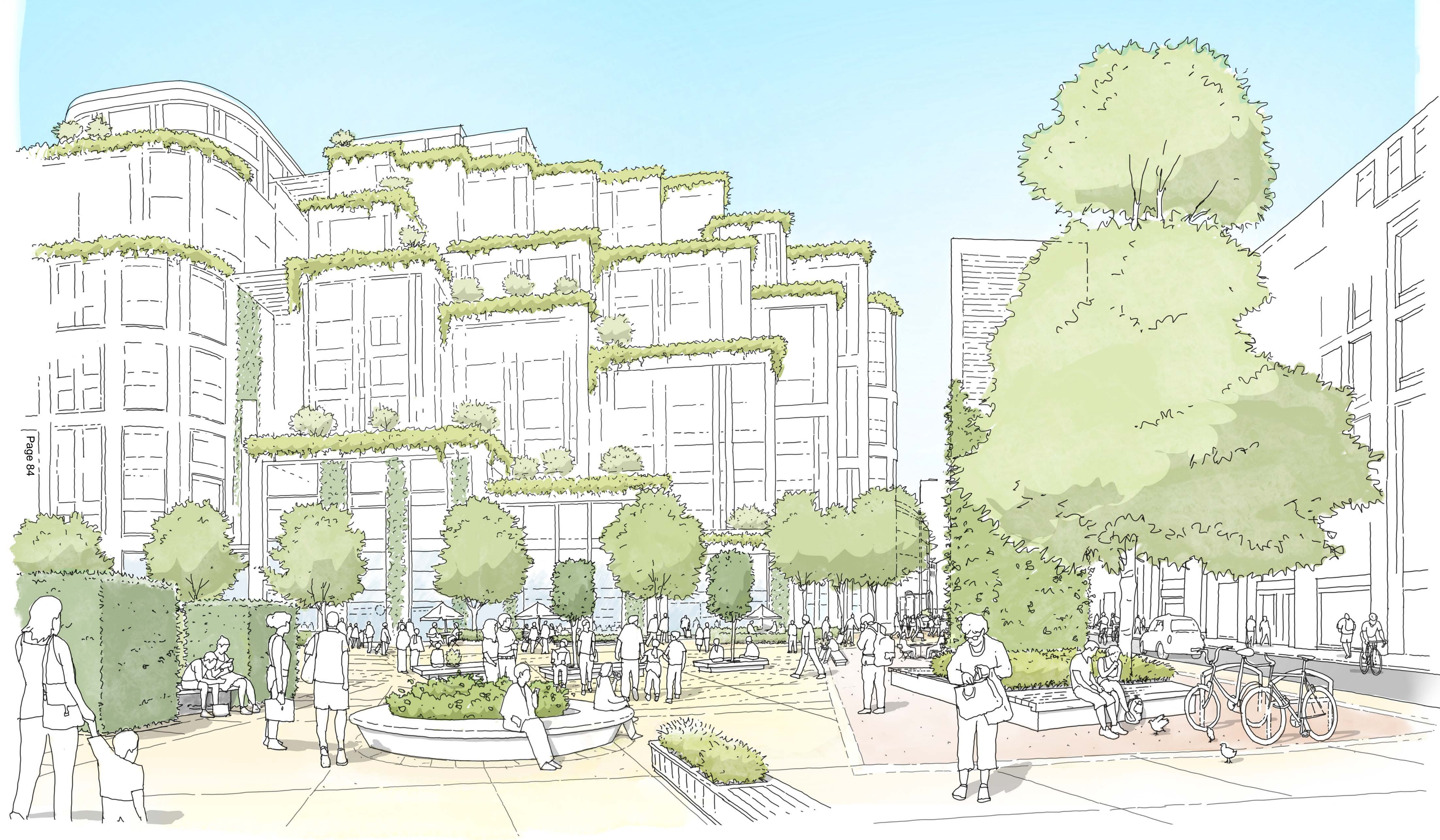
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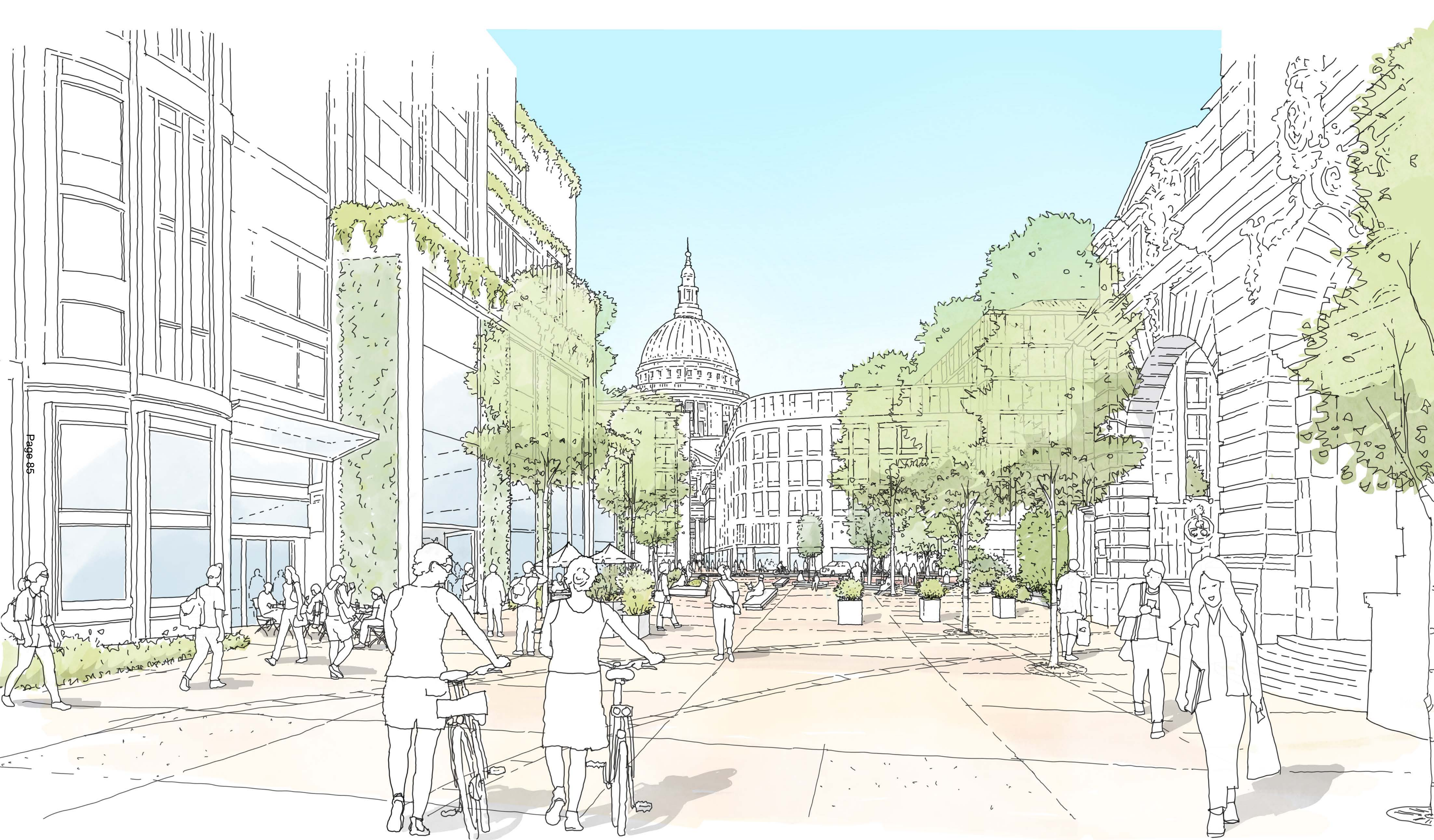
Aerial view showing the potential new public space on King Edward Street and link to St Paul's Cathedral





Looking east towards the new public space on King Edward Street





Looking south on King Edward Street towards St. Paul's Cathedral



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# TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on City of London Intranet at: [Equality and Inclusion](#)

## Introduction

**The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149).**

**This requires public authorities, in the exercise of their functions, to have**

**Statutory 'due regard' to the need to:**

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not.

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation

**It is also Corporation policy to give voluntary (non-statutory) 'due regard' to the impact upon Social Mobility**

## What is due regard?

- Statutorily, it involves considering the aims of the duty in a way that is proportionate to the issue at hand.
- Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision.
- Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.

The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.

Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.

It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.

The Corporation has also adopted a voluntary (non-statutory) due regard of the impact upon social mobility issues. This should be considered generally and, more specifically, against the aims/objectives in the Social Mobility Strategy, 2018-28.

## How to demonstrate compliance

Case law has established the following principles apply to the PSED:

- **Knowledge** – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.
- **Sufficient Information** – must be made available to the decision maker.
- **Timeliness** – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.
- **Real consideration** – consideration must form an integral part of the decision making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- **Sufficient Information** - The decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty
- **No delegation** - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

**However, there is no requirement to:**

- Produce equality analysis or an equality impact assessment
- Indiscriminately collect diversity data where equalities issues are not significant
- Publish lengthy documents to show compliance
- Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met
- Make services homogeneous or to try to remove or ignore differences between people.

**The key points about demonstrating compliance with the duty are to:**

- Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups
- Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications
- Keep adequate records of the full decision making process



## Test of Relevance screening

The Test of relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

**Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis must be completed.**

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

## What to do

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20  
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100  
In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include references to it in the Background Papers when reporting to the Committee or other decision making process.

**1. Proposal / Project Title: York Way Estate- Cold Water Distribution System (CWDS)Replacement**  
St Paul's Transformation Project

**2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):**

The St Paul's Transformation project seeks change to the streets and public realm on the gyratory system between the Museum of London Rotunda and St. Paul's Underground station. The project is currently at Feasibility stage. This document assesses the broad aims and objectives of the project as the work is focussed on the highway changes around a new development at 81 Newgate Street (former BT site) and potential new development at London Wall West (Bastion House). Regardless of which highway and public realm interventions are taken forward, there is likely to be an impact on the protected characteristic groups which can be refined as decisions are taken and designs emerge. The information in this document will be used to focus design measures to reducing the negative impacts identified and to focus discussions with groups of people representing those protected characteristics that may be negatively impacted.

The general direction in feasibility work undertaken thus far has centred around reviewing vehicle (including bus) movements, through the junction, increasing space and potential permeability for pedestrians and cyclists and maintaining access for local businesses. Work has also taken into account the operational constraints at local junctions.

The aims of the project are as follows:

- Improve environment for pedestrians and cyclists
- Improve the perceptions of place
- Make a safer environment for all
- Improve air quality
- Meeting the needs of residents and businesses

**3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:**

Protected Characteristic (Equality Group)	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The elderly are more likely to suffer from slight mobility impairments related to their age which do not fall within the disabled protected characteristic. These impairments are

				<p>likely to include slower movement and slower reactions as well and in some cases the use of mobility aids such as sticks.</p> <p>The scheme is likely to improve conditions for all pedestrians using the street by reducing interaction over and above the current situation. This is likely to provide more, safe space for pedestrians and increase comfort when moving through or stopping at the junction. This benefit will disproportionately benefit the aged when using the streets as pedestrians.</p> <p>The scheme may negatively impact the aged who feel the only way they can safely and comfortably travel is by motor vehicle or bus. The scheme is likely to restrict transport by motor vehicles and, to a lesser extent, buses and require people to walk more or adjust their bus or car journey to a different route than they currently take.</p>
Disability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Those who identify as having a disability are more likely to find difficulty in using City streets and may feel excluded at different points. There are a large range of ways in which this could happen, with examples including poor tactile facilities for people with visual impairments or a lack of dropped kerbs for people with mobility impairments.</p> <p>The scheme will improve conditions by providing greater comfort through increasing available space for pedestrians when streets are busiest.</p> <p>The scheme may negatively impact the disabled who feel the only way they can safely and comfortably travel is by motor vehicle or bus. The scheme is likely to restrict transport by motor vehicles and buses and require people to walk more or adjust their bus or car journey to a different route than they currently take.</p>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Those who are pregnant or with children are likely to have similar difficulties experienced by the aged. This will include slower movement, impaired movement and/or the requirement for additional safe and comfortable street space.</p> <p>The scheme will improve conditions for this movement by providing more, comfortable space for movement during the busiest times of day. The scheme may negatively impact this group by reducing bus permeability.</p> <p>The scheme may negatively impact those who are pregnant or with children who feel the only way they can safely and comfortably travel is by motor vehicle or bus. The scheme is likely to restrict transport by motor vehicles and buses and require people to walk more or adjust their bus or car journey to a different route than they currently take.</p>

Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>Click or tap here to enter text.</i>
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>Click or tap here to enter text.</i>
Sex (i.e. gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>Click or tap here to enter text.</i>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>Click or tap here to enter text.</i>

**4. Are there any potential social mobility or wider issues?** Please check appropriate box

**Yes**

**No**



**Briefly explain your answer:**

Potential social mobility issues have been captured in section 3.

**5. There are no negative / adverse impact(s)** Please briefly explain and provide evidence to support this decision:

The scheme does not have any impact on those who have undertaken gender reassignment, marriage and civil partnership, race, religion, sex or sexual orientation. This is because the changes to how the area will operate does not interact with any of the criteria that constitute association with any of these groups.

**6. Are there positive impacts of the proposal on any equality groups or Social Mobility?** Please briefly explain how these are in line with the equality aims or social mobility strategy:

Positive impacts have been captured in section 3.

**7. As a result of this screening, is a full EA necessary?**

Please check appropriate box

**Yes**

**No**



**Briefly explain your answer:**

The scale of the changes to existing vehicle and bus routes and permeability through the area of study are likely to result in negative impacts to the protected characteristics set out in this document.

**8. Name of Lead Officer:** George Wright

**Job title:** Project Manager

**Date of completion:** 06/07/2022

**Signed off by Department Director:**

**Name:** Ian Hughes

**Date:** 12/7/22





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<b>Committee(s):</b>	<b>Dated:</b>
Streets & Walkways Sub-Committee – For decision	06/09/2022
Bridge House Estates Board – For information	13/09/2022
<b>Subject:</b> TfL's London Bridge Experimental Traffic Restriction	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Executive Director, Environment	<b>For Decision</b>
<b>Report author:</b> Sam Lee	

## Summary

On 28<sup>th</sup> March 2022, Transport for London (TfL) introduced a scheme to restrict traffic (except buses, taxis, motorcycles and pedal cycles) from using Borough High Street and London Bridge as a through route between 7am – 7pm Monday to Friday. The restriction was introduced using an Experimental Traffic Order (ETO) and effectively continued the temporary restrictions that were introduced in September 2020 as part of their Covid-19 transport measures. The ETO can remain in place for up to 18 months, by which time, TfL will have decided whether the provisions of the Order(s) should be continued to be in force indefinitely. Statutory public consultation is undertaken in the first 6 months and any objections must be made within this period.

The removal of through traffic is supported in principle as this provides significant benefits for people walking, cycling and using bus transport. It aligns with our Transport Strategy, Climate Action Strategy and supports growth and development in the area.

However, due to some outstanding issues and implications, the City Corporation has opposed the Bishopsgate ETO from continuing indefinitely. Since the London Bridge and Bishopsgate ETO schemes are inter-connected, limited monitoring data being provided and the need to accelerate the development of measures to further protect Tower Bridge, it is recommended that the City Corporation's response to this statutory consultation should also be one of 'in principle' support for removing through traffic but objecting to the experimental scheme from continuing indefinitely. Officers will continue working with TfL over the coming months to resolve both the Bishopsgate and London Bridge objections.

### **Recommendation(s)**

The Streets & Walkways Sub-Committee is asked to:

- Agree the City Corporation's response to the London Bridge ETO as set out in paragraphs 21 – 22 and agree that officers will continue working with TfL to resolve the objection.
- Delegate the final wording of the response to TfL to the Director of City Operations in consultation with the Chairman and Deputy Chairman of this sub-committee.

The Bridge House Estates Board is asked to:

- Note the contents of the report as relevant to its Terms of Reference.



## **Main Report**

### **Background**

1. In February 2022, Members were updated on TfL's proposal to introduce a Streetspace scheme to restrict traffic from using London Bridge, King William Street and Borough High Street using an Experimental Traffic Order (ETO). The traffic restriction prohibits vehicles (except buses, taxis, motorcycles and pedal cycles) using these streets between 7am to 7pm Monday to Friday. Members were advised that a further report would be brought back to this Committee to consider if the City Corporation should object to and/or make other representations in respect of the ETO being continued indefinitely.
2. In July 2022, a report on a similar TfL experiment along the Bishopsgate corridor was also considered by Members. This report included additional information on the London Bridge experiment. Members were advised that any decision relating to the Bishopsgate experiment would need to apply to the London Bridge experiment as both schemes were inter-connected, but that a further report (on the London Bridge ETO) would be brought back to this committee for further consideration and resolution.

### **Current Position**

3. TfL's London Bridge ETO was made operational on 28<sup>th</sup> March 2022. This effectively continued the temporary restrictions that were implemented in September 2020 as part of TfL's Covid-19 transport measures.
4. The measures introduced various restrictions to prevent traffic (except buses, taxi, motorcycles and pedal cycles) from using London Bridge, King William Street and Borough High Street during the restricted times. It also includes the same restriction on the northbound access onto Fish Street Hill from Upper Thames Street. TfL's statement of reasons which includes a detailed list of the measures and an overview of the proposals implemented can be found in Appendix 1 and 2.
5. An ETO must be in operation for at least 6 months before it can be made to continue indefinitely and must not exceed 18 months. Statutory public consultation is undertaken in the first 6 months and any objections must be made within this period.
6. As with the Bishopsgate ETO scheme, it is recognised that in principle, limiting the use of this corridor by cross-London traffic aligns with our Transport Strategy and street hierarchy; and that this is likely to be necessary to improve conditions for people walking, cycling and travelling by bus and enhance the street environment. These improvements also align with our Climate Action Strategy by supporting sustainable transport.

## The key issues

### Traffic impacts and links with the Bishopsgate ETO scheme

7. The London Bridge ETO removes large volumes of traffic from using this network. In doing so it helps to make the experience of walking and cycling much more pleasant and the route is expected to be much safer. Monitoring data (Appendix 3 and 4) supplied by TfL has shown that bus journey times have reduced by over 2 minutes per kilometre and pedal cycle flows have increased by 1500 compared to last year. Since taxi and motorcycle access have been maintained, journeys made by these modes are anticipated to have improved.
8. The ETO impacts users of non-exempt vehicles accessing or leaving the City with longer journey times and distances as they need to use alternative routes. However, other traffic impacts such as traffic reassignment is constrained. This is because there are limited routes for traffic entering the City from the south (limited to the three nearby bridges) and from the north, it is largely restricted by the Bishopsgate ETO scheme. Monitoring data on key routes likely to be affected by the scheme has shown journey times to be broadly consistent with baseline data i.e., similar to pre-pandemic levels. As expected, due to the restrictions on the London Bridge corridor itself, general traffic journey times have improved.
9. London Bridge and Bishopsgate form a key north-south traffic corridor, linking Southwark to the south and Hackney to the north. The London Bridge and Bishopsgate ETO schemes, bordered at the Monument junction, are therefore inter-connected with each other as without one or the other, large traffic volumes are anticipated to divert onto the City's street network, particularly on Cannon Street and Eastcheap, but also across the wider City area.
10. This traffic reassignment is likely to lead to more frequent and severe congestion, longer journey times and distances, increase road safety risks and pollution, poorer conditions for people walking and cycling, and potentially reduce the opportunities for future improvements. If, however, neither scheme proceed, the network would return to pre-pandemic arrangements and any benefits delivered from the ETO would be lost.
11. In July 2022, Members resolved that the City Corporation would oppose the Bishopsgate ETO from continuing indefinitely while support the principle of restricting through traffic. It was agreed that officers would continue working with TfL to address the City's outstanding issues, with the hope that the objection could be withdrawn. These outstanding issues include the need to take account of the ongoing monitoring, responses to the statutory and non-statutory consultations, whether the existing measures are the most appropriate and whether changes can be incorporated to mitigate the impacts on our network. The formal statutory consultation period for the Bishopsgate ETO scheme has now passed.

## Tower Bridge weight restriction

12. Members will be aware that Tower Bridge has an 18-tonne weight limit restriction. There is concern that the London Bridge and Bishopsgate ETO schemes have lead to more over-weight vehicles diverting to Tower Bridge. Increases in general traffic volumes also have a cumulative impact on the bridge structure. As reported previously, TfL has not been able to obtain any base data (before these restrictions, either through the temporary or experimental orders were first implemented) to determine if there has been any traffic displacement. Data previously provided by TfL (also in Appendix 3) showed approximately three to five over-weight vehicles cross the bridge each day.
13. It is worth reiterating that it is possible that some drivers, while trying to avoid London Bridge or Bishopsgate end up going over Tower Bridge, either because they were unaware of the weight limit, or that they felt this was their best option especially given the reduced crossings to the east. In any case, displacement from London Bridge or Bishopsgate will only form part of the three to five over-weight vehicles per day crossing Tower Bridge. Tower Bridge is on the Inner Ring Road, it is therefore logical to assume that most of the over-weight vehicles crossing the bridge is from existing routes rather than from London Bridge or Bishopsgate and due to the very low numbers, TfL is of the opinion that the HGV's previously used London Bridge have displaced elsewhere.
14. TfL recognise that protecting the bridge is critically important and has undertaken to investigate and implement additional measures to reduce these vehicles. These include investigating additional measures such as signage, stiffer penalties, engaging with freight operators and continued monitoring. Unfortunately, we have seen no evidence or had any discussions on these measures.
15. The existing weight restriction at Tower Bridge is an environmental restriction which exempts busses and is enforced by the Highway Authority. Unfortunately, TfL have not undertaken this for a number of years contrary to the agreement the City had to facilitate the introduction of Congestion Charging. We have convinced LB Southwark to undertake this enforcement on behalf of TfL to afford some protection for the Bridge. If these proposals continue and TfL do not introduce additional measures to afford Tower Bridge some protection from HGV's then the next step will be for the BHE Board to require the weight restriction to be changed to a regulatory restriction used for weak Bridges. This will not allow the exemption for busses and prohibit many of the existing tourist busses crossing the bridge but is also enforceable by the Police as a traffic offence. This increased enforcement, especially where points are applied to drivers' licences should help reduce the effects.
16. If there continue to be offences and damage or increased wear occurs to Tower Bridge then the BHE Board can introduce a lesser wight limit that will prevent all large vehicles and install physical barriers on the approaches, similar to TfL's current restrictions and installations at Rotherhithe Tunnel.

## Consultation responses

17. As part of the experimental scheme, TfL carried out some initial engagement including briefing ward members. They also launched a “discussion” page on their engagement website to seek feedback. However, on 27<sup>th</sup> July, TfL launched a full public consultation exercise for the changes implemented under this ETO scheme. This consultation exercise closes on 27<sup>th</sup> January 2023 and is separate to the statutory public consultation provision provided under the ETO legislation. The information and access to the consultation can be found here <https://haveyoursay.tfl.gov.uk/london-bridge-borough>
18. To date, the City has not been provided any feedback on the initial engagement nor the statutory consultation responses, but officers have had discussions with TfL, alongside discussion on the Bishopsgate ETO.

## **Options**

19. Since the London Bridge and Bishopsgate ETO schemes are interlinked and the City has opposed the Bishopsgate ETO from continuing indefinitely, there is only one viable option. This is to also to oppose the London Bridge ETO scheme from continuing indefinitely, while supporting the principle of removing through traffic from the London Bridge and Bishopsgate corridor.
20. This would link decisions relating to the two separate schemes to be considered together and allow more time to review any additional data.

## **Proposals**

21. It is recommended that the City Corporations response to the statutory consultation should be one of ‘in principle’ support for removing through traffic but objecting to the experimental scheme from continuing indefinitely because of the interconnected and outstanding issues relating to the Bishopsgate ETO as well as insufficient monitoring data. TfL is also required to accelerate the development of measures to afford protection to Tower Bridge and consult with both the City and BHE to facilitate these as soon as possible.
22. If Members agree, officers will prepare a response to the statutory consultation.

## **Corporate & Strategic Implications**

23. 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 bus transport. It also reduces transport related carbon emissions, improves air quality and reduces road danger. Traffic reduction supports the 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.

24. Financial implications – None envisaged at this stage unless there are changes to the Tower Bridge Weight enforcement.
25. Resource implications – None.
26. Legal implications – TfL has made an experimental traffic order under section 9 and 10(2) of the Road Traffic Regulation Act 1984. In due course TfL will be considering whether or not, the provisions of the Orders should be continued in force indefinitely. Within the period of six months from the coming into force of the Orders, or if the Orders are subsequently varied by another Orders or modified, from the coming into force of that variation or modification (whichever is the latest), any person may object to the making of an Order to continue indefinitely those provisions.
27. Risk implications – Reducing motor traffic in the Square Mile helps mitigate Corporate Risks CR21 – Air Quality and CR30 – Climate Action and Departmental Risk ENV-CR-TR 001 – Road Safety.
28. Equalities implications –An Equalities Impact Assessment has been completed by TfL. This is provided in Appendix 5.
29. Climate implications – Reducing motor traffic supports the delivery of the Climate Action Strategy by reducing carbon emissions and reallocating space for people walking and cycling.
30. Security implications – None

## **Conclusion**

31. Limiting the use of the London Bridge corridor by cross-London traffic provides significant benefits for people walking, cycling and using buses. It aligns with our Transport Strategy, Climate Action Strategy, supports growth and development in the area and therefore is supported in principle.
32. However, the London Bridge scheme is interconnected with the Bishopsgate ETO scheme as without one or the other, significant traffic is anticipated to use the City's street network.

## **Appendices**

- Appendix 1: TfL's Statement of reasons and detailed list of measures implemented.
- Appendix 2: Overview plan of measures implemented on London Bridge and Fish Street Hill
- Appendix 3: Monitoring data (1)
- Appendix 4: Monitoring data (2)
- Appendix 5: TfL's EQIA

## **Background Papers**

- Report of the Executive Director, Environment on TfL's London Bridge Experimental Scheme to the S&W Sub-Committee, February 2022
- Report of the Executive Director, Environment on TfL's Bishopsgate Experimental Closure to the S&W Sub-Committee, July 2022.

### **Sam Lee**

Policy & Projects, Environment

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## Transport for London

GLA/2022/0206,0207,0209

**THE A3 GLA ROADS (LONDON BRIDGE, KING WILLIAM STREET AND BOROUGH HIGH STREET, CITY OF LONDON AND LONDON BOROUGH OF SOUTHWARK) BANNED TURN EXPERIMENTAL TRAFFIC ORDER 2022**

**THE GLA ROADS (CITY OF LONDON) (BUS PRIORITY) CONSOLIDATION ORDER 2009 A3 GLA ROADS (LONDON BRIDGE AND KING WILLIAM STREET) EXPERIMENTAL VARIATION ORDER 2022**

**THE GLA ROADS (CITY OF LONDON AND SOUTHWARK) RED ROUTE CONSOLIDATION TRAFFIC ORDER 2009 THE A4 GLA ROADS (LONDON BRIDGE, KING WILLIAM STREET AND BOROUGH HIGH STREET) EXPERIMENTAL VARIATION ORDER 2022**

### STATEMENT OF REASONS

1. Transport for London proposes to make the above-named Orders.
2. The Orders in London Borough of Southwark and City of London will:
  - (1) prohibit any vehicle except buses, taxis and pedal cycles to turn left from A3 Borough High Street onto A200 Duke Street Hill;
  - (2) prohibit any vehicle travelling northbound on Borough High Street from turning right into Duke Street Hill;
  - (3) prohibit any vehicle to enter St Thomas Street at its junction with Borough High Street;
  - (4) remove the loading and unloading bay outside Nos. 31 - 41 Borough High Street replacing it with double red lines (no stopping at any time);
  - (5) remove the loading and unloading bay outside No. 6 Southwark Street replacing it with double red lines (no stopping at any time);

- (6) remove the loading and unloading bay outside No. 8 St Thomas Street replacing it with double red lines (no stopping at any time);
  - (7) remove the pay and display borough bays outside Nos. 8 - 26 St Thomas Street replacing it with double red lines (no stopping at any time);
  - (8) remove the licensed taxi only bay outside Guy's Hospital on St Thomas Street replacing it with double red lines (no stopping at any time);
  - (9) shorten the existing loading and unloading bay outside Nos. 63 - 73 Borough High Street by 2 meters replacing it with double red lines (no stopping at any time);
  - (10) introduce double red lines (no stopping at any time) on the eastern side of the A3 London Bridge from a point 31 metres south of a point opposite the extended northern building line of Nos. 109 to 110 Fishmongers' Hall, Lower Thames Street for a distance of 44 metres in a southerly direction;
  - (11) introduce bus gates on King William Street and Borough High Street restricting vehicular access to London Bridge in either direction between 7am and 7pm each Monday to Friday for all vehicles except local buses, pedal cycles, solo motor cycles and taxis;
  - (12) introduce a bus gate on Fish Street Hill restricting northbound access to fish Street Hill from Lower Thames Street between 7am and 7pm each Monday to Friday for all vehicles except local buses, pedal cycles, solo motor cycles and taxis;
  - (13) Introduce an at any time with flow bus lane on the northbound carriageway of London Bridge and King William Street between a point 4 metres north of the extended southern building line on No.2 London Bridge and a point opposite a point 42 metres south of the extended northern building line of Adelaide House, London Bridge restricted to local buses, pedal cycles and taxis only;
  - (14) Introduce an at any time with flow bus lane on the southbound carriageway of King William Street London Bridge and Borough high Street between a point 4 metres north of the extended southern building line of Regis House, King William Street and a point opposite a point 4 metres north of the extended common boundary of Nos.4 and 6 Borough High Street restricted to buses, pedal cycles and taxis only.
3. The reason for introducing the Order is to address key objectives, set out below:
- (1) To provide a safe and attractive environment for cycling
  - (2) To provide a better, more comfortable pedestrian environment
  - (3) To support the LSP scheme on Bishopsgate
  - (4) To ensure bus journey times improve on the corridor to make bus passengers journeys faster and more attractive.
  - (5) To manage the remaining transport challenges after the lifting of COVID restrictions and beyond, for central London

The objective of this order is to take forward the Mayor's Transport Strategy,



notably the objectives around Healthy Streets and Vision Zero. An ETRO will allow us to understand if these objectives can be delivered whilst monitoring the change in movement patterns following the pandemic and allowing for adjustment in what may remain a changing situation. The delivery of Healthy Streets objectives, which encourage the uptake of sustainable travel modes, is also in line with the local City of London Transport Strategy, London Borough of Southwark Movement Strategy and central Government plans to decarbonise the transport system.

There are additional reasons for making this order. It is anticipated that the scheme will help enable the economic recovery of the area, and in particular aid movement along and across the corridor between key trip attractors within the area. These include the transport termini of London Bridge and Cannon Street (close to the corridor at the northern end of the bridge) and the City. The scheme could also help to address the previously identified safety concerns at the junctions along the corridor from Borough High Street to the City, although the experimental order period may show that further or different changes are required at these locations.

The situation in relation to the pandemic continues to develop and has changed from when the original temporary traffic order was made. Traffic levels are lower in central London, although pan-London monitoring shows that the return of motor traffic is much faster than a return to public transport. It is likely that the demand for movement will shift in a post-pandemic situation, but the location of the London Bridge/Borough High Street corridor, the proximity to London Bridge Station and the continued growth of the business and employment centre in the area, all suggest that overall numbers coming to, from and through the corridor will remain very high. As part of the experiment, we will closely monitor the benefits and impacts of the changes on all road users, including those with protected characteristics to ensure that the changes achieve the desired outcome, the details of which are set out in a monitoring plan. Given the as yet unknown pattern of travel demand post pandemic, TfL believes that it is important to monitor and collect live transport and survey data to provide a credible basis in coming to decision about whether the scheme should be made permanent at the end of the experiment

4. In due course Transport for London will be considering whether or not the provisions of the Order should be continued in force indefinitely.

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## Changes on London Bridge

## Appendix 2 - Plan



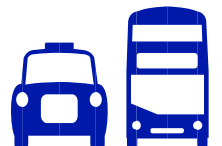
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# London Bridge Streetspace Scheme



## Background

- The London Bridge LSP scheme only allows buses, taxis, motorcyclists and cyclists to use the bridge Monday to Friday 7am to 7pm.
- Tower Bridge has an existing 18 tonne weight limit and is a World Heritage Site.
- The City of London (CoL) operates an existing 7.5t weight limit in the central area including Monument junction
- CoL requested TfL monitor any changes in flow of 18t+ vehicles using Tower Bridge due to the new restrictions on nearby London Bridge



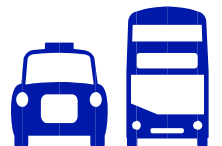


## Availability of baseline datasets for Tower Bridge

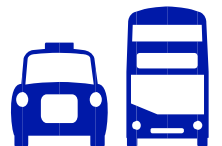
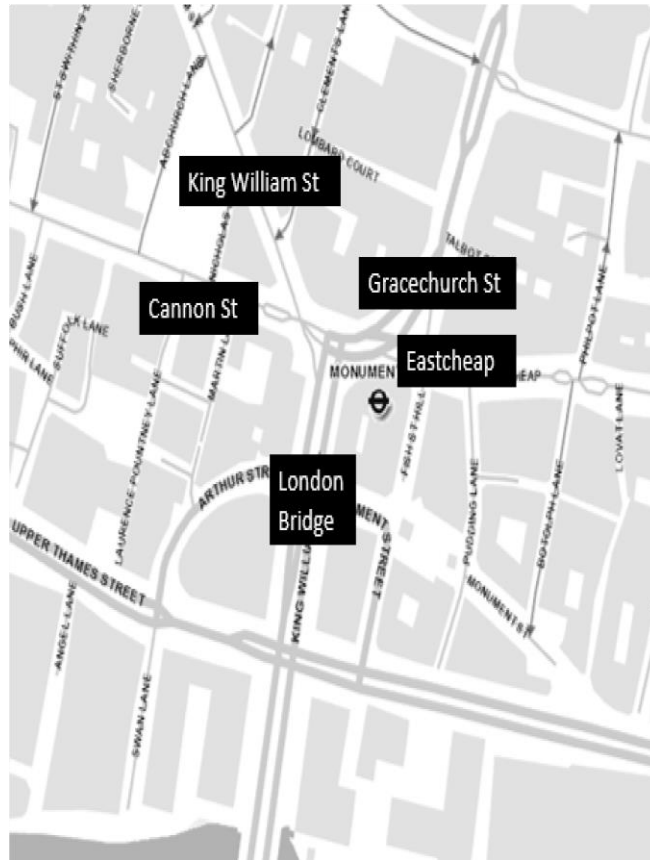
The closure of London Bridge for works (Mar – Sep 2020) and subsequent LSP scheme (Oct 2020 – present) in response to the COVID pandemic meant collection of before data was not possible.

Despite TfL exploring numerous datasets it has proved difficult to establish a reliable baseline flow of vehicles in excess of 18t using Tower Bridge prior to March 2020. PCN issued data began in April 2019 northbound and August 2019 southbound. However camera failures and changes to camera positioning also makes it difficult to establish a reliable baseline. LB Southwark operate the cameras and all enforcement is carried out by the borough.

In addition, changing traffic patterns on the road network in response to lockdowns, as well as covid-related fluctuations in construction and economic activity, have also contributed to data ambiguity.



## Existing HGV flows for London Bridge





## London Bridge HGVs 2014 (taken for original Monument Safer Junction scheme)

Movement	Peak Periods
Gracechurch St to London Bridge	6
Eastcheap to London Bridge	0
London Bridge to Gracechurch St	12
London Bridge to King William St	5
London Bridge to Cannon St	4
Cannon St to London Bridge	4
King William St to London Bridge	4
<b>Total</b>	<b>35</b>

AM Peak: 7.30 – 9.30 (2 hours)

PM Peak: 16.30 – 19.00 (2.5 hours)



## London Bridge HGVs March 2020 (taken as a spot count)

Movement	Peak Periods
Eastcheap to London Bridge	24
London Bridge to Eastcheap	29
London Bridge to Cannon St	6
London Bridge to King William St	0
Cannon St to London Bridge	1
King William St to London Bridge	0
<b>Total</b>	<b>60</b>

AM Peak: 7.00 – 10.00 (3 hours)

PM Peak: 16.00 – 19.00 (3 hours)

- ***These numbers are potentially inflated due to Bank Station Capacity Upgrade Works***

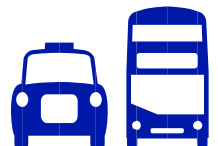


## Manual Count on Tower Bridge Tuesday 8th March 2022 7am to 7pm

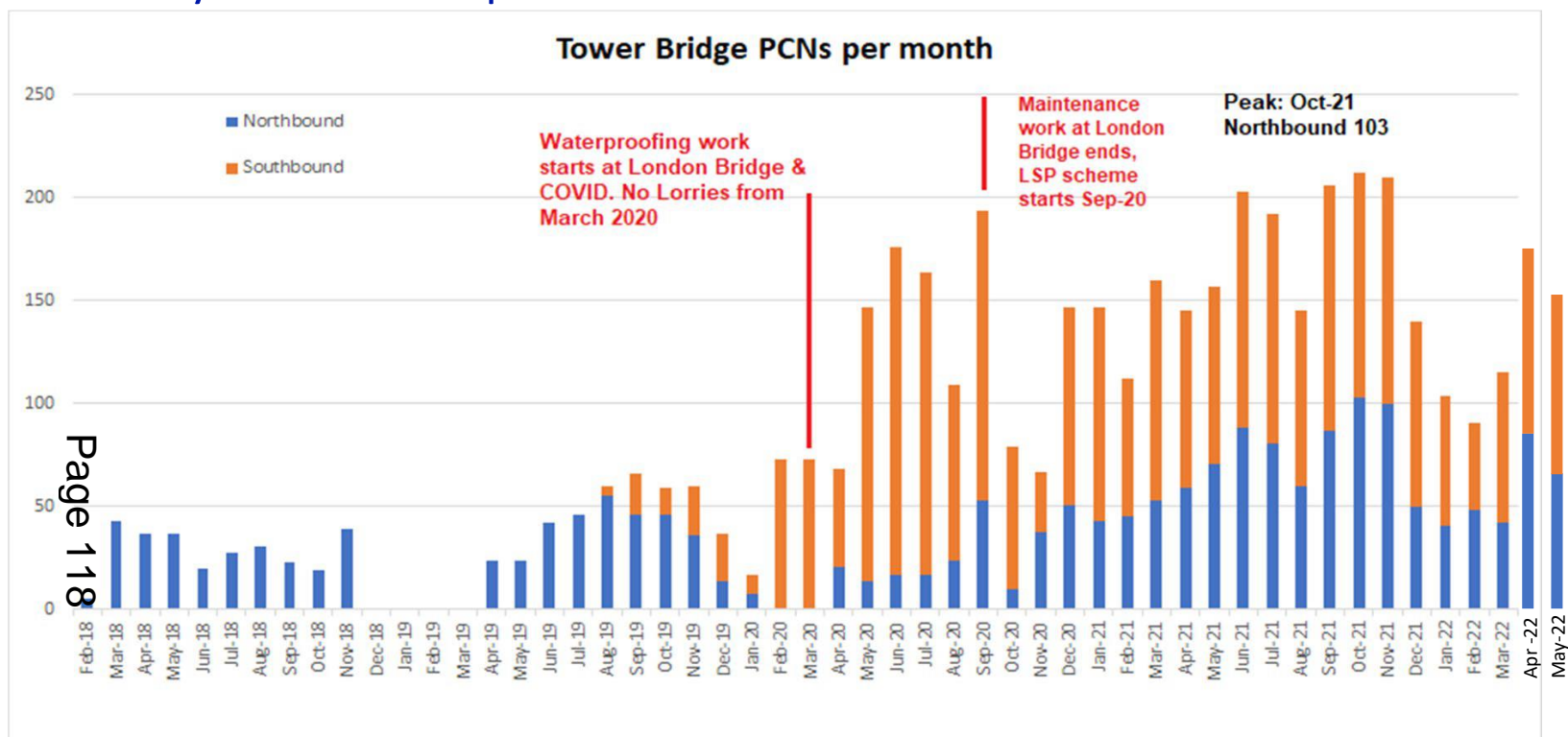
Direction	Count
Northbound	3
Southbound	2
Total	5
<b>Monthly (both directions)</b>	<b>100-150 (estimate)</b>

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- A daily count of 5 per day suggests a monthly estimated figure in the region of 100-150, which is similar to the number of PCNs issued monthly in 2022
- The relatively low number of daily HGV movements on Tower Bridge indicates that HGVs that formerly used London Bridge have reassigned without using Tower Bridge.
- 5 overweight vehicle contraventions per day remains too high. However, without a clear baseline for overweight vehicles using Tower Bridge it not possible to determine whether the London Bridge scheme contributes to these figures. Despite this TfL remains committed to helping reduce contravention numbers.



## Reliability of PCN Data prior to March 2020 makes it difficult to establish a baseline



1. Northbound enforcement camera introduced first, Feb-18
2. Southbound camera introduced Aug-19 and reconfigured May-20
3. Sharp reduction in PCNs issued in October 2020
4. Peak PCNs in Oct-21 and Nov-21. Steep decline in PCN numbers since.



## Measures taken

- TfL has put up additional advance warning signage of weight limit (2020/21) following a CPOS Environmental Visual Audit; a walkthrough has shown that it is impossible to approach Tower Bridge without meeting one of these signs.

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The London Bridge scheme signage strategy directs vehicles towards other suitable crossings such as Southwark Bridge.

- We have spoken with freight operators to re-iterate the importance of diverting away from Tower Bridge.



## New Monitoring

### Vivacity camera

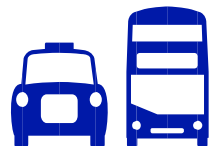
- Vivacity system using Artificial Intelligence appears to be overcounting compared to enforcement data and manual count. This is likely to be due to classifying vehicles based on the number of axles rather than weight.

### Manual count

- Data collected for 8 March 2022 and will continue to be collected as part of the monitoring plan.

### PCN data

- Continue to be collected via Southwark Council



## Summary

- It has not been possible to obtain a robust baseline of HGVs >18T using Tower Bridge prior to 2020.
  - A manual count of 5 HGVs per day in March 2022 suggests a monthly figure in the region of 100150, which is similar to the number of PCNs issued monthly in 2022.
  - The relatively low number of daily HGV movements on Tower Bridge indicates that HGVs that formerly used London Bridge have reassigned without diverting to Tower Bridge.
  - 5 overweight vehicle contraventions per day remains too high. However, without a clear baseline for overweight vehicles using Tower Bridge it not possible to determine whether the London Bridge scheme contributes to these figures. Despite this TfL remains committed to helping reduce contravention numbers.
- Subject to funding availability, TfL will investigate additional measures to further reduce any possibility that drivers are unaware of the current weight limit (in spite of the clear signage in place).
- Outside of the enforcement process, further communications can be progressed to identify and engage with businesses operating trucks using Tower Bridge, emphasising that drivers must not disregard the weight limit.
  - TfL will work with Southwark Council to see if they can impose tougher penalties.



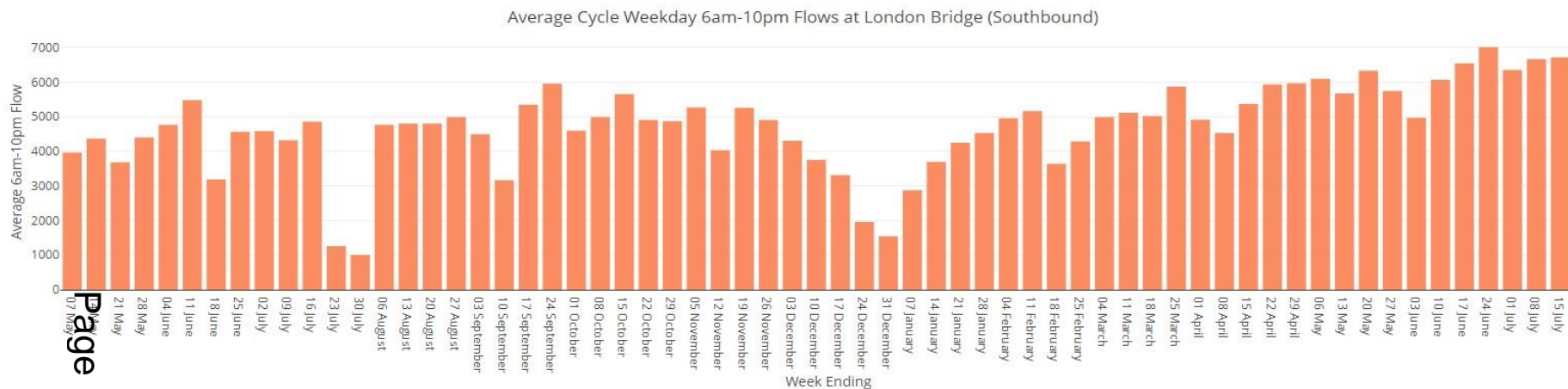
## Monitoring Summary

- Bus Journey Times on London Bridge have decreased by over 2 minutes per km northbound, and over 1 minute per km southbound, on average since the inception of the scheme.
- Cycle flow data shows approx. 6000 cyclists per day 6am-10pm traveling southbound over London Bridge in July 2022. Cycle flows are approx. 1500 higher than the same time last year. Although northbound data is not available it is likely similarly high cycling levels are present.
- This shows a strong improvement for sustainable transport modes, and a reason to extend the scheme.





## Monitoring Summary: Cycle flows



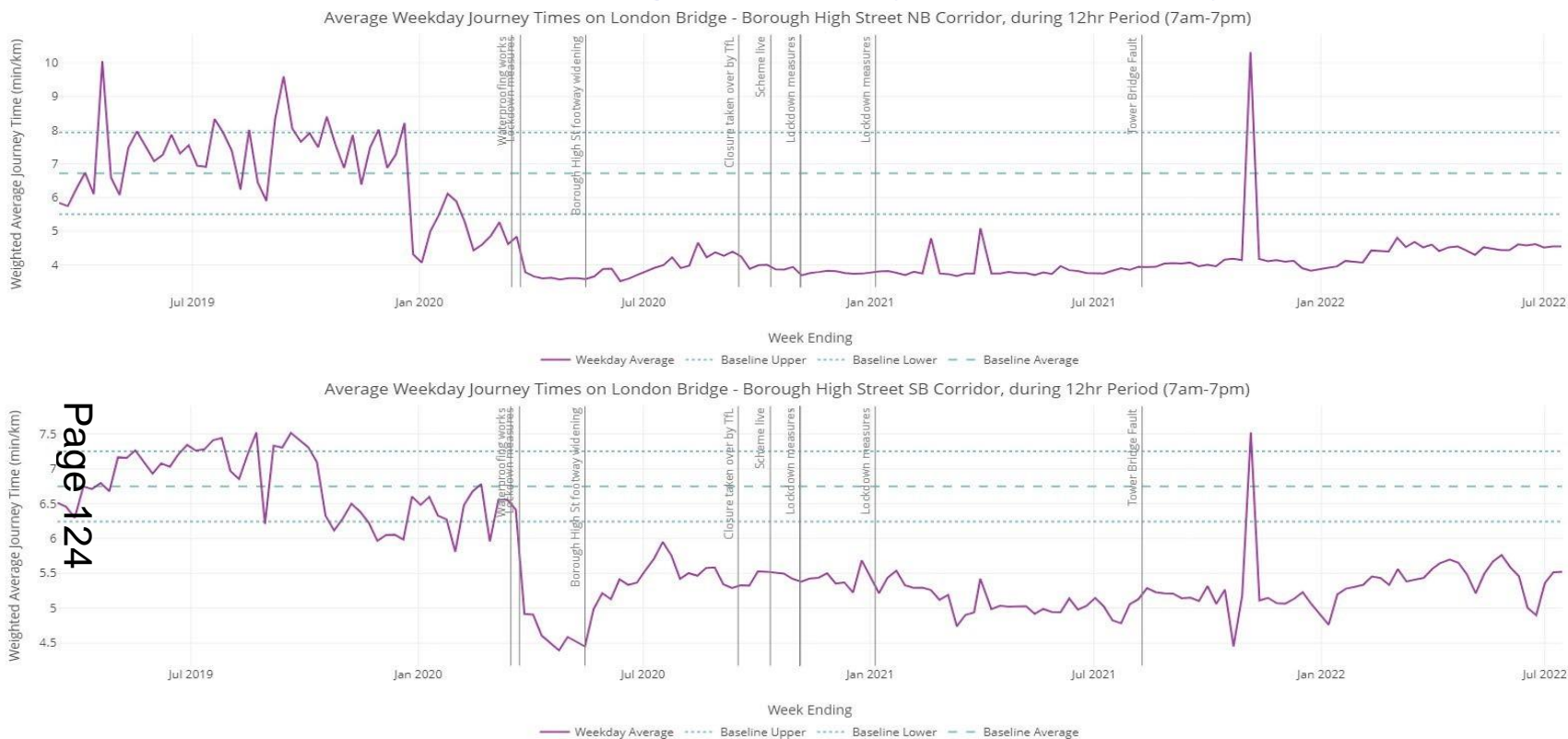
Page 123

Cycle flow data shows approx. 6000 cyclists per day 6am-10pm traveling southbound over London Bridge in recent months.

- Northbound data is not available due to a detector issue.



## Monitoring Summary: Bus Journey Times



- Bus journey times on London Bridge have reduced by over 2 minutes per km northbound and over 1 minute per km southbound.



**Tommy Smith**

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# London Bridge / Borough High Street – Network Performance (February to July 2022)

## Buses

**Core Criteria:** Bus operations are not unreasonably impacted by the experiment

*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.*

Bus journey times are compared against baseline data from March 2019 - March 2020. The graphs show the average baseline journey time and an upper and lower threshold indicating an expected normal journey time range based on  $\pm 1$  standard deviation. Journey time plots from the monitoring dashboard are shown in the following section with commentary focusing on the first six months of the experiment from February to July 2022.

Bus journey times have been monitored on the London Bridge/Borough High Street corridor and on the surrounding corridors:

- Farringdon
- Great Dover Street
- Long Lane
- Newington Causeway
- Southwark Bridge
- Southwark Street
- Tower Bridge



The journey times are given as an average from 7am to 7pm unless otherwise stated. Other corridors north of the River Thames are covered within the Bishopsgate monitoring plan.

## Summary

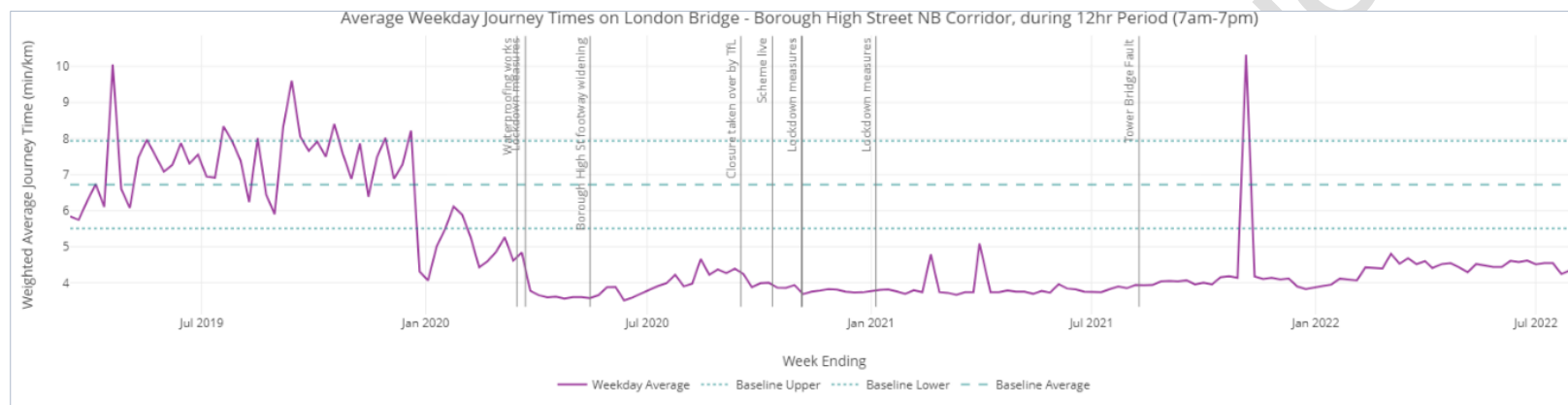
Bus performance within the scheme extents has consistently been below the lower threshold. Northbound journey times are more than 2 minutes per kilometre quicker and southbound are more than 1 minute per kilometre quicker.

Performance of the surrounding network has generally performed within the normal thresholds during the ETRO period from February to July 2022 and some corridors are performing below the lower threshold. There have been a smaller number of weeks when bus journey times on nearby corridors have operated above the upper threshold, however the majority of these can be explained by nearby works or tube/rail strikes.

## London Bridge – Borough High Street

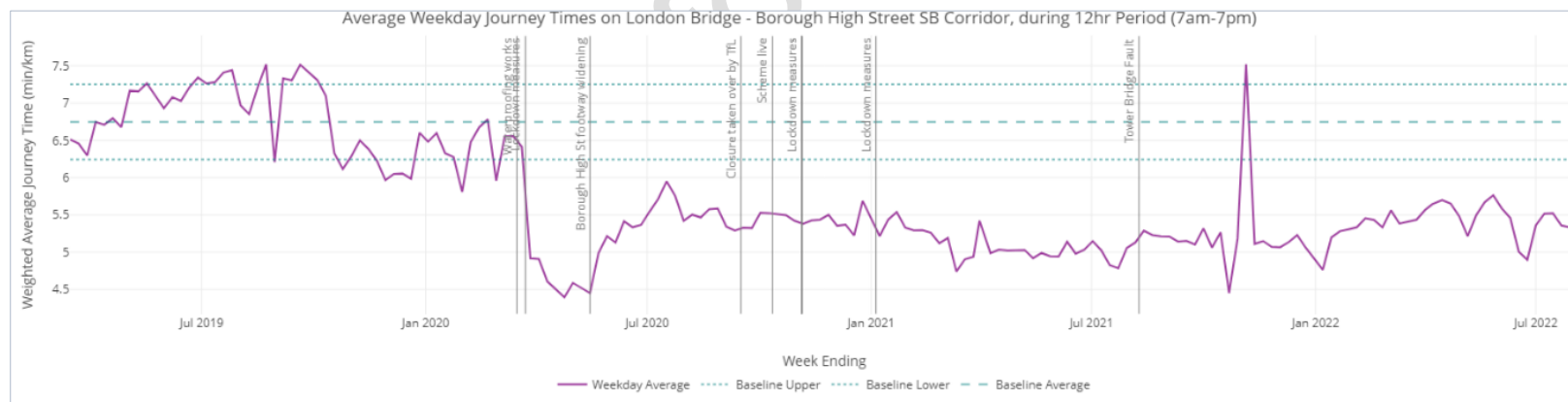
### Northbound

Baseline journey time is 6.7 minutes per kilometre. Average journey times are consistently over 2 minutes per kilometre quicker. OP/PM peaks are approx. 2 minutes per kilometre quicker with the AM peak experiences stronger 3 minutes per kilometre improvements.



### Southbound

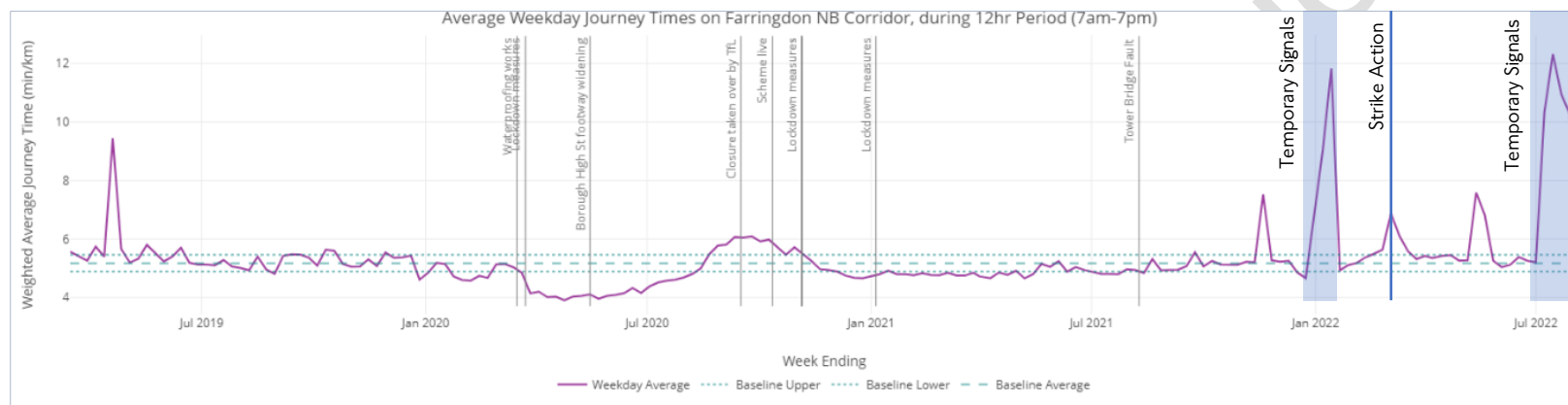
Baseline journey time is 6.7 minutes per kilometre. Average journey times are consistently greater than 1 minute per kilometre quicker. AM/OP/PM peaks are all similar.



## Farringdon

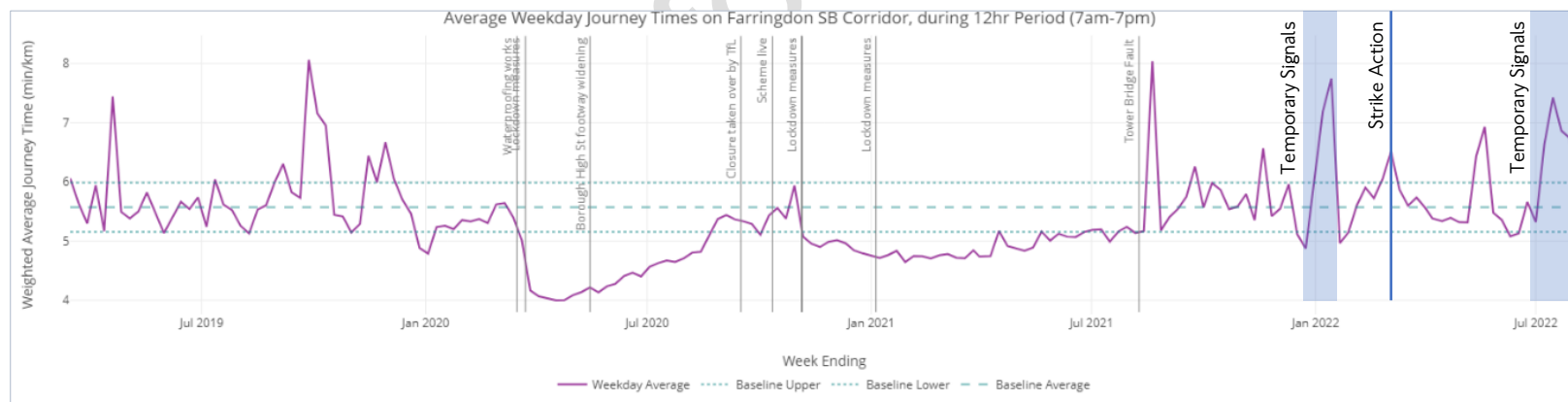
### Northbound

Baseline journey time is 5.2 minutes per kilometre. Average journey times have been within the thresholds except for periods of impactful works on the Farringdon corridor including temporary signals in both January and July 2022; performance is expected to return to a green rating when the works conclude.



### Southbound

Baseline journey time is 5.6 minutes per kilometre. Average journey times have been within the thresholds except for periods of impactful works on the Farringdon corridor including temporary signals in both January and July 2022; performance is expected to return to a green rating when the works conclude.

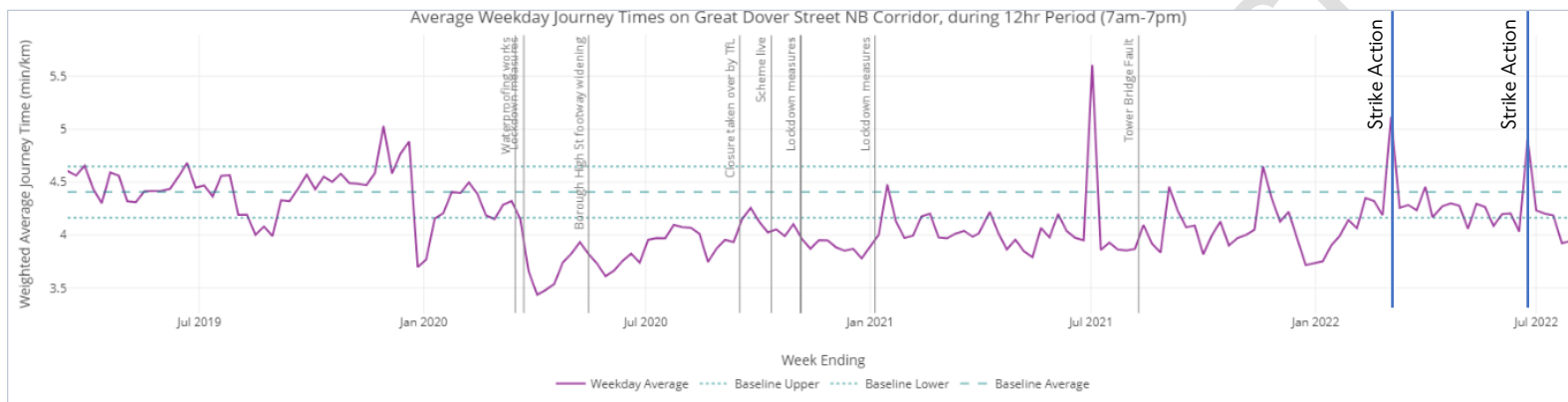




## Great Dover Street

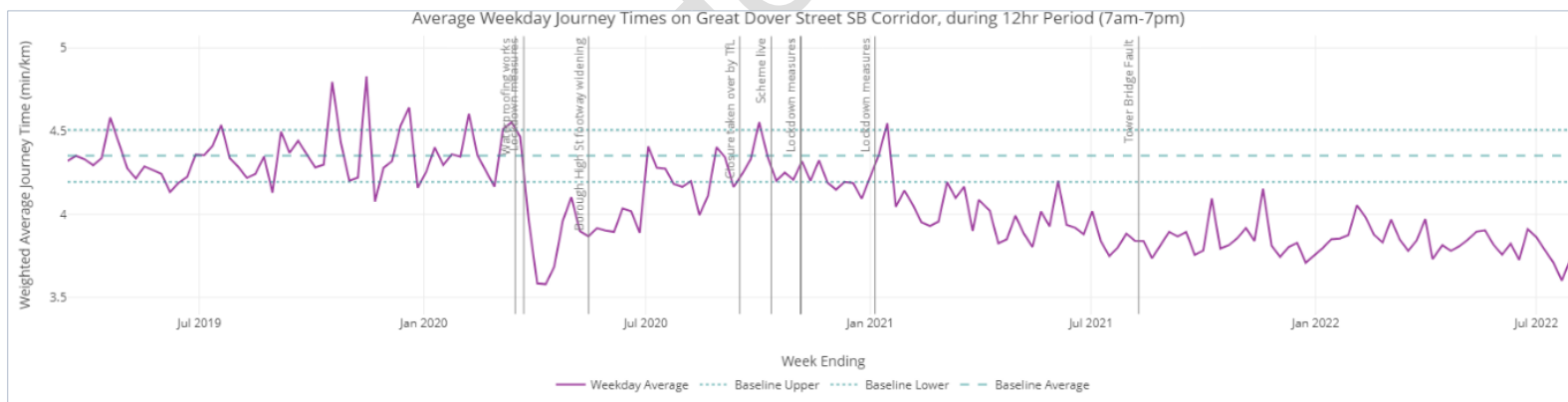
### Northbound

Baseline journey time is 4.4 minutes per kilometre. Average journey times have generally been towards the lower threshold indicating journey times are up to half a minute quicker per kilometre than baseline. There are a few weeks where journey times have been above threshold, but these are individual one-off events.



### Southbound

Baseline journey time is 4.4 minutes per kilometre. Average journey times show an improving trend with journey times currently 0.6 minutes per kilometre quicker than baseline.

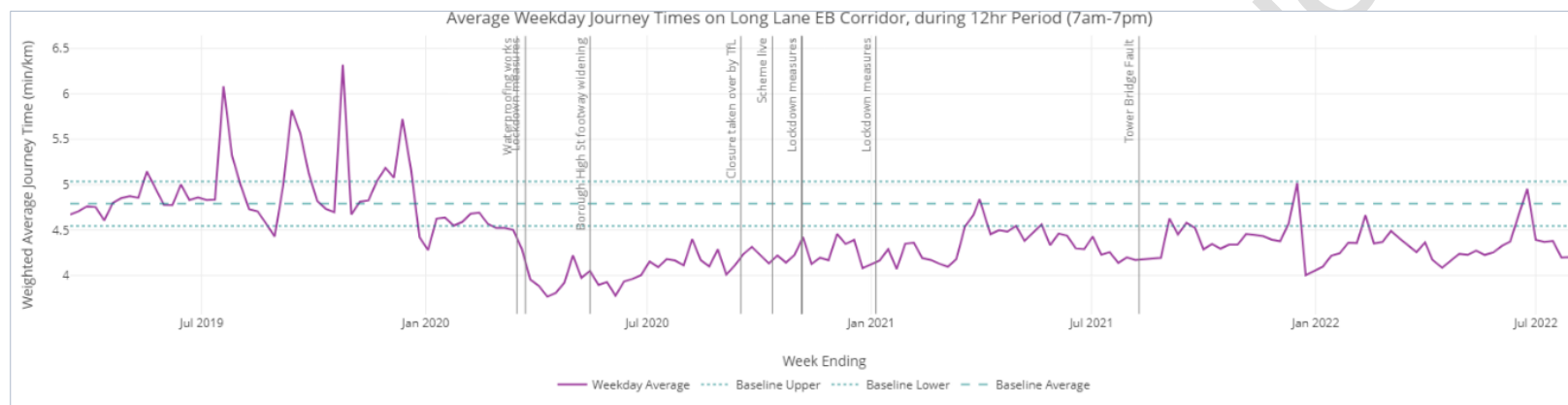




## Long Lane

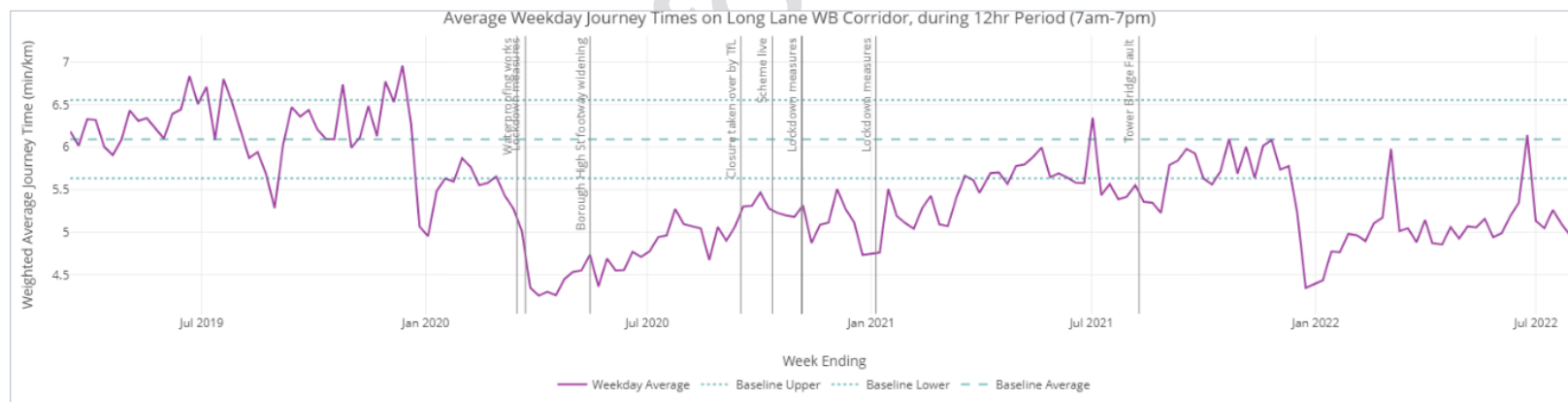
### Eastbound

Baseline journey time is 4.8 minutes per kilometre. Average journey times are below threshold with current performance approximately 0.6 minutes per kilometre quicker. This is similar across all peaks.



### Westbound

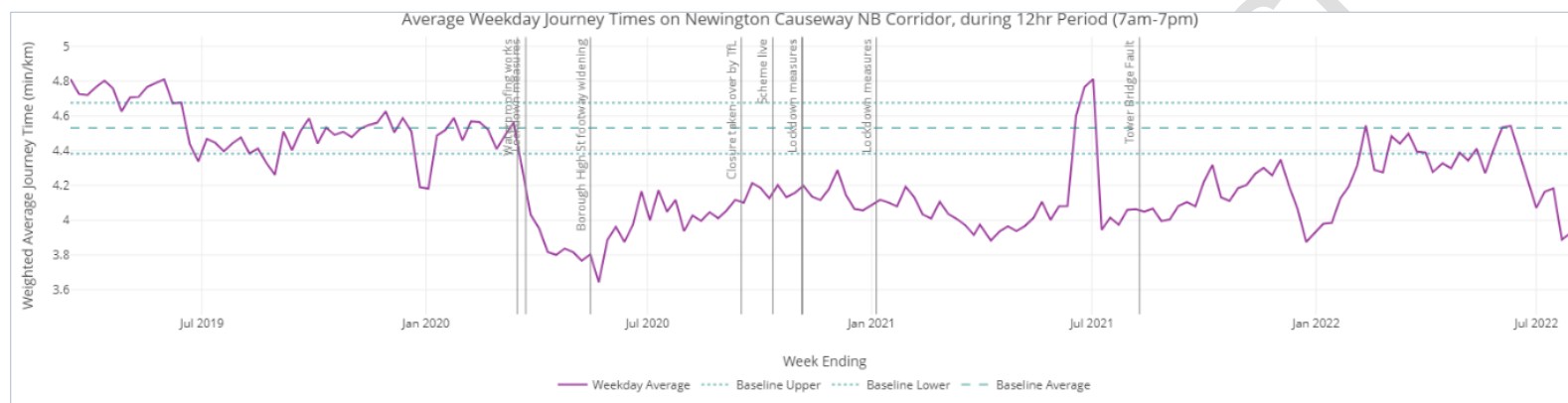
Baseline journey time is 6.1 minutes per kilometre. Average journey times are below threshold with current performance approximately 1 minute per kilometre quicker. This is similar across all peaks.



## Newington Causeway

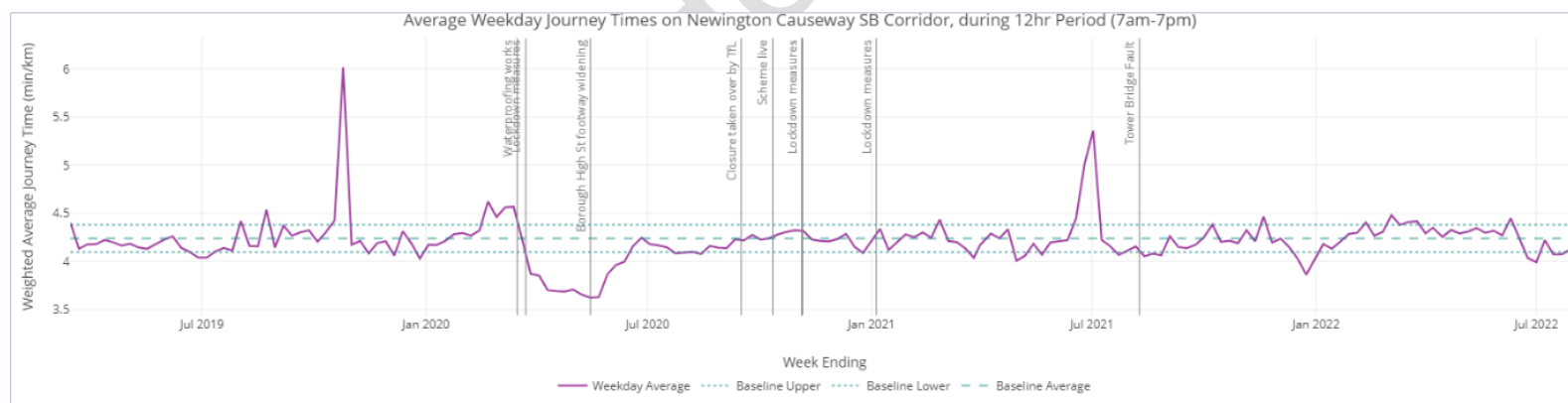
### Northbound

Baseline journey time is 4.5 minutes per kilometre. Average journey times are generally below baseline and around the lower threshold. This indicates journey time are currently 0.5 minutes per kilometre quicker than baseline. Average performance in the PM peak is closer to baseline and is above the upper threshold for three weeks, once in February and twice in June.



### Southbound

Baseline journey time is 4.2 minutes per kilometre. Average journey times are operating just above baseline but within the upper threshold. Performance is similar across AM/OP/PM.



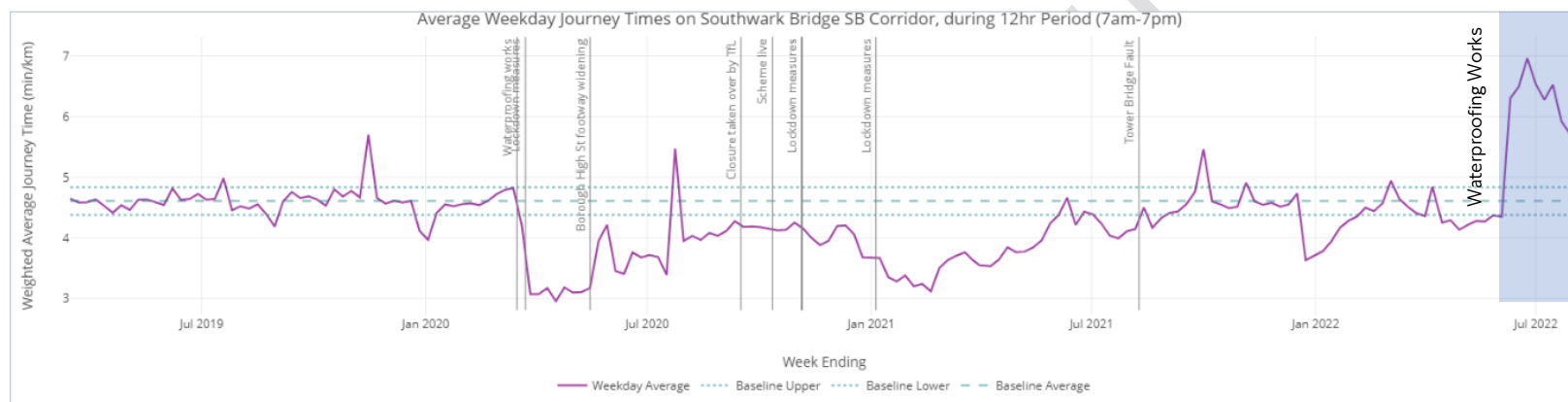
## Southwark Bridge

### Northbound

Buses are on long term diversion due to Arthur Street closure for Bank Station Upgrade; this is expected to remain and therefore is neutral/removed from our monitoring.

### Southbound

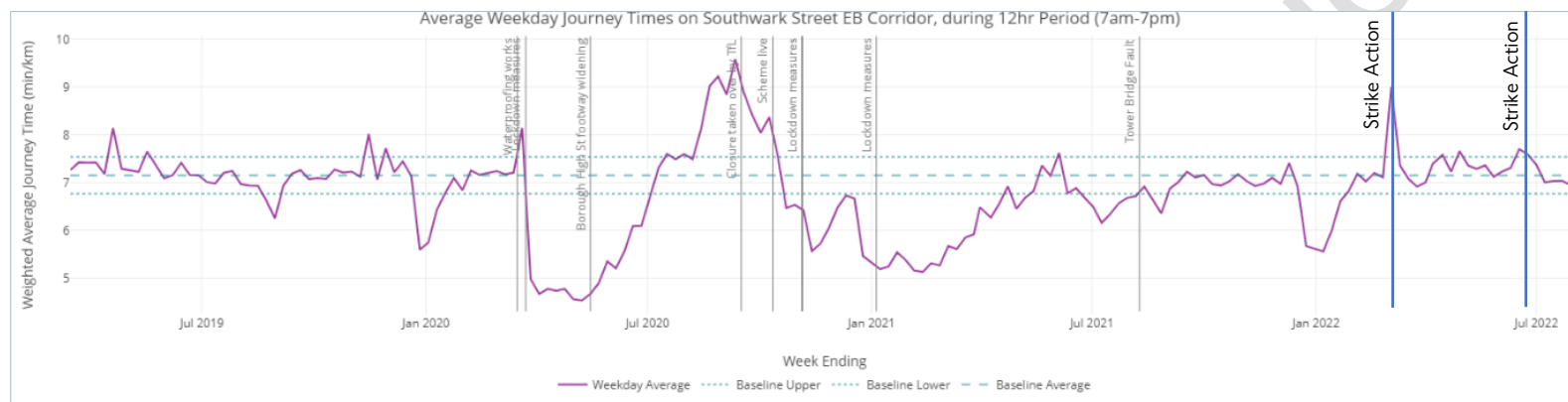
Baseline journey time is 4.6 minutes per kilometre. Average journey times were operating within threshold until June 2022. Works on Southwark Bridge since June 2022 have caused journey times to temporarily increase by over a minute per kilometre in recent months. We expect journey times to return to a green rating once the works are complete in September 2022.



## Southwark Street

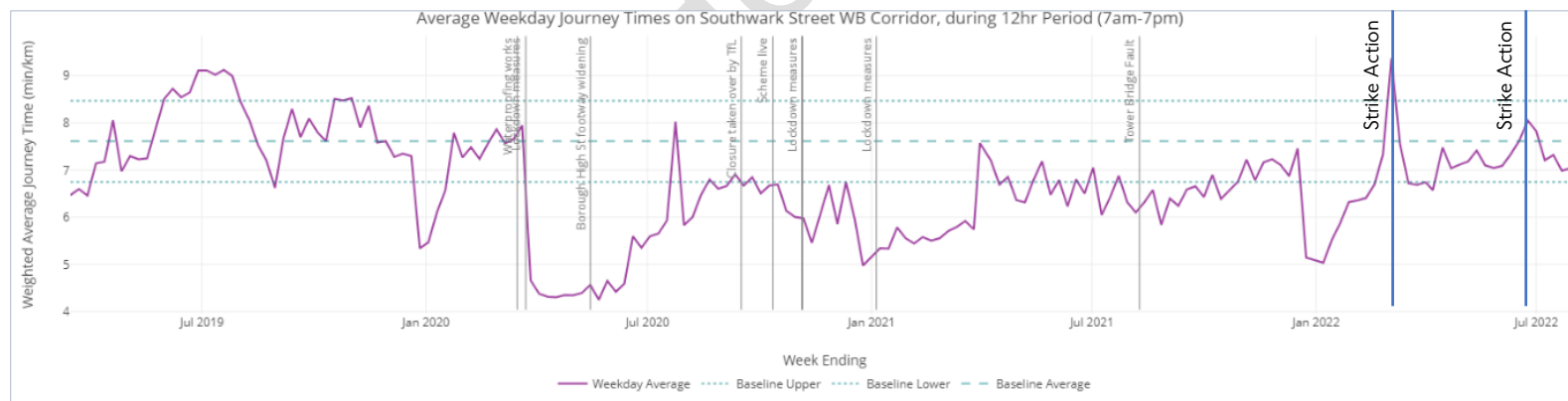
### Eastbound

Baseline journey time is 7.2 minutes per kilometre. Average journey times are consistently within the upper and lower threshold except for an individual week in March. Performance in the AM/PM peak is generally better, with OP performance closer to the upper threshold.



### Westbound

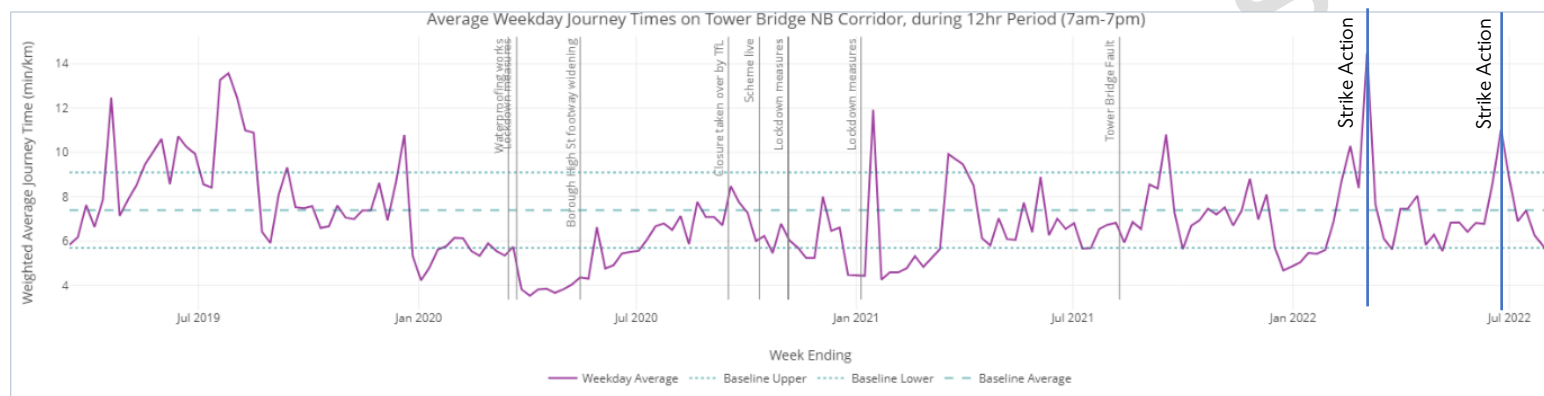
Baseline journey time is 7.6 minutes per kilometre. Average journey times are consistently within the upper and lower threshold except for an individual week in March associated with the Tube strike. Any increase in journey times on the western section heading towards Blackfriars Road is balanced by reduction in journey times on the eastern section of Southwark Street which benefits from the nearby scheme restrictions.



## Tower Bridge

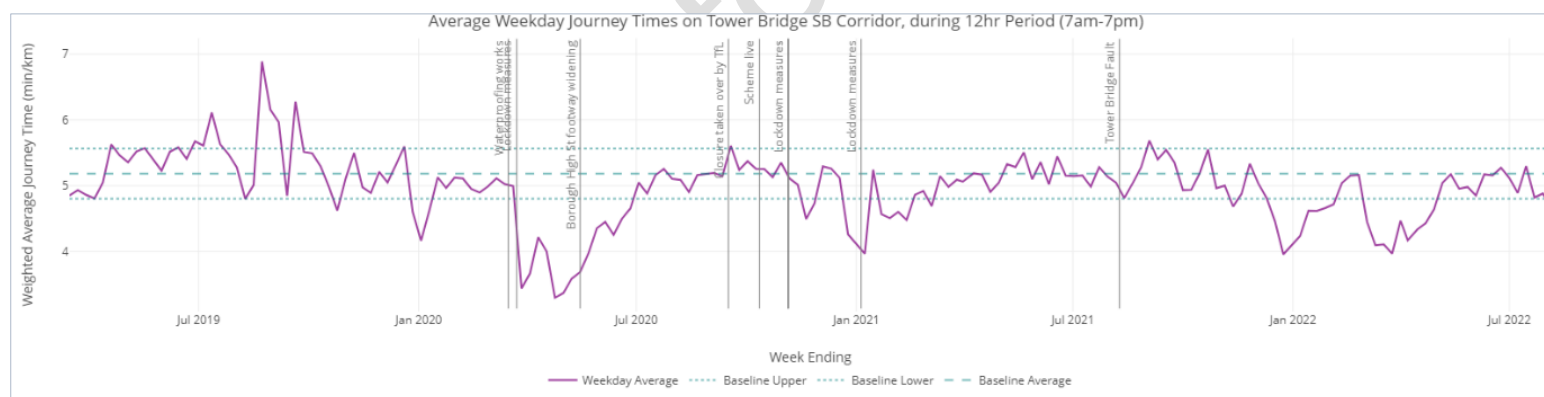
### Northbound

Baseline journey time is 7.4 minutes per kilometre. Average journey times are generally within the upper and lower thresholds except for individual weeks associated with Tube strikes 1&3 March and Tube/Rail strikes 21-25 June. AM peak performance is generally better with journey times close to the lower threshold. Tower Bridge northbound performance has also been impacted, temporarily by construction of the Mansell Street scheme, utility works on The Highway and on the approach to Rotherhithe Tunnel.



### Southbound

Baseline journey time is 5.2 minutes per kilometre. Average journey times are consistently at or below the baseline level. AM/OP/PM peaks are all similar.



## Cycles

**Core Criteria: Cycling levels are good and the experience for cyclists is improved.**

We expect cycle numbers to continue at a level similar to that experienced during the TTRO or to increase. Data collected in August 2020 shows approximately 10,500 cyclists travel across London Bridge (both directions) 6am to 10pm. This count aligns with longer term Quarter 2 data for London Bridge showing daily cycle counts between approximately 8,300 and 11,600. Cycle numbers are subject to consideration of seasonality and pandemic factors affecting travel patterns.

The graphs below give the average hourly flow and average daily (6am-10pm) weekday flow. During winter months cycle flows are traditionally lower due to colder and more inclement weather.

The cycling locations presented below are:

- London Bridge Southbound
- London Bridge Northbound (dashboard data has been requested)

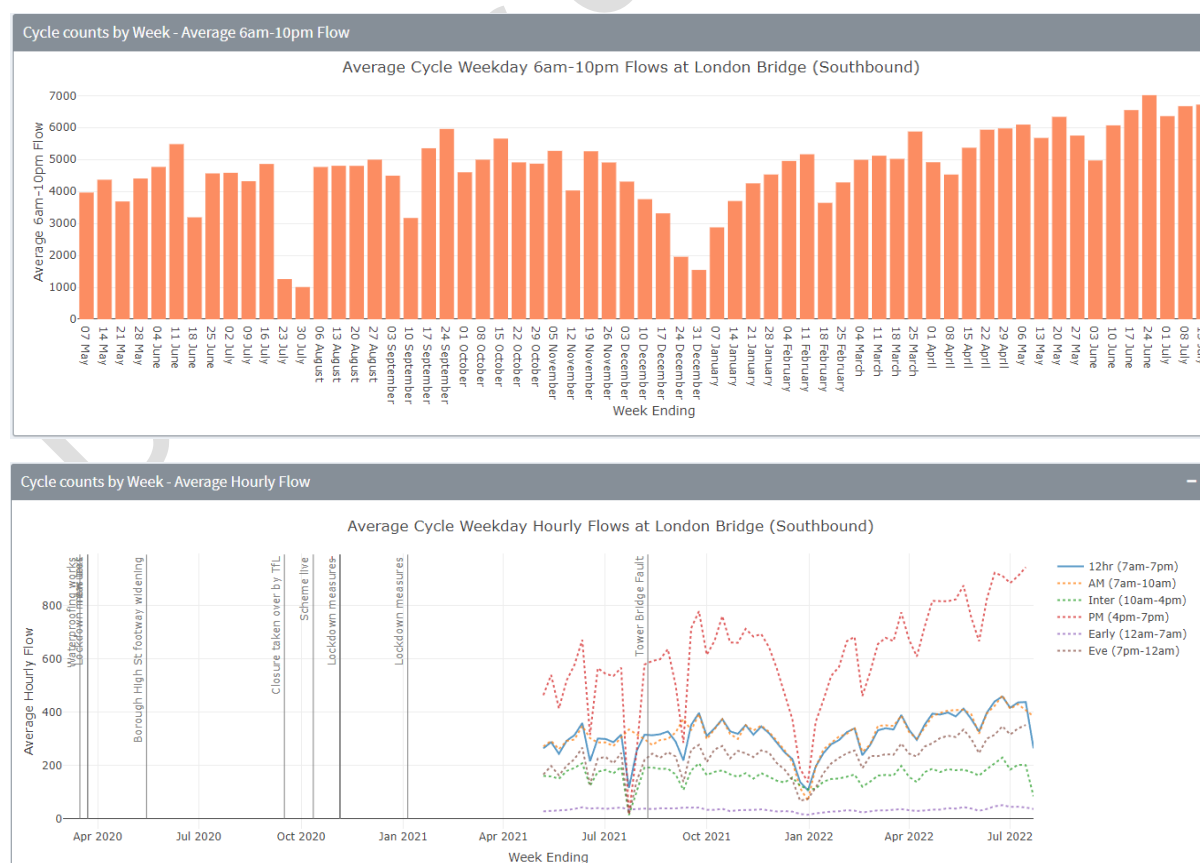
### Summary

Cycle flow data shows approximately 6000 cyclists per day 6am-10pm travelling southbound over London Bridge in July 2022. Cycle flows are approximately 1500 higher than the same time last year.

Although northbound data is not available it is likely similarly high levels of cycling are present. The data available indicates cycling numbers remain strong on London Bridge and southbound shows a year-on-year increase.

### London Bridge Southbound

Daily southbound cycle flows in March are around 5000 cyclists, rising to over 6000 in July. Hourly flows have risen to over 800 per hour in the PM peak southbound.



## Traffic

### Supporting Criteria: Road network operations are not unreasonably impacted

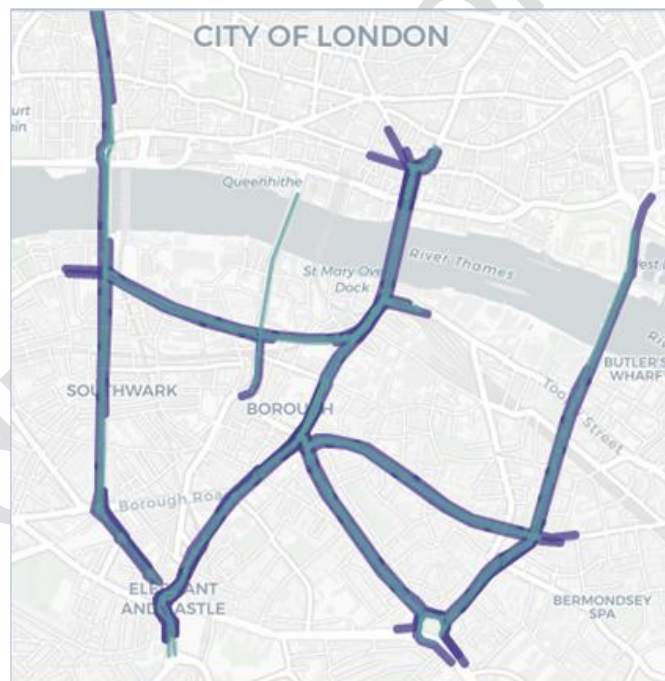
*Traffic disruption data – There should not be an unreasonable impact to traffic performance in the scheme area including consideration of displacement traffic to other routes*

*Pedestrian wait times do not increase compared to pre-pandemic levels*

The traffic monitoring presented below uses INRIX data for multiple corridors surrounding the London Bridge scheme. Other corridors north of the river are covered within the Bishopsgate monitoring plan. Journey time plots from the monitoring dashboard are shown in the following section with commentary focusing on the first six months of the experiment from February to July 2022.

#### INRIX Links

- Farringdon
- Great Dover Street
- London Bridge
- Long Lane
- Newington Causeway
- Southwark Bridge
- Southwark Street
- Tower Bridge



#### INRIX (cloud sourced JT data for traffic)

The graphs below show the average journey times for vehicles each week for the selected corridor. Each corridor is made up of one or more INRIX links. The journey times along each corridor are created by summing the journey time of all the relevant INRIX links and dividing by the total length to get minutes per kilometre. The baseline represents a 'pre-COVID' baseline of 2019/20 and all dates in the following 3 years, are matched to the same 2019/20 baseline.

#### Summary

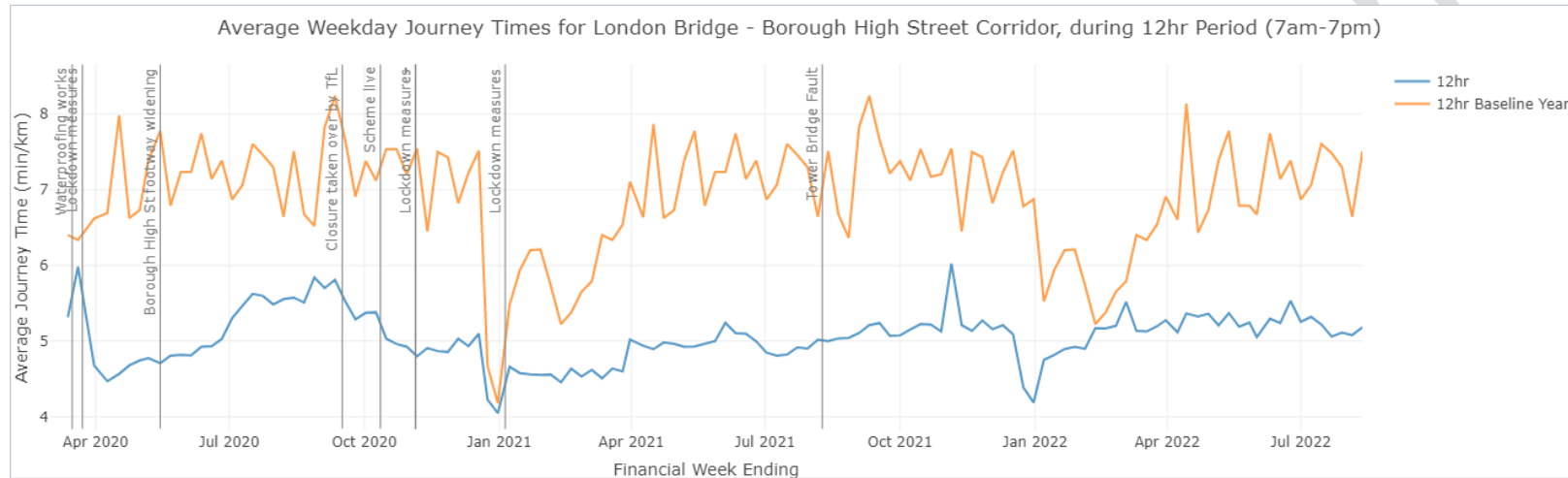
Traffic journey times on the surrounding network links are generally consistent with the baseline performance during the ETRO period Feb-July 2022 or can be explained by nearby works/events. On the London Bridge corridor itself the journey times have improved due to the new restrictions on general traffic. All other corridors have been operating near to baseline with any variability explained by works or tube/rail strikes.

The Southwark Bridge links shows recent increases in journey time above the baseline. There are currently works on the bridge, but the corridor will be closely monitored, and signals reviewed if journey times continue to be above baseline following the works completion in September 2022.



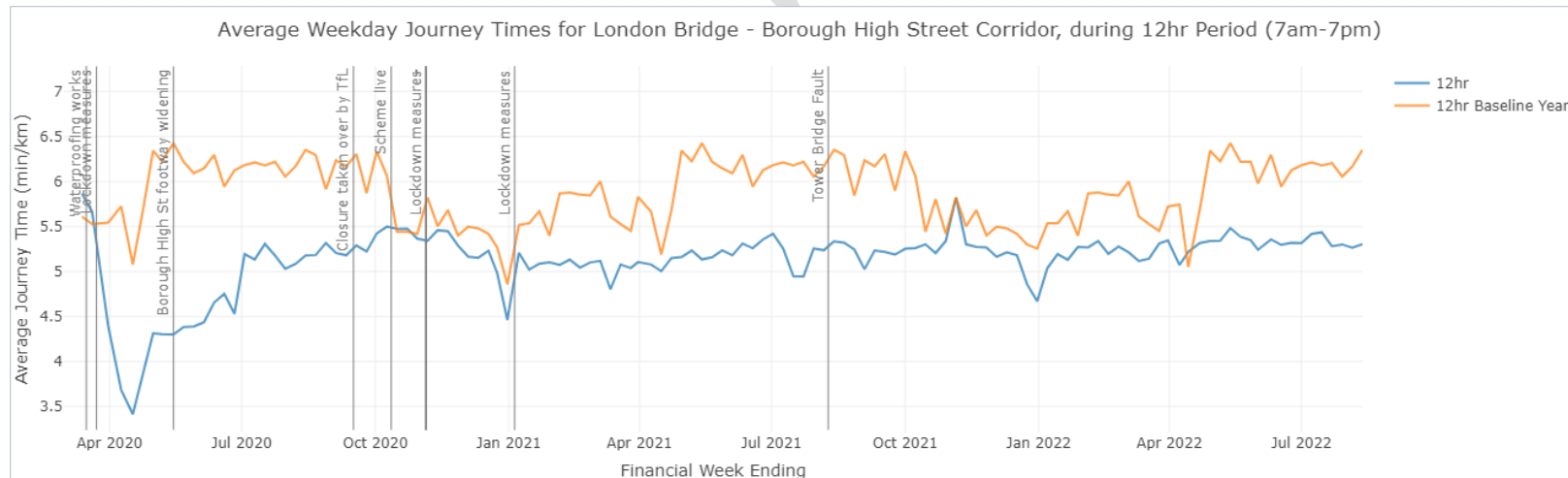
### London Bridge - Borough High Street INRIX Northbound

Journey times are generally 1.5 minutes per kilometre quicker than baseline due to the mode restrictions on London Bridge.



### London Bridge - Borough High Street INRIX Southbound

Journey times are generally quicker than baseline due to the mode restrictions on London Bridge.

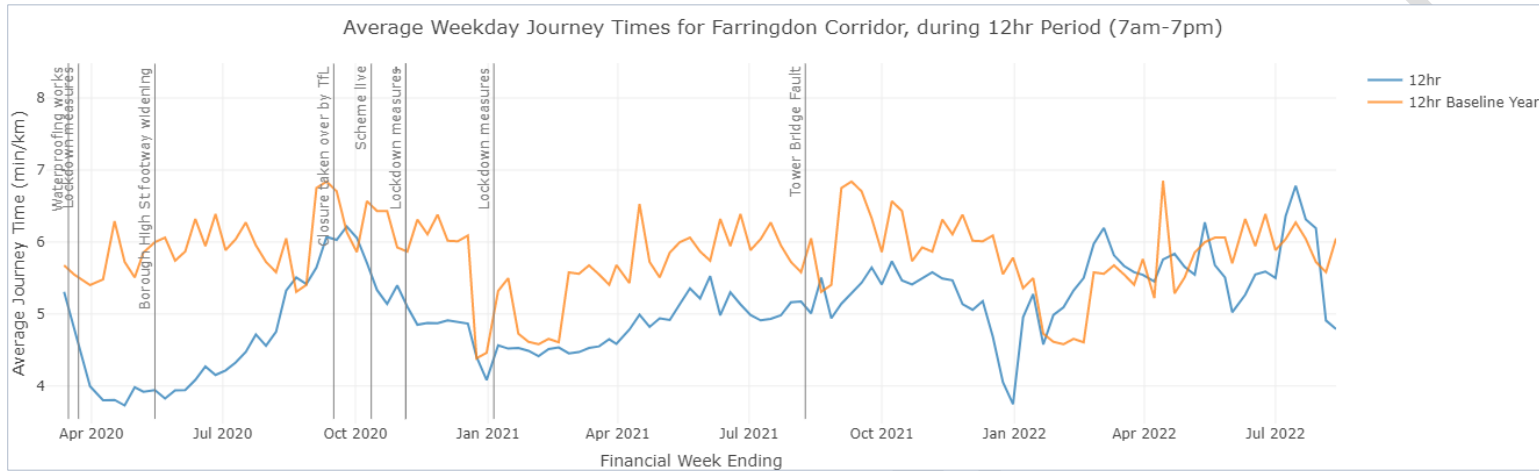


TfL RESTRICTED



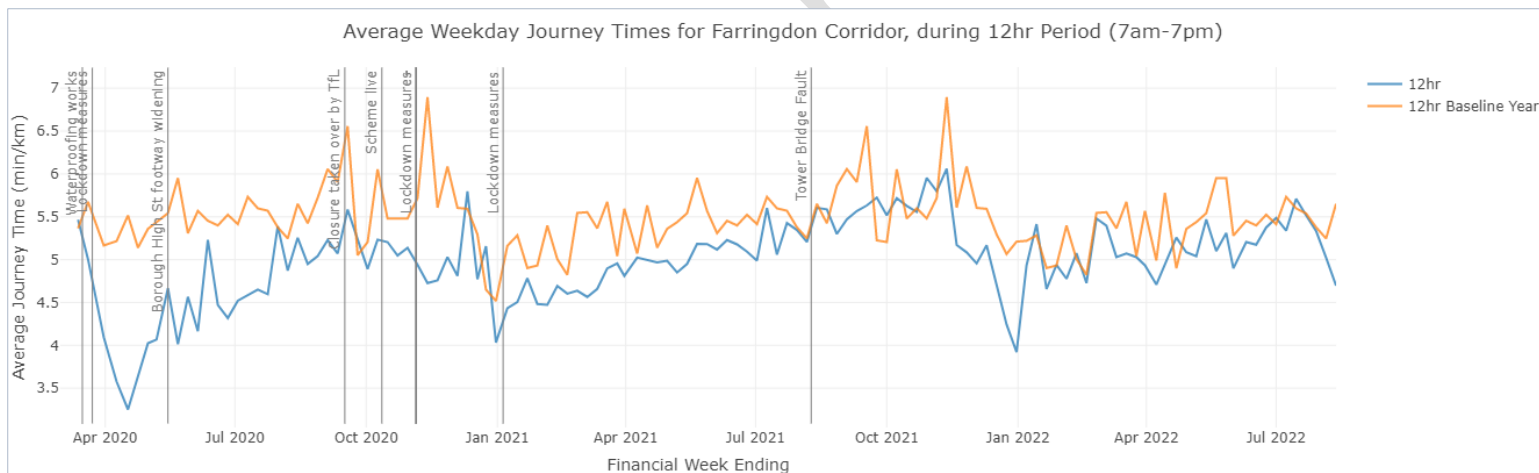
### Farringdon INRIX Northbound

Journey time are generally consistent with the baseline +/- 1 minute per kilometre. Some variability is experienced due to the March tube strike and during July due to temporary signals at the junction with Charterhouse Street.



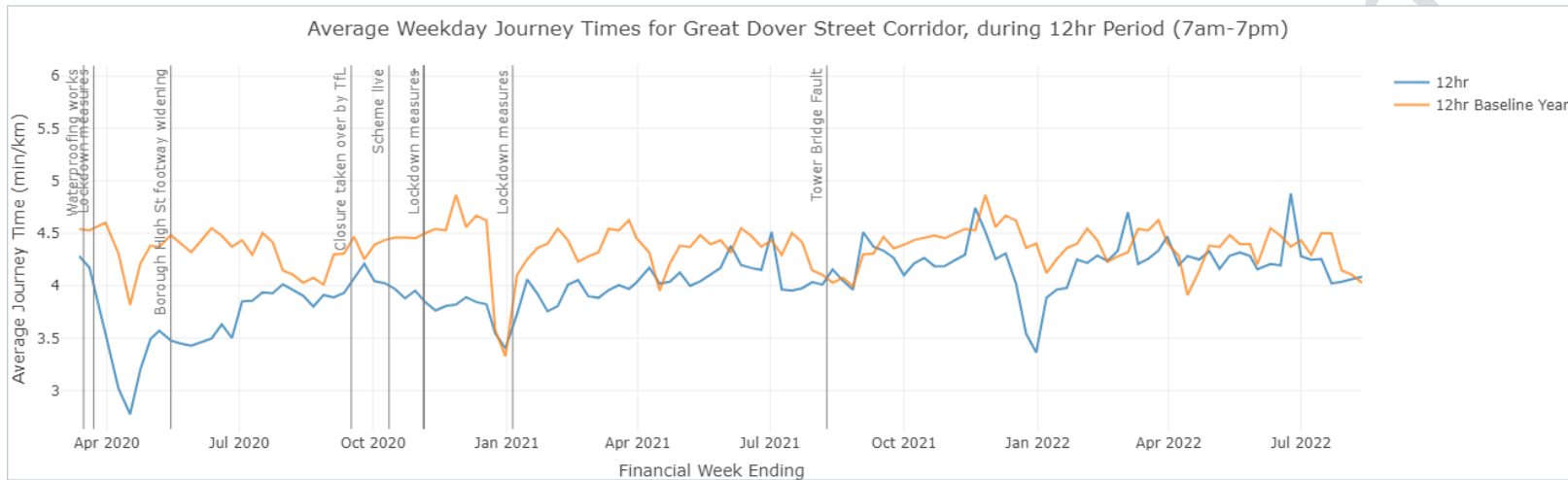
### Farringdon INRIX Southbound

Journey times are generally consistent with the baseline +/- 1 minute per kilometre.



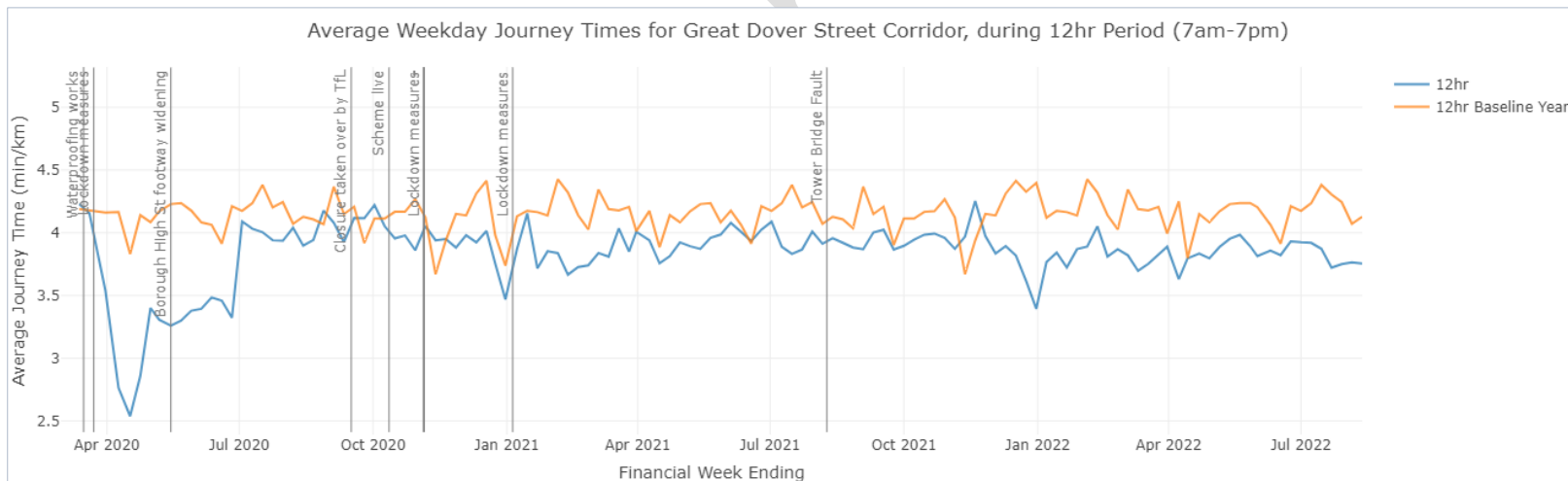
### Great Dover Street INRIX Northbound

Journey times are generally consistent with the baseline.



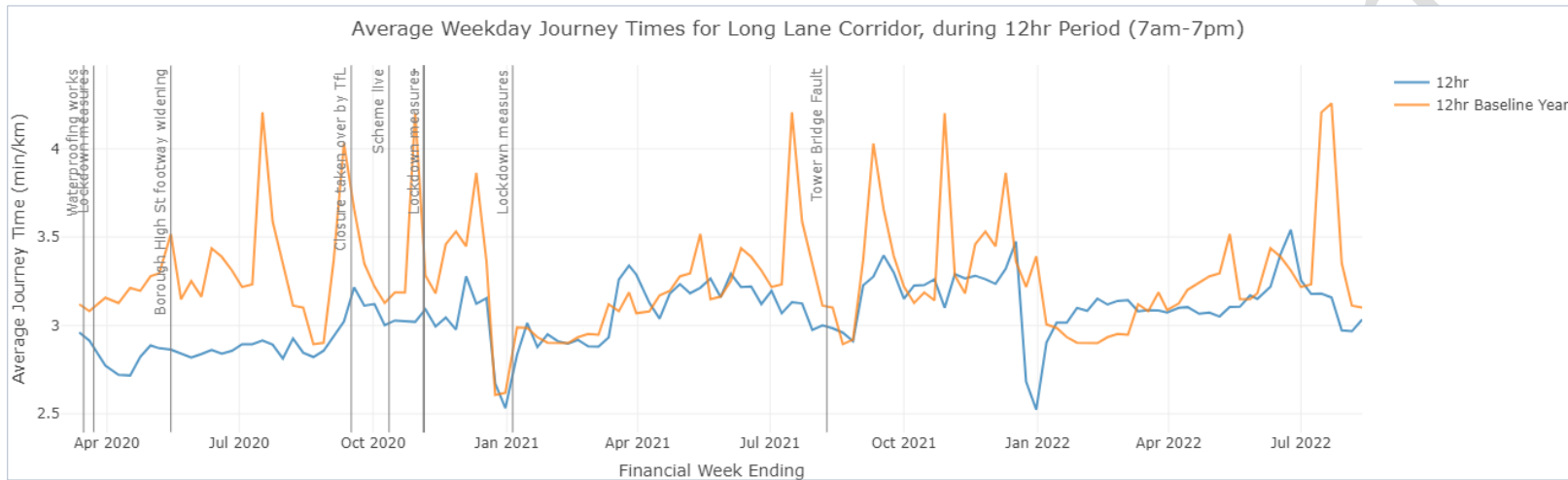
### Great Dover Street INRIX Southbound

Journey times are generally consistent with the baseline or slightly quicker.



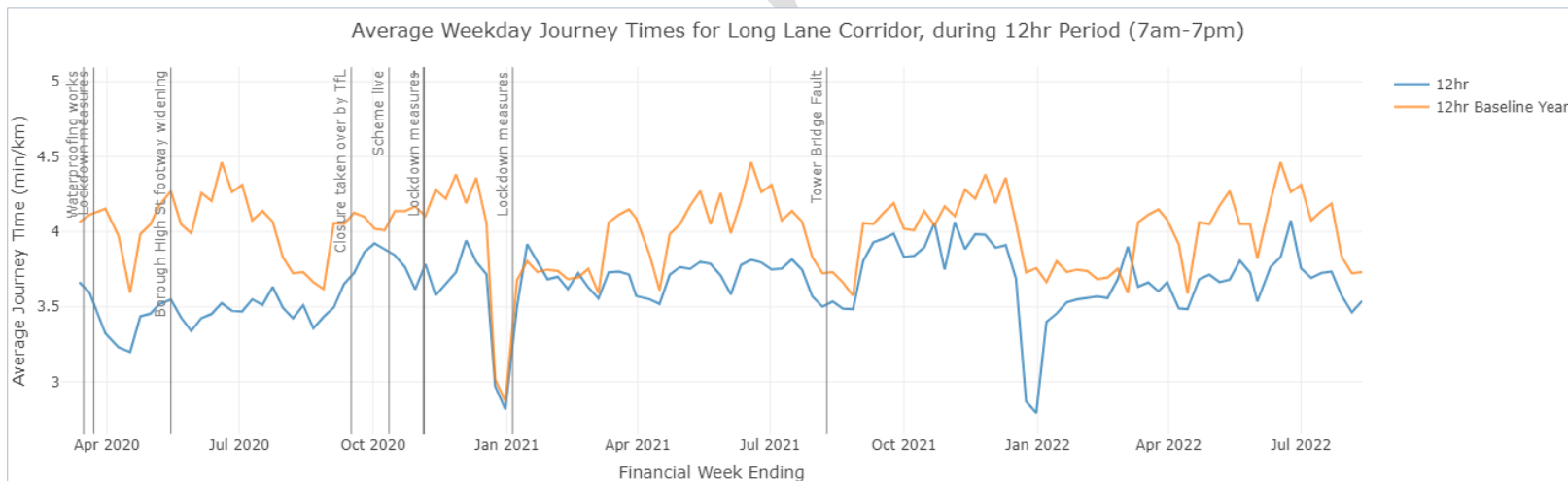
### Long Lane INRIX Eastbound

Journey times are generally consistent with the baseline.



### Long Lane INRIX Westbound

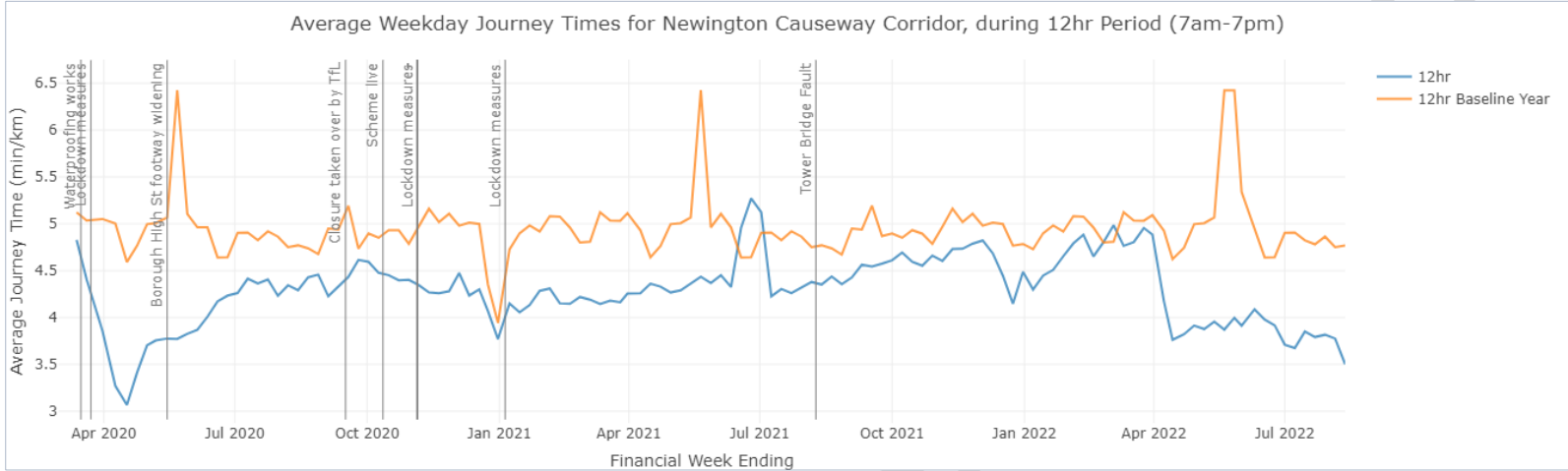
Journey times are generally consistent with the baseline and slightly lower at this time of year compared to 2019.





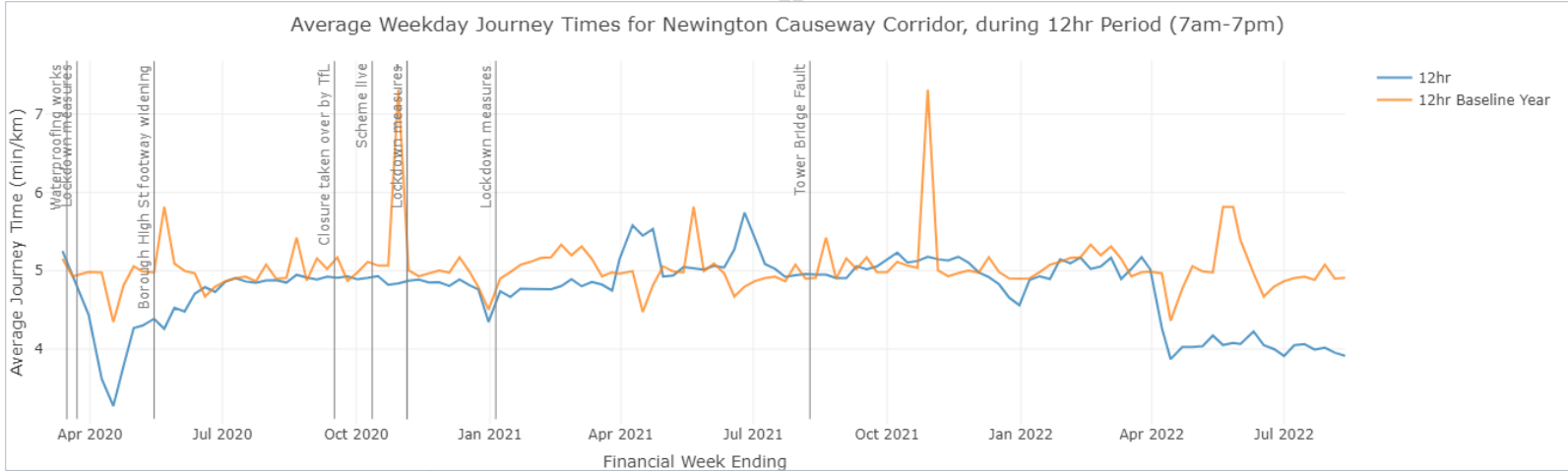
Newington Causeway INRIX Northbound

Journey times are generally consistent with the baseline until April 2022, when journey times reduce by approximately 1 minute per kilometre.



Newington Causeway INRIX Southbound

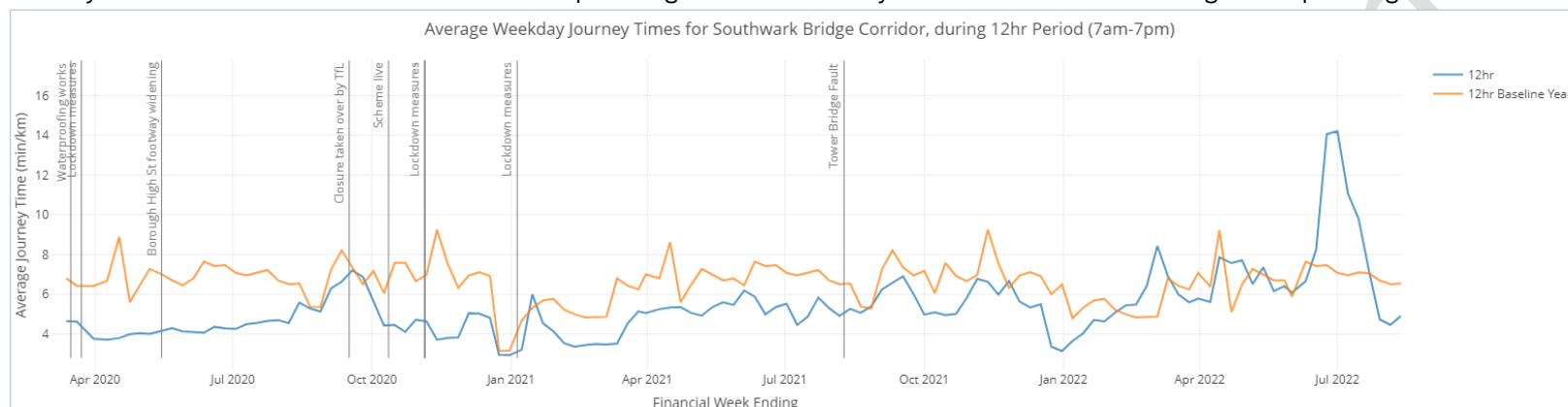
Journey times are generally consistent with the baseline until April 2022, when journey times reduce by approximately 1 minute per kilometre.





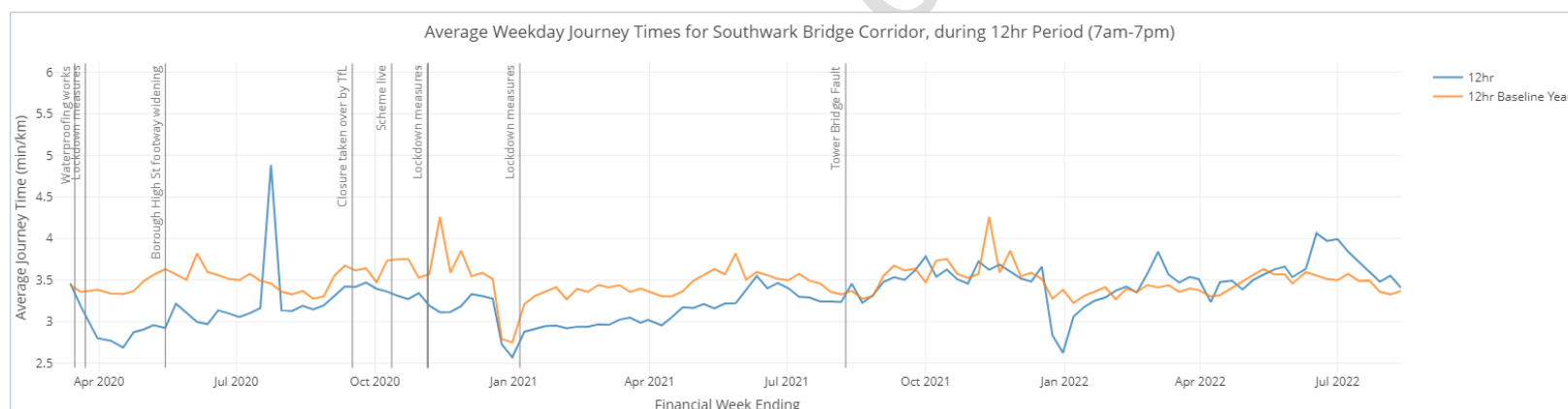
### Southwark Bridge INRIX Northbound

Journey times have been similar to baseline, except during late June and July 2022 when Southwark Bridge waterproofing works caused additional delays.



### Southwark Bridge INRIX Southbound

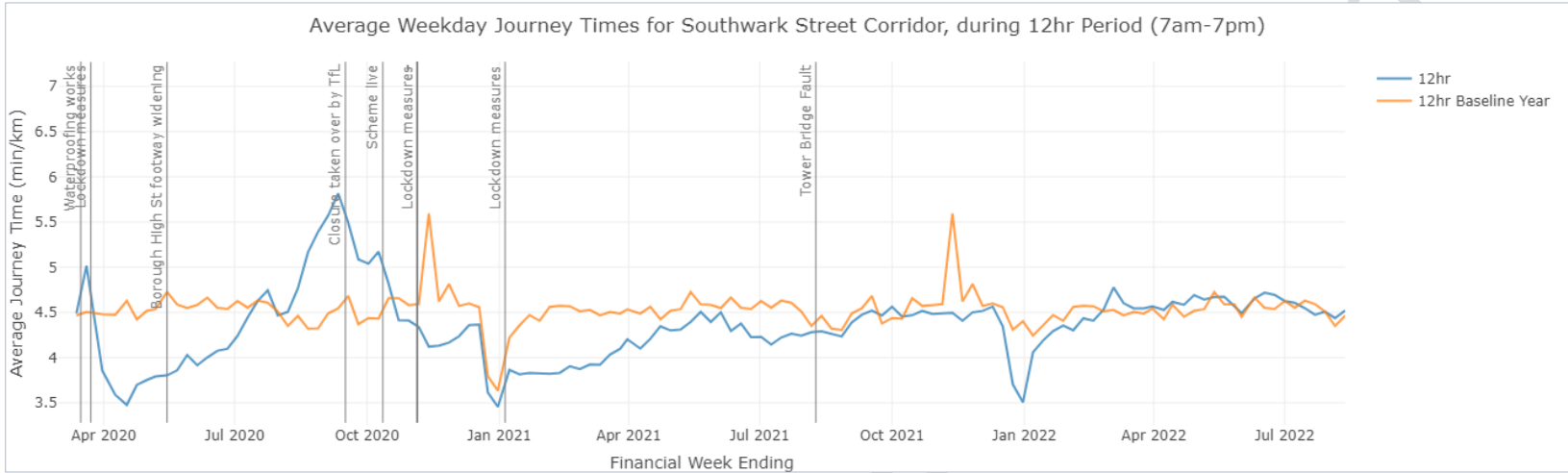
Journey times have been similar to baseline, except during late June and July 2022 when Southwark Bridge waterproofing works caused additional delays. There is also a smaller increase in the first week of March 2022 due to the Tube strike.





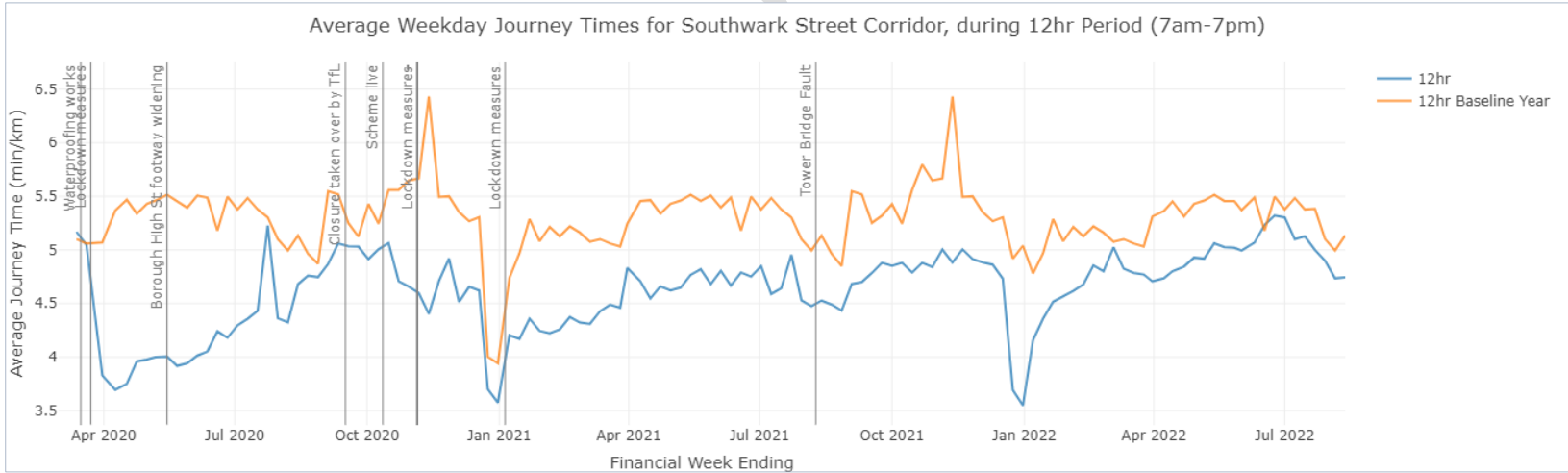
Southwark Street INRIX Eastbound

Journey times are generally consistent with the baseline.



Southwark Street INRIX Westbound

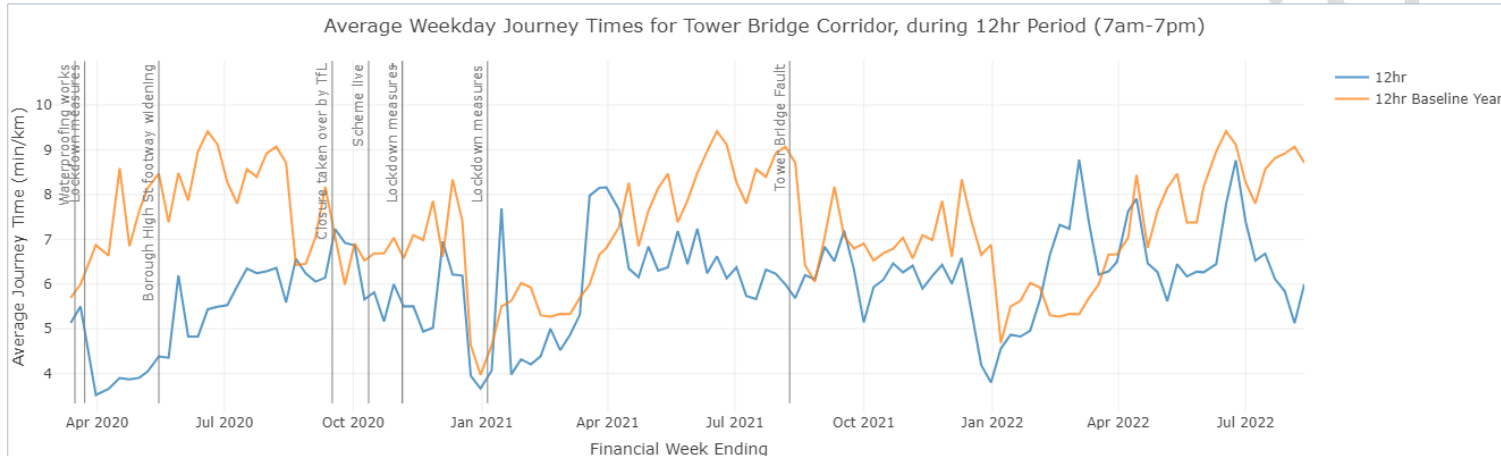
Journey time are generally slightly quicker than baseline data from 2019/20.





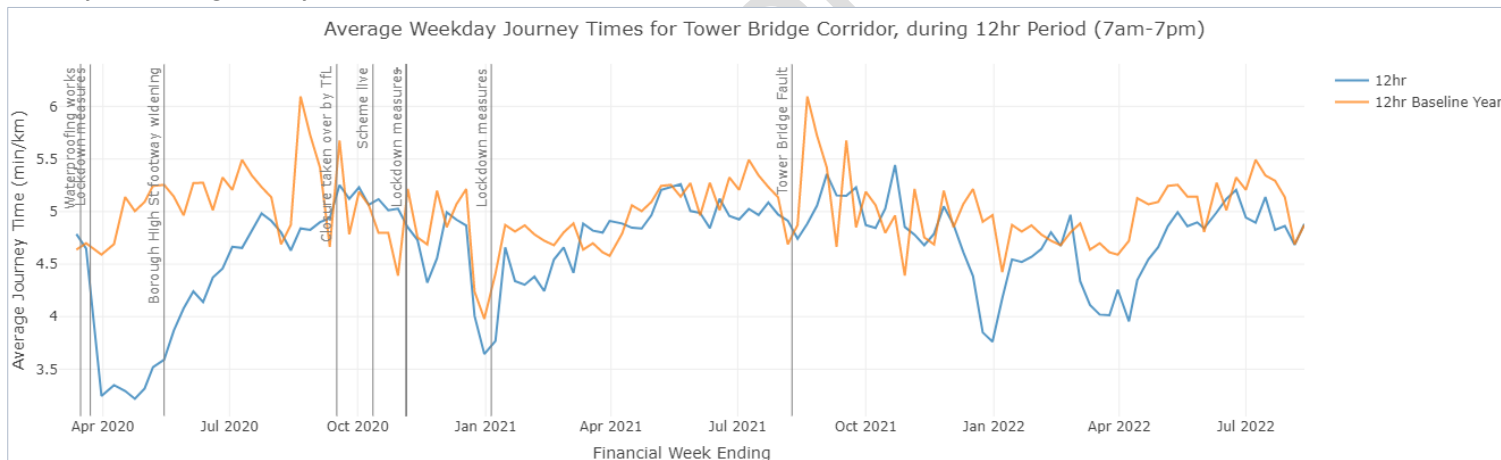
### Tower Bridge Road INRIX Northbound

Journey times are generally consistent with the baseline. There is a high degree of variability due to being part of the Inner Ring Road influenced by many other factors. Journey time peaks are associated with Tube strikes 1&3 March and Tube/Rail strikes 21-25 June. Other nearby works such as Mansell Street construction, Rotherhithe Tunnel and The Highway may have also influenced performance in the past 6 months.



### Tower Bridge Road INRIX Southbound

Journey time are generally consistent with the baseline +/- 1 minute per kilometre.



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## Appendix 5 – EQIA

Proposed change	Impact positive (P) or Negative (N)	Impact number	Impact for customers or staff	Evidence to substantiate the impact (links, files or references)	Mitigations/recommendations/Potential opportunities	Mitigation Implementation (X)			Implementation Explanation	Residual risk	Mitigation communicated with staff		Mitigation communicated with public		Ongoing Monitoring and responses
						None	Partial	Full			Y/N	How?	Y/N	How?	
<b>Removal of one traffic lane</b> in each direction on London Bridge to reinstate bus lanes and provide space for cycle lanes. (introduced as part of original LSP scheme)	N	1	The increased congestion on London Bridge could lead to greater use of minor roads to access alternative river crossings, increasing traffic which could impact on pedestrian safety, noise and air pollution within local neighbourhoods. This could have a greater impact on those who may have difficulty crossing roads, including younger and older people. It may also have a greater impact on concentration for younger local residents who may be attending school or classes at home. There may be a greater impact for those with breathing related difficulties due to increased pollution in the local neighbourhood due to increased numbers of vehicles and vehicles remaining stationary in traffic.		Traffic modelling undertaken to ascertain impact of losing traffic lanes. Results show that journey times for general traffic as a result of reducing the number of lanes, are to remain largely neutral with no journey time change expected to be greater than 2 minutes. As a result limited traffic reassignment is expected.  Monitoring of traffic post-implementation is on-going.	✓			London Bridge is only accessible to general traffic between 7pm and 7am. Mon-Fri and all day Saturday and Sunday. The impacts of the timed restriction on general traffic is covered in another EQIA.		Y	Scheme presented to TfL Senior Management at Road Space Performance Review Group for approval.  Factsheet to be sent round internally.	Y	To be included in City of London's current construction updates for London Bridge and through TfL stakeholder letters and on website. Details of restrictions included on one network, which shares data with all mapping / routing / sat navs companies.	A monitoring dashboard, reviewed monthly, has been set up by Network Performance which provides data on traffic flows, bus journey time and pedal cycle counts.
<b>Reinstatement of bus lanes</b> in both direction on London Bridge. (introduced as part of original LSP scheme)	P	2	Improvements to bus journey times and reliability will have a positive impact on all customers using bus services that run along London Bridge. This will benefit those in lower-income groups in particular, who are more likely to be reliant on buses as an affordable way to travel. The bus is the second most common type of transport used by Londoners on lower incomes (69% use the bus at least once a week, compared with 59% of all Londoners). The changes will also benefit BAME customers, as 47% of bus users in London are from BAME communities, which is higher than the population of London as a whole (40%).  These benefits will also be brought to older people, young people and those with disabilities who may be more reliant on buses if they are unable to drive.		The proposed design reinstates both northbound and southbound lanes to their full effective width of 3.2m	✓			No mitigation required		Y	Design workshops held with internal stakeholders and factsheet to be sent round internally.	Y	TfL stakeholder letters and on website.	A monitoring dashboard, reviewed monthly, has been set up by Network Performance which provides data on traffic flows, bus journey time and pedal cycle counts. Comments from the public or organisations will be received and logged by LCAP and responses provided by the sponsor.
<b>New separated with-flow cycle lanes</b> on London Bridge (introduced as part of original LSP scheme)	P	3	Dedicated with-flow cycle lanes on London Bridge will provide physical separation and reduced interaction between people and motor traffic. Improved safety, and / or improved perception of safety is expected to increase active travel among groups who are currently less likely to cycle, including the young, the old, women, some BAME groups and disabled people, which would be a positive outcome.			✓			No mitigation required		Y	Design workshops held with internal stakeholders and factsheet to be sent round internally.	Y	TfL stakeholder letters and on website.	A monitoring dashboard, reviewed monthly, has been set up by Network Performance which provides data on traffic flows, bus journey time and pedal cycle counts. Comments from the public or organisations will be received and logged by LCAP and responses
<b>Removal of loading and disabled parking bay</b> in southbound carriageway (introduced as part of original LSP scheme)	N	5	The reduction in wheelchair accessible parking bays will decrease availability for those who require door to door transport to travel limit their ability to make essential journeys.	See Parking and Loading Tab - Bay 2	Since 2017, the loading and disabled parking bay has been largely inaccessible due to the introduction of the HVM barriers therefore the impact of removing the bay is likely to be minimal due to the length of time the bay has been out of use. Furthermore London Bridge has also been closed to general traffic since March 2020 to allow City of London to undertake waterproofing works.	✓			Stakeholder and public feedback will continue to be monitored. This has not been raised as a significant issue since the scheme has been implemented.		Y	Design workshops held with internal stakeholders and factsheet to be sent round internally.	Y	TfL stakeholder letters and on website.	Comments from the public or organisations will be received and logged by LCAP and responses provided by the sponsor.

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## Project Coversheet

### [1] Ownership & Status

**Unique Project Identifier:** 10847

**Core Project Name:** Beech Street Transport and Public Realm Improvements

**Programme Affiliation** (if applicable): Beech Street Transformation

**Project Manager:** Kristian Turner

**Definition of need:** Public Health.

#### Key measures of success:

- 1) Reduction in through traffic along Beech Street
- 2) Air quality improvements (reduction in NO<sub>2</sub>)
- 3) Vast improvement to quality of the public realm

#### Expected timeframe for the project delivery:

Original timelines:

Gateway 5 – Authority to Start Work – December 2019

Completion – spring 2023

#### Key Milestones:

G345 – December 2019

Experiment start – March 2020

Experiment end – Sept 2021

Public consultation – Oct 2022

Decision report – Jan 2023

**Are we on track for completing the project against the expected timeframe for project delivery?** N – The project timelines have slipped and the decision has been taken to consult with the public on the project.

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

Y – the project has been in the media and has a profile for the Corporation.

### [2] Finance and Costed Risk

#### Headline Financial, Scope and Design Changes:

##### Since G1/2 report:

- Total Estimated Cost (excluding risk): £120,525
- Costed Risk Against the Project: 0

*Scope/Design Change and Impact: Additional scope, including extensive traffic modelling*

##### Since G3 issues report (PSC Approval 22/03/19):

- Total Estimated Cost (excluding risk): £12M–£15M
- Resources to reach next Gateway (excluding risk)
- Spend to date: £585, 217

<ul style="list-style-type: none"> <li>• Costed Risk Against the Project: 0</li> <li>• CRP Requested: £125,000</li> <li>• CRP Drawn Down: 0</li> </ul> <p><i>Scope/Design Change and Impact: Request to increase project scope to investigate feasibility of a two-way closure.</i></p>
<p><b>‘Options Appraisal and Design and Authority to Start work’ G3-4-5 report (as approved by PSC 16/01/2020):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): Phase 1 £1,745,362, overall £12-15m</li> <li>• Resources to reach next Gateway (excluding risk) £1,160,145</li> <li>• Spend to date: £585,217</li> <li>• Costed Risk Against the Project: £125,000</li> <li>• CRP Drawn Down: None</li> <li>• Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)</li> </ul> <p><i>Scope/Design Change and Impact: Authority to proceed with ZES implemented in March 2020</i></p>
<p><b>‘G5 issues report (as approved by PSC 21/10/2020):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £12-15m, increase in project budget of £380K</li> <li>• Resources to reach next Gateway (excluding risk) N/A</li> <li>• Spend to date: £1,425,333</li> <li>• Costed Risk Against the Project: £260,000</li> <li>• CRP Drawn Down: None</li> <li>• Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)</li> </ul> <p><i>Scope/Design Change and Impact: Approve increase in budget for staff costs and an increased CRP provision, note impact of judicial review, approve minor changes to design</i></p>
<p><b>‘G5 issues report (as approved by PSC 18/02/2021):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £12-15m,</li> <li>• Spend to date: £1,494,855</li> <li>• Costed Risk Against the Project: £260,000</li> <li>• CRP Drawn Down: None</li> <li>• Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)</li> </ul> <p><i>Scope/Design Change and Impact: Approve continuation of traffic experiment (with consideration given to impact of the pandemic)</i></p>
<p><b>G5 issues report (as approved by PSC 15/12/2021):</b></p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £12-15m,</li> <li>• Spend to date: £1,806,366</li> <li>• Costed Risk Against the Project: £260,000</li> </ul>

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- *CRP Drawn Down: None*
- *Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)*

*Scope/Design Change and Impact: Approval to move towards public consultation after conclusion of the experiment*

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

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<b>Table 1: Expenditure to date - Beech St Transport Improvements - 16800068</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
PreEv Fees	15,000	15,000	-
PreEv P&T Staff Costs	13,500	13,500	-
DBE Structures Staff Costs	1,500	-	1,500
Env Servs Staff Costs	10,499	10,498	1
P&T Staff Costs	353,044	352,689	355
P&T Fees	232,636	196,888	35,748
<b>TOTAL</b>	<b>626,179</b>	<b>588,574</b>	<b>37,605</b>

<b>Table 2: Expenditure to date - Beech St Transport Improvements - 16100423</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
Env Servs Staff Costs	85,016	74,018	10,998
Legal Staff Costs	60,000	56,188	3,812
P&T Staff Costs	576,250	520,900	55,350
P&T Fees	449,147	314,327	134,820
Purchases	60,000	46,400	13,600
Traffic Mitigation	37,879	37,878	1
Works	214,240	164,206	50,034
Cost Risk Provision	71,161	-	71,161
<b>TOTAL</b>	<b>1,553,693</b>	<b>1,213,917</b>	<b>339,776</b>

<b>Table 3: Expenditure to date - Beech Street (SRP) - 16800355</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
P&T Staff Costs	20,490	20,475	15
Architects Fees	30,000	30,000	-
Cost Consultant	10,000	10,000	-
M&E Consultant	9,700	9,700	-
Plan/Heritage Fees	5,000	5,000	-
Project Management	10,000	10,000	-
Retail Assessment	10,000	10,000	-
Structural Fees	10,000	10,000	-
<b>TOTAL</b>	<b>105,190</b>	<b>105,175</b>	<b>15</b>

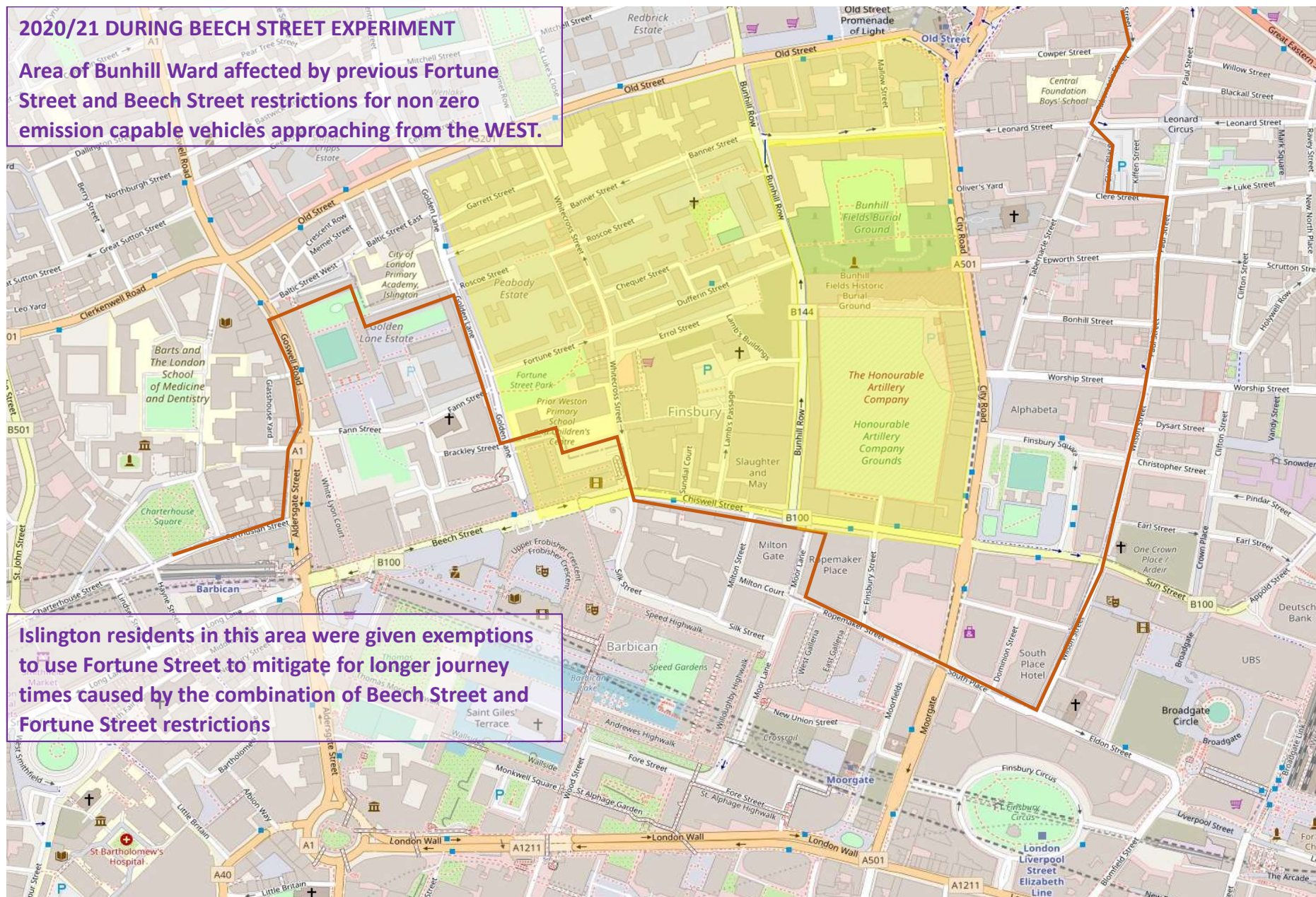
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## 2020/21 DURING BEECH STREET EXPERIMENT

Area of Bunhill Ward affected by previous Fortune Street and Beech Street restrictions for non zero emission capable vehicles approaching from the WEST.

Islington residents in this area were given exemptions to use Fortune Street to mitigate for longer journey times caused by the combination of Beech Street and Fortune Street restrictions

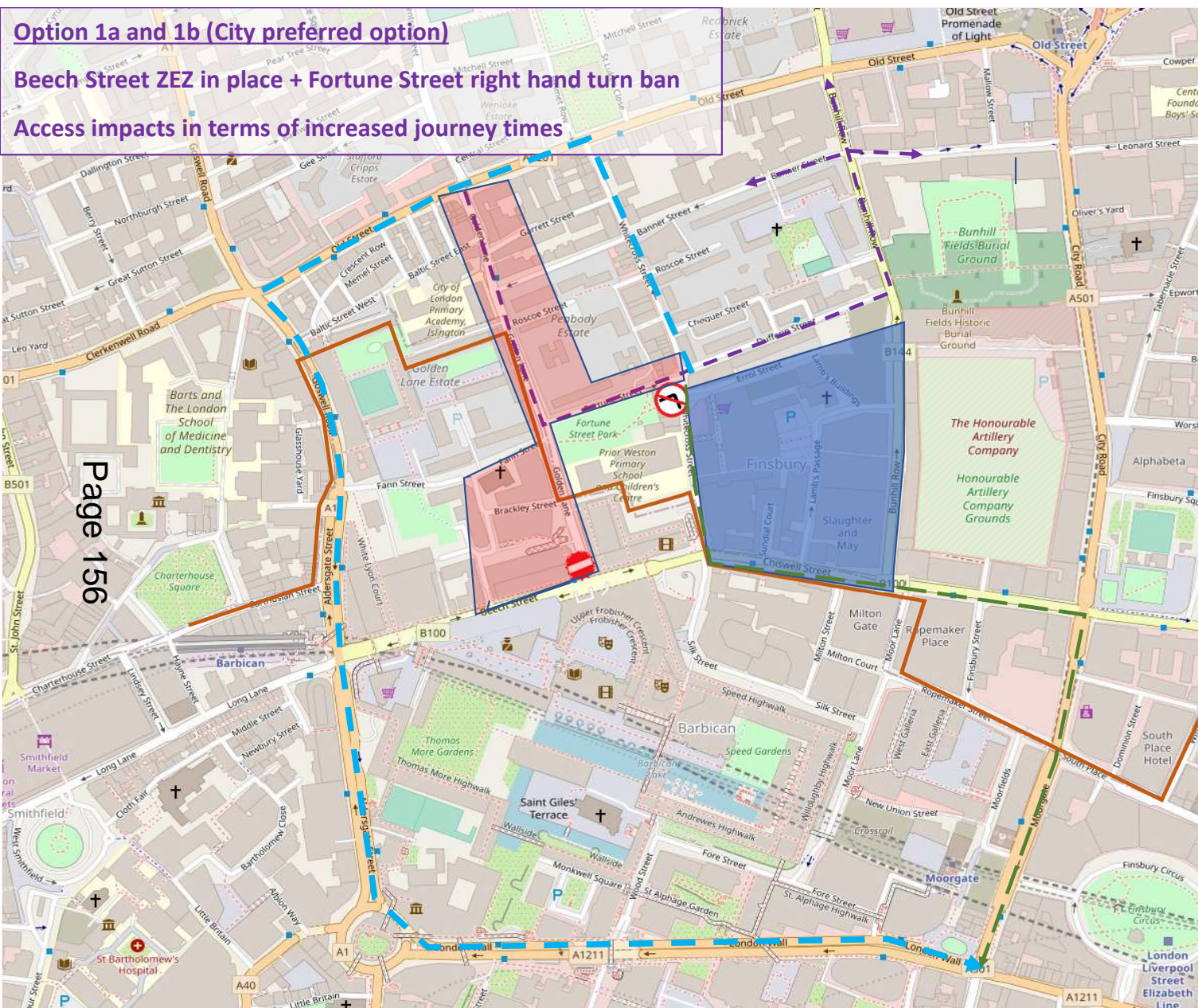









## Option 1a and 1b (City preferred option)

Beech Street ZEZ in place + Fortune Street right hand turn ban

Access impacts in terms of increased journey times



## KEY

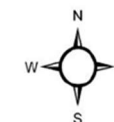
-  Vehicles approaching from the WEST able to access properties via this route, entering the area from Golden Lane
-  Vehicles approaching from the WEST could not use Fortune Street and turn right onto Whitecross Street to get to this area in blue and instead must approach from the east via London Wall
-  Vehicles in the area wanting to go SOUTH would not be able to use Whitecross Street and must drive around via Old Street and Aldersgate Street
-  Route southbound vehicles would have to take (depending on time of day due to market)
-  Shorter route southbound vehicles can take now

## APPENDIX 4

Receptor name	Scenario 1	Scenario 2		Scenario 3	
	NO2	NO2	Change from Scenario 1	NO2	Change from Scenario 1
Beech Street (AQ monitor)	39.4	30.4	-9.0	30.4	-9.0
Beech Street (East of Golden Lane)	35.9	28.6	-7.3	31.0	-4.9
Aldersgate Street/Old Street	33.3	36.1	2.7	36.6	3.3
Old Street/Golden Lane	32.1	34.8	2.8	35.4	3.3
Old Street Roundabout	31.4	31.4	0.1	31.4	0.1
Golden Lane (Roscoe Street)	28.4	28.3	-0.1	28.8	0.4
Golden Lane (Fortune Street)	29.4	28.9	-0.4	30.0	0.6
Fortune Street	27.6	27.6	0.0	27.6	0.0
Richard Cloudesley School	28.0	27.9	-0.1	28.1	0.0
Beech Street/Whitecross Street	31.5	27.7	-3.7	28.6	-2.8
Beech Street/Golden Lane	34.0	28.9	-5.1	30.0	-4.0
Beech Street/Aldersgate Street	35.8	30.6	-5.2	30.6	-5.1
Silk Street (Barbican Centre e	28.1	28.2	0.0	28.2	0.1
London Wall Roundabout	36.6	39.4	2.8	39.4	2.8
Aldersgate Street	36.0	36.6	0.7	36.6	0.7
London Wall	29.2	29.3	0.0	29.3	0.0
London Wall	32.0	34.1	2.1	34.1	2.1
London Wall/Moorgate	32.4	34.7	2.3	34.7	2.3
Moorgate/Ropemaker Street	31.9	34.4	2.5	34.4	2.5
Chiswell Street	34.2	34.2	0.0	34.2	0.0
Fann Street	28.6	28.6	0.0	28.6	0.0
Lauderdale Tower	30.5	29.9	-0.6	29.9	-0.6
Shakespeare Tower	28.9	28.6	-0.3	28.6	-0.3
Cromwell Tower	28.0	27.7	-0.3	27.7	-0.2

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## OPTION 1a



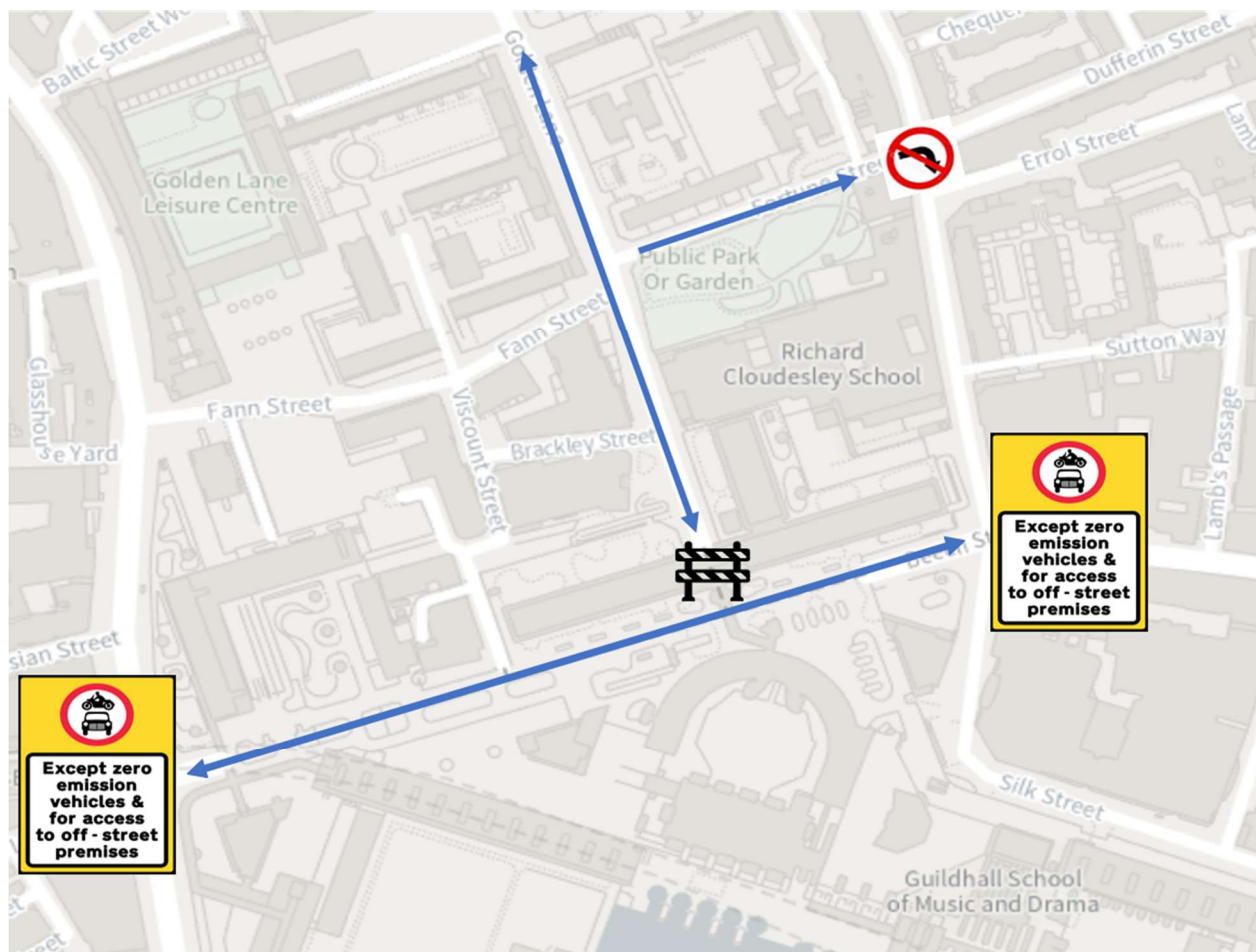
Beech Street restricted to non zero emission vehicles and for local access off Beech Street.

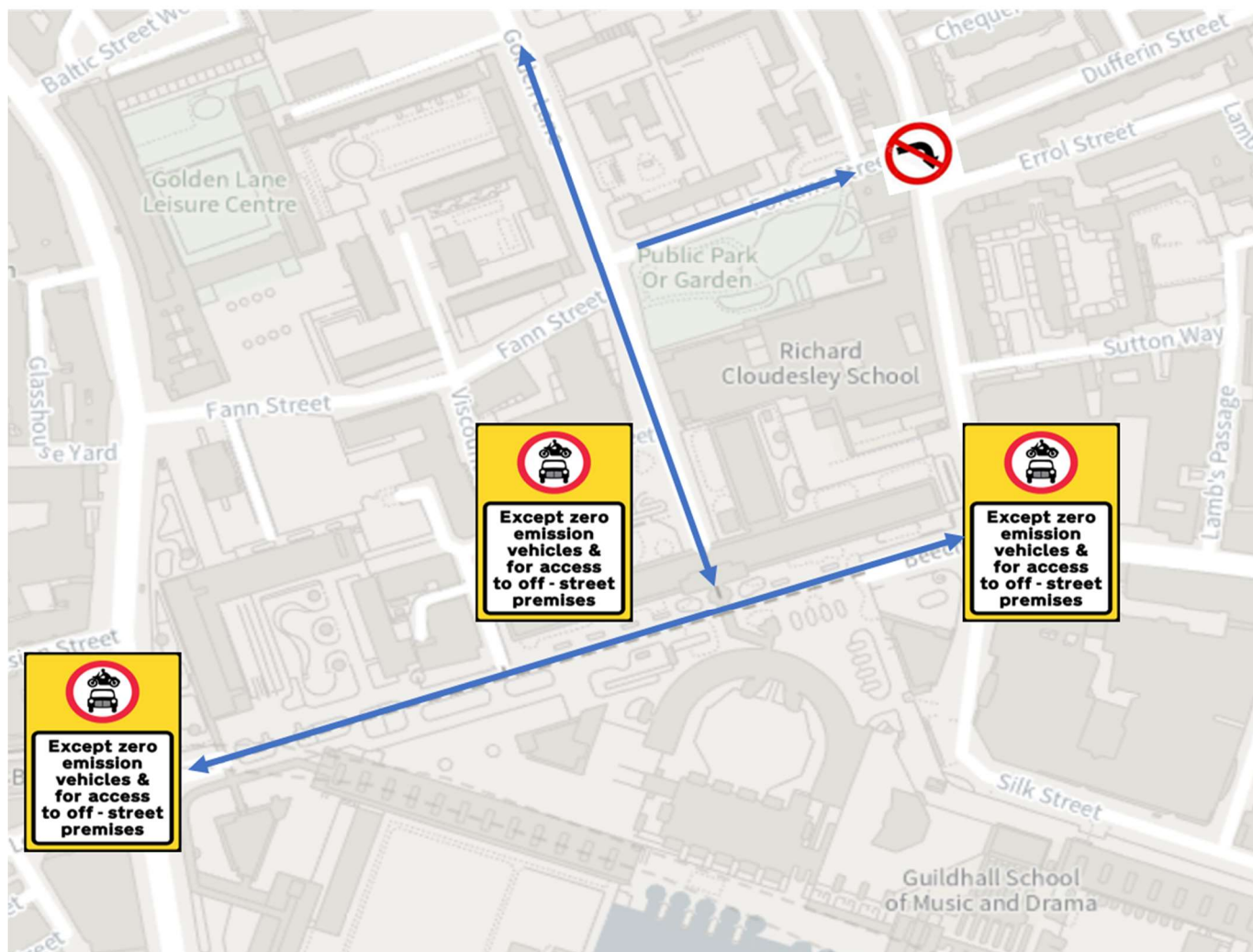
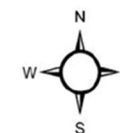


Golden Lane at the junction with Beech Street closed to all motorised vehicles.



A right hand turn ban installed at the junction of Fortune Street and Whitecross Street. (Subject to the agreement of the LB of Islington).





## OPTION 1b



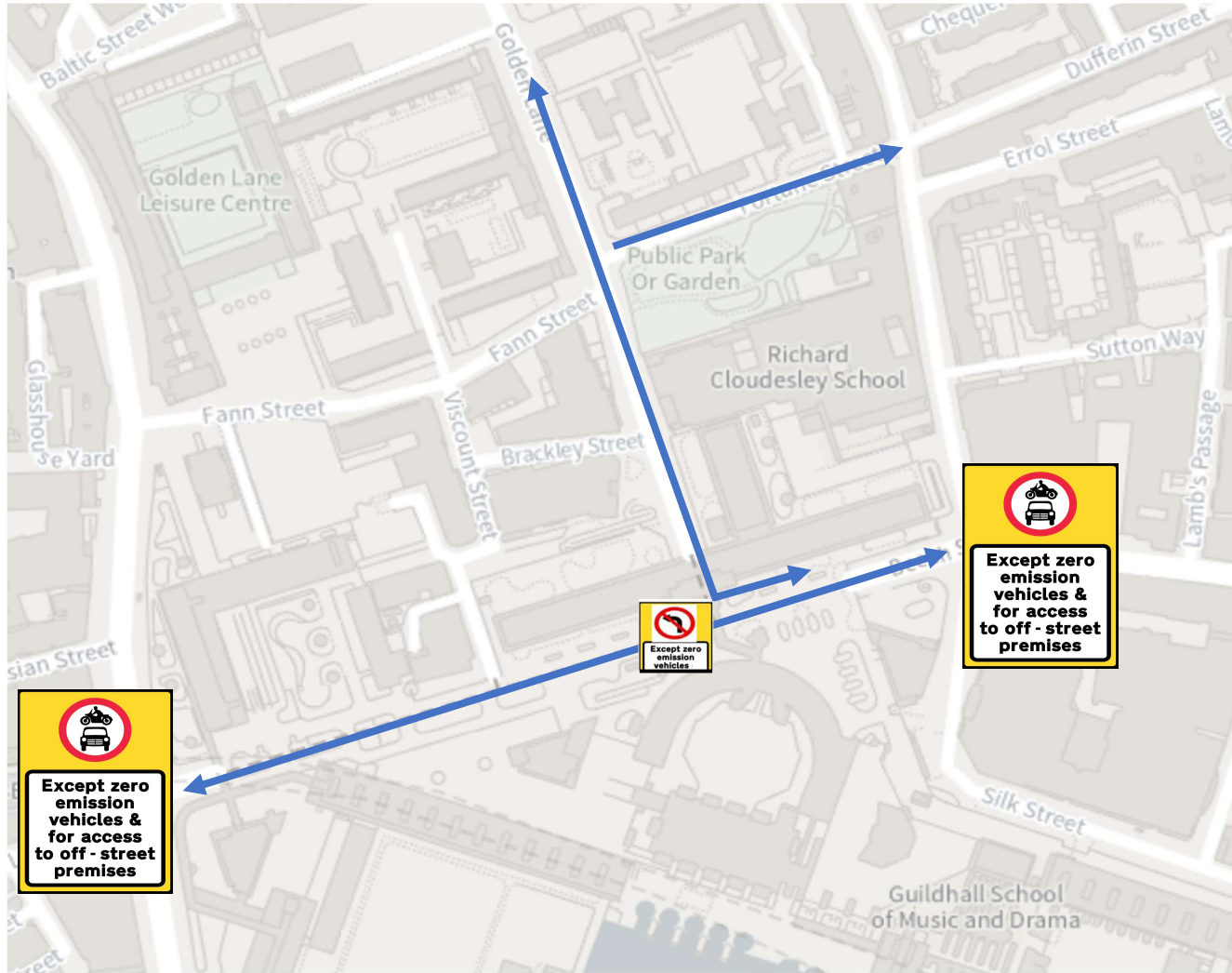
Beech Street restricted to non zero emission vehicles and for local access off Beech Street.



Golden Lane closed to non-zero emission vehicles at the junction with Beech Street



A right hand turn ban installed at the junction of Fortune Street and Whitecross Street. (Subject to the agreement of the LB of Islington).



## OPTION 1c



Beech Street restricted at the eastern and western ends to non zero emission vehicles and for local access off Beech Street. All vehicles can enter from Golden Lane at the junction with Beech Street and travel east.



The left turn from Beech Street northbound into Golden Lane would only be available to zero emission vehicles).



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<b>Committees:</b> Streets and Walkways [for decision] Operational Property and Project Sub [for decision]	<b>Dates:</b> 05 September 2022 26 September 2022
<b>Subject:</b> Beech Street Transportation and Public Realm project <i>(Phase 1 – Zero Emission Scheme)</i>  <b>Unique Project Identifier: 10847</b>	<b>Gateway 5</b> Complex  <b>Issue Report</b>
<b>Report of:</b> Executive Director Environment  <b>Report Author:</b> Kristian Turner – Policy and Projects, City Operations	<b>For Decision</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<b>Background:</b> <ol style="list-style-type: none"> <li>1. In September 2021, the Beech Street zero emission traffic experiment concluded, and the street reopened to all traffic.</li> <li>2. In December 2021, Members of the Streets and Walkways sub-committee considered a report on Beech Street setting out the findings of the zero-emission traffic experiment.</li> <li>3. Members approved proposals to undertake public consultation for a permanent scheme on Beech Street based on the design of the traffic management restrictions of the experimental traffic order.</li> <li>4. Members also agreed that an engagement exercise to gather views on area-wide issues and opportunities to inform the Barbican and Golden Lane Healthy Streets Plan (HSP) would be run in parallel with the consultation on Beech Street.</li> <li>5. Officers have provided verbal updates at Streets and Walkways Committees through 'outstanding references' detailing the series of delays to launching the public consultation, initially due to the limited numbers of workers in the City as a result of COVID-19 Plan B measures, followed by an allowance for the pre-election periods for the City Corporation and LB Islington.</li> </ol>
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	<p><b>This report:</b></p> <p>6. The purpose of this report is to:</p> <ul style="list-style-type: none"> <li>• Update Members on the revised timelines for the public consultation and the ongoing discussions with LB Islington</li> <li>• Seek Member approval to consult on an amended (permanent) zero emission scheme</li> </ul> <p><b>RAG Status: AMBER</b> (Amber at last report to Committee)</p> <p><b>Risk Status: Medium</b> (Medium at last report to Committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> ~ £12M-15M (<i>for Phase 1 and 2, see main report</i>)</p> <p><b>Spend to Date:</b> £1,907,666 (of a total project budget of £2,285,062 for Phase 1)</p> <p><b>Slippage:</b> ~ 12-18 months</p> <p><b>Funding Source:</b> Community Infrastructure Levy (CIL)/OSPR</p> <p><b>Costed Risk Provision Utilised:</b> none to date</p>
<p><b>2. Requested decisions</b></p>	<p><b>Requested Decisions:</b></p> <p>Members of the <b>Streets and Walkways sub-committee</b> and Operational Property and Projects committee are asked to choose from the following two options to progress the project:</p> <p><b>1) Option 1 (recommended)</b></p> <p>Undertake public consultation on a revised (permanent) zero emission scheme on Beech Street which includes three sub options:</p> <ul style="list-style-type: none"> <li>a) Closing Golden Lane to all motorised vehicles at the junction with Beech Street and installing a right-hand turn ban at the Fortune Street / Whitecross Street junction (subject to the agreement of LB Islington));</li> <li>b) Closing Golden Lane to non-zero emission vehicles at the junction with Beech Street and installing a right-hand turn ban at the Fortune Street / Whitecross Street junction (subject to the agreement of LB Islington).</li> <li>c) Keeping Golden Lane open at the junction with Beech Street to <u>all</u> vehicles. (Note that the left turn from Beech Street northbound into Golden Lane would only be available to zero emission vehicles).</li> </ul>

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	<p>If sub option a) and b) above are not supported by LB Islington, it is recommended that the public consultation proceeds with sub option c) only.</p> <p><b>2) Option 2</b> – Close the interim project and progress instead with a longer-term area wide approach to managing traffic and addressing air quality on Beech Street and across the Barbican, Golden Lane and Bunhill areas in partnership with Islington</p> <p>Members are further asked to:</p> <ul style="list-style-type: none"> <li>Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub Committee.</li> </ul>
<p><b>3. Budget</b></p>	<p><b>Scheme Finance</b></p> <p>7. A total of £1,907,666 has been spent on the project to date. A breakdown of the spend profile can be found in Appendix 2.</p> <p>8. The current budget is £2,285,062 for Phase 1 (inclusive of costed risk).</p> <p>9. This report does not supersede previous delegation approvals to move funds between budget line items.</p> <p><b>Option Costs</b></p> <p><b>Option 1</b></p> <p>10. The overall budget allocation is estimated to be sufficient to develop and deliver the next steps to reach the next project milestone. This would be a January 2023 decision report on whether to make the scheme permanent or not. The budget, along with a costed risk register, will be re-assessed in advance of the January report.</p> <p><b>Option 2</b></p> <p>11. The current budget is sufficient to close the project. A Gateway 6 Report would identify the project underspend, currently in the region of £300k.</p> <p>12. The development of the Healthy Streets Plan for the Barbican and Golden Lane area is funded separately. The delivery of any projects emerging from this plan are unfunded and would be subject to availability of capital funding through the annual capital bid process.</p>

	<p><b>Central funding Capital Bids</b></p> <p>13. It was always envisaged that once Phase 1 of the project to deliver the air quality improvements was delivered, that the second phase of the Beech Street Transportation and Public Realm scheme would seek to make substantial public realm improvements to transform the covered street into a vibrant link in the Culture Mile. This is within the approved scope of the Beech Street Transportation and Public Realm project as Phase 2, with work intended to start on this following the delivery of Phase 1.</p> <p>14. In March 2022 Court of Common Council approved a Capital bid for 2022/23 of £2.5M to fund finalising the permanent interim traffic scheme and make substantive public realm improvements on Beech Street and adjacent junctions (if a permanent traffic order to conclude Phase 1 is implemented). If the scheme is to be made permanent, a request to draw down this funding will be made in the January 2023 decision report (and is subject to the Corporation wide Capital Review process currently underway).</p>
<p><b>4. Issue description</b></p>	<p>This section details:</p> <ul style="list-style-type: none"> <li>• the current situation on Beech Street with regards traffic and air quality</li> <li>• LB Islington's position regarding Beech Street and the wider area</li> <li>• The options available to move the project's public consultation forward</li> </ul> <p><b>CURRENT SITUATION – MOVEMENT</b></p> <p>15. General traffic volumes in in the project area have increased since the conclusion of the Experimental Traffic Order but have not returned to levels measured in 2019. Cyclists' numbers have increased overall since 2019, and pedestrian volumes have decreased, in keeping with patterns observed in the wider City</p> <p>16. Motorised traffic volumes in Beech Street have gradually increased following the conclusion of the experiment, measuring:</p> <ul style="list-style-type: none"> <li>• ~1,675 veh/day in November 2021</li> <li>• ~7,500 veh/day in May 2022 (~80% of 2019 volumes)</li> </ul>

	<p>17. Cyclist volumes in Beech Street have increased by 13% on pre-scheme volumes</p> <p>18. Pedestrian volumes in Beech Street have decreased by 43% on pre-scheme volumes</p> <p>19. Motorised traffic volumes on Golden Lane have increased since the conclusion of the experiment, measuring:</p> <ul style="list-style-type: none"> <li>• 1,070 veh/day in September 2021</li> <li>• 1,860 veh/day in April 2022 (56% of 2019 volumes)</li> </ul> <p>20. Cyclist volumes on Golden Lane have increased by 21% on pre-scheme volumes.</p> <p>21. Motorised traffic volumes Fortune Street have increased since the conclusion of the experiment, measuring:</p> <ul style="list-style-type: none"> <li>• 262 veh/day in September 2021</li> <li>• 454 veh/day in April 2022 (40% of 2019 values)</li> </ul> <p>22. Cyclist volumes on Fortune Street have increased by 15% on pre-scheme volumes.</p> <p><b>CURRENT SITUATION – AIR QUALITY</b></p> <p>23. Air quality (nitrogen dioxide, NO<sub>2</sub>) on Beech Street is currently averaging 38 µg/m<sup>3</sup> for the year to date, increased from an average of 31 µg/m<sup>3</sup> in 2021 and an average of 29 µg/m<sup>3</sup> in 2020</p> <p>24. Air quality in Beech Street is influenced by the amount of traffic on the street and the general background air quality across central London, which has seen a marked improvement since 2020 due to a combination of factors:</p> <ul style="list-style-type: none"> <li>▪ Reduced traffic volumes due to changed working patterns</li> <li>▪ Improvements to bus and taxi fleet emissions</li> <li>▪ Expansion of the ULEZ</li> <li>▪ Uptake of electric vehicles</li> <li>▪ Seasonal variations (NO<sub>2</sub> tends to be higher in winter months)</li> </ul> <p><b>UPDATE ON LB ISLINGTON POSITION</b></p> <p>25. In May, Members of Streets and Walkways Committee received a verbal update on the on-going traffic discussions with LB Islington and the risk that public consultation would not begin until after the summer.</p>
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	<p>26. Since the conclusion of the traffic experiment, officers have met frequently with LB Islington on both the results of the experiment and the City Corporation's proposal to move forward with public consultation.</p> <p>27. LB Islington have shared their experience of the parallel Fortune Street experimental traffic order which was funded by the Beech Street project. The Fortune Street experiment was designed to allow local buses and local residents access to properties on Fortune Street. The restriction proved to be locally contentious, some residents had lengthier car journeys to reach their destination which was partly exacerbated by the Old Street roundabout works.</p> <p>28. Therefore, mitigating solutions were used to give exemptions to residents and businesses across the Bunhill area, meaning they could continue to use Fortune Street eastbound.</p> <p>29. LB Islington found this exemption challenging to manage and costly to administer. Officers have therefore advised us they would not recommend to their Members reinstating the Fortune Street restriction in the same form.</p> <p>30. In addition, LB Islington have advised that, while recognising the need to address air quality on Beech Street, they are not supportive of further traffic changes on their streets in the area in the short term.</p> <p>31. This reflects concerns about local opposition and that any changes may only be in place for 18 – 24 months while an area wide approach is developed and implemented, resulting in confusion for people who drive.</p> <p>32. LB Islington remain supportive of working in partnership with the City Corporation on an area wide approach to improvements across the Barbican, Golden Lane and Bunhill neighbourhoods and are looking at what funding options could be available.</p> <p>33. LB Islington have lent considerable support to the Beech Street project to date, both with the Fortune Street experiment, supporting the City Corporation's traffic management application to TfL and accepting that some level of traffic would reassign onto Old Street.</p> <p>34. In July, the Chairman of Planning &amp; Transportation met with Islington's Executive Member for Climate Change and</p>
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	<p>Transport to seek continued support for consulting on the Beech Street scheme.</p> <p>35. In summary, neither the City Corporation nor LB Islington wish to see traffic reassign onto residential streets in the Bunhill area if the Beech Street zero emission scheme is reinstated. However, LB Islington is unlikely to support further traffic restrictions on their streets to mitigate against this traffic and prefer to take a medium-term area wide approach. They have proposed an alternative solution if the Beech Street zero emission scheme was to be implemented in advance of an area-wide approach (Option 1c below).</p> <p>36. Discussions with LB Islington remain ongoing, and we continue to advocate for Options 1a and 1b as reasonable and moderate mitigating measures (as detailed below)</p>
<p><b>16. Options</b></p>	<p>37. In December 2021, Members were asked to approve proceeding with a consultation on Beech St (Phase 1) or whether to pause this work and proceed on a wider area-based scheme only.</p> <p>38. The Committee approved consulting the public on two options for the Golden Lane junction, having it closed to all motorised traffic and keeping it open to zero emission capable vehicles.</p> <p>39. This section provides detail on revised options for Members to consider and sets out the next steps for the recommended option.</p> <p><b>OPTIONS TO PROGRESS THE PUBLIC CONSULTATION</b></p> <p>40. Possible options for an amended design for the Beech Street zero emission scheme have been considered.</p> <p>41. At this stage Members are only being asked if Option 1a, 1b and 1c are agreed to go to public consultation in October or whether they would prefer to close Phase 1 of the project (Option 2) and allow air quality issues in Beech Street to be addressed in the longer term through the wider Barbican and Golden Lane Healthy Streets Plan.</p> <p><b>Option 1 (recommended)</b></p> <p>42. Undertake public consultation on a (permanent) zero</p>

	<p>emission scheme on Beech Street which includes three sub options:</p> <ul style="list-style-type: none"> <li>a) Closing Golden Lane to all motorised vehicles at the junction with Beech Street and installing a right-hand turn ban at the Fortune Street / Whitecross Street junction (subject to the agreement of LB Islington).</li> <li>b) Closing Golden Lane to non-zero emission vehicles at the junction with Beech Street and installing a right-hand turn ban at the Fortune Street / Whitecross Street junction (subject to the agreement of LB Islington).</li> <li>c) Keeping Golden Lane open at the junction with Beech Street to <u>all</u> vehicles. (Note that the left turn from Beech Street northbound into Golden Lane would only be available to zero emission vehicles).</li> </ul> <p>43. If sub-options <i>a</i> and <i>b</i> are not supported by LB Islington, it is recommended that the public consultation proceeds with sub option 1c only.</p> <p>44. It intended that this would proceed alongside the continuation of the Barbican and Golden Lane HSP project.</p> <p><b>Option 2</b></p> <p>45. Close the interim project (phase 1) and progress instead with a longer-term area wide approach to managing traffic and addressing air quality on Beech Street and across the Barbican, Golden Lane and Bunhill areas in partnership with Islington</p> <p><b>DETAILS OF RECOMMENDED OPTIONS FOR CONSULTATION</b></p> <p><b>Option 1a – Zero emission scheme based on the experiment</b></p> <p>46. Under this option, the design largely replicates that used during the experiment but with a different restriction on Fortune Street to prevent it being used as a through route for eastbound traffic moving through the area.</p> <p>47. It is proposed that a “no right-hand turn” sign would be placed at the eastern end of Fortune Street. Vehicles would not be able to travel south on Whitecross Street and onto Chiswell Street but must continue straight onto Dufferin Street and then left onto Bunhill Row, leading back to Old Street. Local traffic with a legitimate access need to the Bunhill area can still approach from the west, but eastbound</p>
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	<p>through traffic must use other routes.</p> <p>48. A much smaller area bounded by Errol Street, Bunhill Row, Whitecross Street and Chiswell Street is negatively impacted compared to the previous Fortune Street ETO (see Appendix 3). Traffic entering the area is only adversely affected if approaching from the west, traffic is unaffected if approaching from the south, north or east. Similarly, journeys originating on Fortune Street and Dufferin Street will have longer routes to the southeast but are unaffected if heading in other directions.</p> <p>49. While a final decision has not yet been taken, it appears unlikely that Islington will agree to Option 1a being included in the public consultation. As noted, this reflects concerns about local opposition and that any changes may only be in place for 18 – 24 months while an area wide approach is developed and implemented, resulting in confusion for people who drive.</p> <p><b>Option 1b - Zero emission scheme based on the experiment but keeping the Golden Lane/Beech Street junction open to zero emission vehicles</b></p> <p>50. As above but with the Golden Lane/Beech Street junction <u>open</u> to zero emission vehicles only.</p> <p>51. We have requested Islington share information from the Fortune Street ETO to determine how many people requested exemptions that live in the smaller affected area, to be able to compare the impacts of Options 1a and 1b to Option 1c, and we are awaiting this information.</p> <p><b>Option 1c – Zero emission scheme with Golden Lane / Beech Street junction open to all traffic</b></p> <p>52. Under this Option, the design of the zero-emission zone would prevent Beech Street being used by non-zero emission vehicles along the east-west axis but allow all vehicles to use Beech Street eastbound carriageway between Golden Lane and Silk Street. Any vehicle travelling south on Golden Lane would be able to turn left onto Beech Street.</p> <p>53. Zero emission vehicles would also be able to turn left from Beech Street onto Golden Lane.</p> <p>54. Based on the data we have and adjusting pre-scheme traffic counts to account for general lower traffic trends post</p>
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	<p>pandemic, it is broadly estimated that traffic on Golden Lane would increase to be in the region of ~3,000 veh/day. This is a similar pre-scheme level to the ~3,300 veh/day.</p> <p>55. This estimate is based on general traffic in the City remaining at 80% of pre-pandemic levels and assumes that most of the traffic that turns left from Aldersgate Street into Beech Street will reassign to Old Street→Golden Lane→Beech Street.</p> <p>56. It should be noted that this option could be viewed negatively by people in the Golden Lane area who have experienced significantly less traffic over the last 2 years.</p> <p>57. Islington view the increase in traffic on Golden Lane as broadly acceptable in the short term whilst work is done for a joint area wide scheme which could include a School Streets approach for Golden Lane</p> <p><b>AIR QUALITY MODELLING OF OPTIONS</b></p> <p>58. Whilst the current air quality results for Beech Street have NO<sub>2</sub> on or around the legal limits, this has been measured during the summer months which generally trend to having better air quality. Air quality measurements taken since the experiment ended are not indicative of the future NO<sub>2</sub> levels as relatively low amounts of traffic were on Beech Street over the winter months.</p> <p>59. Air quality modelling has been undertaken to estimate the following:</p> <ul style="list-style-type: none"> <li>i. Annual NO<sub>2</sub> over 12 months for the current Beech Street traffic volumes if nothing was done</li> <li>ii. Annual NO<sub>2</sub> over 12 months if the same zero emission scheme was reinstated (Option 1a)</li> <li>iii. Impact on annual NO<sub>2</sub> if the zero-emission scheme was reinstated but Golden Lane was kept open to allow southbound traffic to turn left onto Beech Street (Option 1b)</li> </ul> <p>60. The modelling data estimates that:</p> <ul style="list-style-type: none"> <li>i. if nothing is done and Beech Street remains open to all traffic, the annual average NO<sub>2</sub> over the next 12 months is estimated to be: <ul style="list-style-type: none"> <li>▪ 39.4 µg/m<sup>3</sup> on Beech Street (at the AQ monitor western end)</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>▪ 38.8 µg/m<sup>3</sup> on Beech Street between Golden Lane and the western end</li> <li>▪ 29.4 µg/m<sup>3</sup> on Golden Lane</li> <li>▪ 27.6 µg/m<sup>3</sup> on Fortune Street</li> </ul> <p>ii. If a modified zero emission scheme was installed, Option 1a/1b, the annual average NO<sub>2</sub> over the next 12 months is estimated to be:</p> <ul style="list-style-type: none"> <li>▪ 30.4 µg/m<sup>3</sup> on Beech Street (at the AQ monitor western end)</li> <li>▪ 28.6 µg/m<sup>3</sup> on Beech Street between Golden Lane and the eastern entrance</li> <li>▪ 28.9 µg/m<sup>3</sup> on Golden Lane</li> <li>▪ 27.6 µg/m<sup>3</sup> on Fortune Street</li> </ul> <p>iii. If a modified zero emission scheme was installed, Option 1c, the annual average NO<sub>2</sub> over the next 12 months is estimated to be:</p> <ul style="list-style-type: none"> <li>▪ 30.4 µg/m<sup>3</sup> on Beech Street (at the AQ monitor western end)</li> <li>▪ 31 µg/m<sup>3</sup> on Beech Street between Golden Lane and the eastern entrance</li> <li>▪ 30 µg/m<sup>3</sup> on Golden Lane</li> <li>▪ 27.6 µg/m<sup>3</sup> on Fortune Street</li> </ul> <p>For full air quality results at all locations, see Appendix 4</p> <p><b>NEXT STEPS</b></p> <p>61. Any decision on the making of any permanent traffic order could only be made in January 2023 at the earliest when Members would consider the results of the public (non-statutory consultation).</p> <p>62. The intention remains to engage with the public on their views of the wider area at the same time as the consultation on Beech Street.</p> <p>63. In the event that Members approve the recommended Option, the next steps are to:</p> <ul style="list-style-type: none"> <li>• Prepare public consultation documents in consultation with LB Islington</li> <li>• Review and update the Equalities Assessment</li> <li>• Undertake a public consultation exercise</li> <li>• Analyse the public consultation results</li> <li>• Prepare a decision report on whether to make the order permanent</li> </ul>
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### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Finance tables
<b>Appendix 3</b>	Option 1a/1b affected area
<b>Appendix 4</b>	Air quality modelling results
<b>Appendix 5</b>	Option 1a, 1b and 1c detail

### **Contact**

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# Agenda Item 8

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<b>Committees:</b> Streets & Walkways Sub - for decision Operational Property & Projects Sub - for decision	<b>Dates:</b> 6 September 2022 26 September 2022
<b>Subject:</b> Combined Section 278 Project Initiation Report <ul style="list-style-type: none"><li>• 2 Aldermanbury Square (Regular) – 12359</li><li>• 60 Aldgate High Street (Light) – 12360</li><li>• 120 Fleet Street (Regular) – 12361</li><li>• 150 Aldersgate Street (Light) – 12362</li><li>• 2-3 Finsbury Avenue (Light) – 12363</li></ul> <b>Unique Project Identifiers:</b> <i>See above</i>	<b>Gateway 2:</b> <b>Project Proposal</b>
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Tom Noble	<b>For Decision</b>
<b>PUBLIC</b>	

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> A number of planning applications have been approved by the Planning &amp; Transportation Committee in recent months. All of these approvals are conditioned to require the developer to enter into a Section 278 agreement with the City of London Corporation. The scope of each Section 278 agreement is broadly established through the associated Section 106 agreements.</p> <p>As is standard for the City Corporation, all of the Section 278 agreements will include clauses that obligate the relevant developer to meet the full cost of the works. Therefore all of these projects fall outside the scope of the capital programme review.</p> <p><b>Next Gateway:</b> Various (refer to individual Project Briefings at Appendix 1)</p> <p><b>Next Steps:</b> Specific next steps are set out in individual Project Briefings at Appendix 1, however some apply across all</p>
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	<p>projects:</p> <ul style="list-style-type: none"><li>• Set up project budgets</li><li>• Commence design work</li><li>• Negotiate and enter into Section 278 agreements</li></ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. That project budgets are approved for each project as set out in the tables in Section 2;</li><li>2. Note the total estimated costs of the projects (excluding risk) as set out in the Project Briefings.</li></ol> <p><b>Operational Property and Projects Sub Only</b></p> <ol style="list-style-type: none"><li>1. Agree that the Corporate Programme Manager, in consultation with the Chairman of the Operational Property and Projects Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that fall within the remit of paragraph 45 of the ‘City of London Project Procedure – Oct 2018’ (Changes to Projects: General is to be delegated to Chief Officer or escalated to committee(s);</li><li>2. Delegate authority to the Executive Director Environment to approve budget adjustments, above the existing authority within the project procedures and in consultation with the Chamberlain, between budget lines if this is within the approved total project budget amounts;</li><li>3. Delegate to the Executive Director Environment, in consultation with the Chamberlain, authority to further increase or amend the project budgets in the future (above the level of the existing delegated authority) should any increase be fully funded by the Developer.</li></ol>																
<p><b>2. Resource requirements to reach next Gateway</b></p>	<table><tr><th colspan="4">2 Aldermanbury Square</th></tr><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff costs (Project Manager)</td><td>Project management, stakeholder liaison, report writing</td><td>Section 278</td><td>£35,000</td></tr><tr><td>Staff costs</td><td>Design work, commissioning</td><td>Section</td><td>£25,000</td></tr></table>	2 Aldermanbury Square				Item	Reason	Funds/ Source of Funding	Cost (£)	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 278	£35,000	Staff costs	Design work, commissioning	Section	£25,000
2 Aldermanbury Square																	
Item	Reason	Funds/ Source of Funding	Cost (£)														
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 278	£35,000														
Staff costs	Design work, commissioning	Section	£25,000														

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	(Engineer)	surveys	278	
	Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 278	£40,000
	<b>Total</b>			£100,000
	<b>60 Aldgate High Street</b>			
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 278	£20,000
	Staff costs (Engineer)	Design work, commissioning surveys	Section 278	£15,000
	Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 278	£15,000
	<b>Total</b>			£50,000
	<b>120 Fleet Street</b>			
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder	Section 278	£35,000

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		liaison, report writing		
	Staff costs (Engineer)	Design work, commissioning surveys	Section 278	£25,000
	Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 278	£40,000
	<b>Total</b>			£100,000
	<b>150 Aldersgate Street</b>			
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 278	£20,000
	Staff costs (Engineer)	Design work, commissioning surveys	Section 278	£15,000
	Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 278	£15,000
	<b>Total</b>			£50,000
	<b>2-3 Finsbury Avenue</b>			
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of</b>	<b>Cost (£)</b>

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			<b>Funding</b>	
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 278	£20,000
	Staff costs (Engineer)	Design work, commissioning surveys	Section 278	£15,000
	Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 278	£15,000
	<b>Total</b>			£50,000
	<p><b>Costed Risk Provision requested for this Gateway:</b> Not requested at this stage.</p> <p>Funds have already been received from the relevant developers for the evaluation and design stage of the projects. Provision is also made in the related Section 106 agreements for any excess payments during the evaluation and design stage to be recouped from the developers.</p> <p>Any remaining monies at the end of the evaluation and design stage will be put towards the implementation stage. The allocation of resources is subject to advance receipt of all funds.</p>			
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li>• <b>Service Committee:</b> Streets &amp; Walkways Sub</li> <li>• <b>Senior Responsible Officer:</b> Bruce McVean (Assistant Director, Policy &amp; Projects)</li> <li>• Project boards are not expected to be required for any of the projects. Working groups involving key stakeholders will be established where appropriate.</li> </ul>			

### **Project Summary**

<p><b>4. Context</b></p>	<p>4.1 A number of planning applications have been approved by the Planning &amp; Transportation Committee in recent months. All of these agreements require the applicant to enter into a Section 278 agreement with the City of London, to deliver changes to the highway in the vicinity of the site. An Evaluation &amp; Design payment, to progress initial design options, is required through the Section 106 agreement; the value of the E&amp;D is determined by the scale and complexity of the relevant application.</p> <p>4.2 The projects proposed for initiation in this report relate to the following planning permissions:</p> <ul style="list-style-type: none"> <li>• 21/00116/FULMAJ - City Tower &amp; City Place House, 40-55 Basinghall Street, London, EC2V (referred to as <b>2 Aldermanbury Square</b> in this report)</li> <li>• 16/00406/FULMAJ - 15 Minories, 57-60 &amp; 62 Aldgate High Street &amp; 1 Little Somerset Street, London, EC3 (referred to as <b>60 Aldgate High Street</b> in this report)</li> <li>• 21/00538/FULEIA - 120 Fleet Street, London, EC4A 2BE</li> <li>• 20/00371/FULMAJ - 150 Aldersgate Street &amp; 3-4 Bartholomew Place, London, EC1A</li> <li>• 20/00869/FULEIA - 2-3 Finsbury Avenue London EC2M 2PF</li> </ul>
<p><b>5. Brief description of project</b></p>	<p>5.1 Each project involves changes to the public highway in the vicinity of each site. All are fully funded via Section 278 agreements, as stipulated in the relevant Section 106 agreements.</p> <p>5.2 Descriptions of each individual project are contained in the Project Briefs appended to this report.</p>
<p><b>6. Consequences if project not approved</b></p>	<p>6.1 The applicants would be in breach of their planning permission should approval not be granted to progress these projects.</p>
<p><b>7. SMART project objectives</b></p>	<p>Objectives for each project are set out in the Project Briefings at Appendix 1.</p>
<p><b>8. Key benefits</b></p>	<p>The anticipated benefits arising from each project are set out in the Project Briefings at Appendix 1.</p>
<p><b>9. Project category</b></p>	<p>7a. Asset enhancement/improvement (capital)</p>

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<b>10. Project priority</b>	A. Essential
<b>11. Notable exclusions</b>	None.

### **Options Appraisal**

<b>12. Overview of options</b>	12.1 The scope of each project is broadly outlined in the relevant Section 106 agreement and is summarised in the individual Project Briefings appended to this report. Further detail on options development will be reported through separate Gateway reports for each project.
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### **Project Planning**

<b>13. Delivery period and key dates</b>	<p><b>Overall:</b> The overall project durations vary and are largely dependent on the respective development programmes.</p> <p><b>Key dates:</b> Refer to Project Briefings.</p> <p><b>Other works dates to coordinate:</b> Coordination with other works will be assessed and reported in at future Gateways for each individual project.</p>
<b>14. Risk implications</b>	<p><b>Overall project risk:</b> Low</p> <p>14.1 The scope of each project is set out in the related Section 106 agreement; these agreements also obligate the developers to pay the full costs of the Section 278 works.</p> <p>14.2 The City Operations division has delivered many Section 278 projects and is experienced in managing the risks involved with such works.</p> <p>14.3 Risk registers for each project are appended to this report.</p>
<b>15. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>• Developers</li> <li>• Local businesses, including BIDS where relevant</li> <li>• Local residents</li> <li>• City divisions and departments, including Planning &amp; Development, Natural Environment, Chamberlains and Comptroller &amp; City Solicitors</li> </ul>

### **Resource Implications**

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<b>16. Total estimated cost</b>	<b>Likely cost range (excluding risk):</b> £2,150,000 <b>Likely cost range (including risk):</b> £6,150,000 Note that this is the total cost range across the five projects. Cost ranges for each individual project are contained in the Project Briefings.	
<b>17. Funding strategy</b>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Choose 1:</p> <p>All funding fully guaranteed</p> </div> <div style="width: 45%;"> <p>Choose 1:</p> <p>External - Funded wholly by contributions from external third parties</p> </div> </div> <p>All of the projects will be fully funded through Section 278 agreements, as required as part of the Section 106 agreements for each development.</p> <p>As these projects are wholly funded through Section 278 agreements they are not included in the capital programme review.</p> <p>Consideration will be given to expanding the scope of some projects where appropriate. In these cases, bids will be submitted as part of the annual capital bidding process, with approval being sought through the Gateway procedure.</p> <p>Indicative cost ranges are shown in the Project Briefings at Appendix 1.</p>	
<b>18. Investment appraisal</b>	Not applicable.	
<b>19. Procurement strategy/route to market</b>	It is anticipated that all works including design and construction will be undertaken in-house. Should specialist input be required this will be sourced through the Transport & Public Realm Framework or a competitive tender process in line with City Procurement regulations.	
<b>20. Legal implications</b>	Section 278 of the Highways Act 1980 allows the City Corporation (as highway authority) to enter into an agreement with any person for the execution of any works which the authority are authorised to execute, on the terms that that person pays the whole or such part of the cost of the works as	



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	<p>may be specified in the agreement, if they are satisfied it will be of benefit to the public.</p> <p>All of the Section 106 agreements linked to these developments require the developers to enter into Section 278 agreements with the City Corporation to deliver the highway works which are considered necessary to make the relevant development acceptable in planning terms.</p>
<b>21. Corporate property implications</b>	None.
<b>22. Traffic implications</b>	Implications for traffic are expected to be minimal across all of the projects. However, where there are changes required to highway functions, these will be reported through the appropriate Gateway for the relevant project.
<b>23. Sustainability and energy implications</b>	<p>There are relevant sustainability impacts associated with these projects but they have not been considered to date.</p> <p>It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for the design life of the asset.</p> <p>Any greening and planting in the public space will help to improve the scheme's climate resilience. Further information will be provided at future Gateways.</p>
<b>23 IS implications</b>	None.
<b>24 Equality Impact Assessment</b>	An equality impact assessment will be undertaken for each project. The CoLSAT (City of London Street Accessibility Tool) and Equalities Analysis processes will form a key part of the design of each project to ensure the deliverables maximise accessibility opportunities and improvements for as many users as possible.
<b>25 Data Protection Impact Assessment</b>	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken.

### **Appendices**

<b>Appendix 1</b>	Project Briefings
<b>Appendix 2</b>	Risk Registers
<b>Appendix 3</b>	Site plans

### **Contact**

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<b>Report Author</b>	Tom Noble
<b>Email Address</b>	tom.noble@cityoflondon.gov.uk
<b>Telephone Number</b>	07597 425 907

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12359	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	2 Aldermanbury Square Section 278		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Yes (Juliemma McLoughlin)
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director, Policy & Projects
<b>[6] Project Manager</b>	TBC (Projects & Programmes team, City Operations)

Description and purpose
<b>[7] Project Description</b>
<p>The project will deliver changes to the public highway in the vicinity of the development at 2 Aldermanbury Square, also known as City Place House, through a Section 278 agreement that is fully funded by the developer. The scope of the project is defined in the associated Section 106 agreement and includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Walking and cycling improvements to London Wall, including widening and greening of the footways, and the introduction of cycle infrastructure mirroring the cycle lane on the north side of the street;</li> <li>Redesign of the junction of Basinghall Avenue and Aldermanbury;</li> <li>Works to integrate a new pedestrian route through the development site, including an assessment of whether cycling should be permitted through the new route;</li> <li>Other changes deemed necessary as part of the development;</li> <li>Potential works to improve Brewers Hall Gardens, subject to agreement with the developer.</li> </ul> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> <li>Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;</li> <li>Negotiate and enter into a Section 278 agreement.</li> </ul>
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>
The developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>
<p>[1] People are safe and feel safe.          [2] People enjoy good health and wellbeing.          [9] Our spaces are secure, resilient and well-maintained.          [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.          [11] Our spaces are digitally and physically well-connected and responsive.</p>
<b>[10] What is the link to the departmental business plan objectives?</b>

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Providing an enhanced environment for all street users.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	N	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) Improvements to walking and cycling conditions in the vicinity of the development
2) Integration of the new pedestrian route, between London Wall and Basinghall Street, with the surrounding public highway
3) Ensuring the new building can be adequately access and serviced
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
None.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £600,000 Upper Range estimate: £1,500,000
The broad cost range reflects the options for the redesign of the Basinghall Street junction.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Committed sums to maintain upgraded sections of the highway will be presented at a future Gateway, but will be covered for a period of 20 years as is standard for Section 278 projects.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded from a Section 278 agreement.
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Lower Range estimate: works expected to start in mid-2025 Upper Range estimate: late 2025 / early 2026, in line with practical completion of the development

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	Officer Name: TBC

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Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	None.
Comptrollers:	Officer: TBC

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12363	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	2-3 Finsbury Avenue Section 278		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Yes (Juliemma McLoughlin)
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director, Policy & Projects
<b>[6] Project Manager</b>	TBC (Projects & Programmes team, City Operations)

Description and purpose	
<b>[7] Project Description</b>	
<p>The project will deliver changes to the public highway in the vicinity of the development at 2-3 Finsbury Avenue through a Section 278 agreement that is fully funded by the developer. The scope of the project is defined in the associated Section 106 agreement and includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Installation of Hostile Vehicle Mitigation and other security measures on the public highway;</li> <li>• Repaving of footways on Sun Street and Wilson Street;</li> <li>• Removal of on-street parking bays and provision of a blue badge parking bay (subject to consultation);</li> <li>• Tree planting and other greenery.</li> </ul> <p>The next steps to reach Gateway 3-4-5 include:</p> <ul style="list-style-type: none"> <li>• Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;</li> <li>• Negotiate and enter into a Section 278 agreement.</li> </ul>	
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>	
The developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.	
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>	
<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p>	
<b>[10] What is the link to the departmental business plan objectives?</b>	
Providing an enhanced environment for all street users.	
<b>[11] Note all which apply:</b>	
<b>Officer:</b>	N
<b>Member:</b>	N
<b>Corporate:</b>	N



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Project developed from Officer initiation		Project developed from Member initiation		Project developed as a large scale Corporate initiative	
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) Improvements to walking and cycling conditions in the vicinity of the development
2) Integration of new pedestrian routes with the surrounding public highway
3) Ensuring the new building can be adequately access and serviced
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
None.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £400,000 Upper Range estimate: £1,000,000
The broad cost range reflects the options for the security measures.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Commutated sums to maintain upgraded sections of the highway will be presented at a future Gateway, but will be covered for a period of 20 years as is standard for Section 278 projects.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded from a Section 278 agreement.
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Lower Range estimate: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A

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External	None.
Comptrollers:	Officer: TBC

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12360	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	60 Aldgate High Street Section 278		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Yes (Juliemma McLoughlin)
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director, Policy & Projects
<b>[6] Project Manager</b>	TBC (Projects & Programmes team, City Operations)

Description and purpose	
<b>[7] Project Description</b>	
<p>The project will deliver changes to the public highway in the vicinity of the development at 60 Aldgate High Street, through a Section 278 agreement that is fully funded by the developer. The scope of the project is defined in the associated Section 106 agreement and includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Improvements to footways and carriageways on Little Somerset Street, including the potential for creating a pedestrian priority street;</li> <li>Other works to integrate the development with the surrounding public highway.</li> </ul> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> <li>Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;</li> <li>Negotiate and enter into a Section 278 agreement.</li> </ul>	
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>	
The developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.	
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>	
<p>[1] People are safe and feel safe.          [2] People enjoy good health and wellbeing.          [9] Our spaces are secure, resilient and well-maintained.          [11] Our spaces are digitally and physically well-connected and responsive.</p>	
<b>[10] What is the link to the departmental business plan objectives?</b>	
Providing an enhanced environment for all street users.	
<b>[11] Note all which apply:</b>	
<b>Officer:</b> Project developed from Officer initiation	<b>Member:</b> Project developed from Member initiation

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<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N
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<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
1) Improvements to walking conditions in the vicinity of the development, including pedestrian priority measures in Little Somerset Street	
2) The publicly-accessible routes through the site are seamlessly connected with the surrounding public highway	
3) Improved north-south connections between Aldgate High Street and Minories	
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>	
None.	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £200,000 Upper Range estimate: £400,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
Committed sums to maintain upgraded sections of the highway will be presented at a future Gateway, but will be covered for a period of 20 years as is standard for Section 278 projects.	
<b>[16] What are the expected sources of funding for this project?</b>	
The project will be fully funded from a Section 278 agreement.	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Works will coincide with the development programme and will be set out in more detail at the next Gateway.	

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	None.
Comptrollers:	Officer: TBC

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12361	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	120 Fleet Street Section 278		
<b>[3] Programme Affiliation</b> (if applicable)	Fleet Street & Temple Healthy Streets Plan		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Yes (Juliemma McLoughlin)
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director, Policy & Projects
<b>[6] Project Manager</b>	TBC (Projects & Programmes team, City Operations)

Description and purpose
<b>[7] Project Description</b>
<p>The project will deliver changes to the public highway in the vicinity of the development at 120 Fleet Street, through a Section 278 agreement that is fully funded by the developer. The scope of the project is defined in the associated Section 106 agreement and includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Improvements to footways and carriageways in the vicinity of the site;</li> <li>• Tree planting and / or other greening;</li> <li>• New seating;</li> <li>• Potential part-pedestrianisation of St Bride Street;</li> <li>• Other works deemed necessary to integrate the development with the public highway.</li> </ul> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> <li>• Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;</li> <li>• Negotiate and enter into a Section 278 agreement.</li> </ul>
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>
The developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>
<p>[1] People are safe and feel safe.</p> <p>[2] People enjoy good health and wellbeing.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p>
<b>[10] What is the link to the departmental business plan objectives?</b>
Providing an enhanced environment for all street users.
<b>[11] Note all which apply:</b>

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<b>Officer:</b> Project developed from Officer initiation	N	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) Improvements to walking and cycling conditions in the vicinity of the development
2) Increased level of urban greening in the vicinity of the site
3) Increased pedestrian priority on St Bride Street
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
None.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £800,000 Upper Range estimate: £2,500,000
The broad cost range reflects the uncertainty about what level of improvements can be delivered in St Bride Street. This will be determined through surveys and will consider local access requirements.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Commuted sums to maintain upgraded sections of the highway will be presented at a future Gateway, but will be covered for a period of 20 years as is standard for Section 278 projects.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded from a Section 278 agreement.
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Works will coincide with the development programme and will be set out in more detail at the next Gateway.

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A

*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.*

Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	None.
Comptrollers:	Officer: TBC

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12362	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	150 Aldersgate Street Section 278		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Yes (Juliemma McLoughlin)
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director, Policy & Projects
<b>[6] Project Manager</b>	TBC (Projects & Programmes team, City Operations)

Description and purpose					
<b>[7] Project Description</b>					
<p>The project will deliver changes to the public highway in the vicinity of the development at 150 Aldersgate Street, through a Section 278 agreement that is fully funded by the developer. The scope of the project is defined in the associated Section 106 agreement and includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Improvements to footways and carriageways in the vicinity of the site;</li> <li>• Potential improvements to Bartholomew Place, subject to the ownership of the space being determined;</li> <li>• Other works to integrate the development with the surrounding public highway.</li> </ul> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> <li>• Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;</li> <li>• Negotiate and enter into a Section 278 agreement.</li> </ul>					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
The developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [9] Our spaces are secure, resilient and well-maintained. [11] Our spaces are digitally and physically well-connected and responsive.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
Providing an enhanced environment for all street users.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	N	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b>	N

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				Project developed as a large scale Corporate initiative	
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) Improvements to walking and cycling conditions in the vicinity of the development
2) Creation of a new public space in Bartholomew Place, subject to confirmation of the ownership of the space and the dedication of the land as highway prior to the s278 agreement being entered into
3)
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
None.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £150,000 Upper Range estimate: £750,000
The broad cost range reflects the potential for enhancements to Bartholomew Place, subject to confirmation of the ownership of that land.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Commutated sums to maintain upgraded sections of the highway will be presented at a future Gateway, but will be covered for a period of 20 years as is standard for Section 278 projects.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded from a Section 278 agreement.
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Works will coincide with the development programme and will be set out in more detail at the next Gateway.

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A

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HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	None.
Comptrollers:	Officer: TBC

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**City of London: Projects Procedure Corporate Risks Register**

 Project name: 2 Aldermanbury S278

 Unique project identifier: 12359

 Total est cost (exc risk) £1500000

Corporate Risk Matrix score table

PM's overall risk rating

Low
3.5
1.2
0
2
8

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00	0%
£0.00	0%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£0.00	0	0	1
1	6.0	£0.00	0	1	0
3	3.0	£0.00	0	0	3
2	2.5	£0.00	0	0	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	4.0	£0.00	0	1	2

Issues (open)

0
0

All Issues

Open Issues

All Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

 Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: 2 Aldermanbury S278			PM's overall risk rating:						Low			CRP requested this gateway		£ -		Average unmitigated risk			3.5			Open Risks		10														
Unique project identifier: 12359			Total estimated cost (exec risk):						£ 1,500,000			Total CRP used to date		£ -		Average mitigated risk score			1.2			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 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																
R1	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed * Increased costs	Possible	Minor	3		N	8 – Fairly Confident	* Budget and programme slack to account for likely low impact events		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble																	
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, ITL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Possible	Minor	3		N	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																	
R3	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Unlikely	Serious	4		N	A – Very Confident	* Early identification and engagement with key stakeholders.		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble																	
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed.	Unlikely	Minor	2		N	8 – Fairly Confident	* Arrange construction planning meeting with term contractor prior to construction to ensure that resources are available		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																	
R5	2	(2) Financial	GATE 1 TO 6 - Inaccurate or incomplete project estimates, including inflationary issues, leads to budget increases	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		N	8 – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble																	
R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	6		N	8 – Fairly Confident	* Work with design engineers to agree appropriate sum to cover utility delays or on-site discoveries.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble																	
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	A Col. project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																	
R8	4	(10) Physical	GATE 4 TO 6 - Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3		N	8 – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.		Unlikely	Minor	£0.00	2	£0.00	n/a	04/08/22		Tom Noble																	
R9	5	(10) Physical	GATE 5 - Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	3		N	8 – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																	
R10	5	(3) Reputation	GATE 5 - Accident during construction impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Serious	2		N	A – Very Confident	* Consider regular site visits with the Principal Designer should it become necessary.		Rare	Serious	£0.00	2	£0.00	n/a	04/08/22		Tom Noble																	

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City of London: Projects Procedure Corporate Issues Log

Project Name: 2 Aldermanbury S278

Unique project identifier: 12359

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

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## City of London: Projects Procedure Corporate Assumptions Log

Project Name: **2 Aldermanbury S278**

Unique project identifier: **12359**

A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

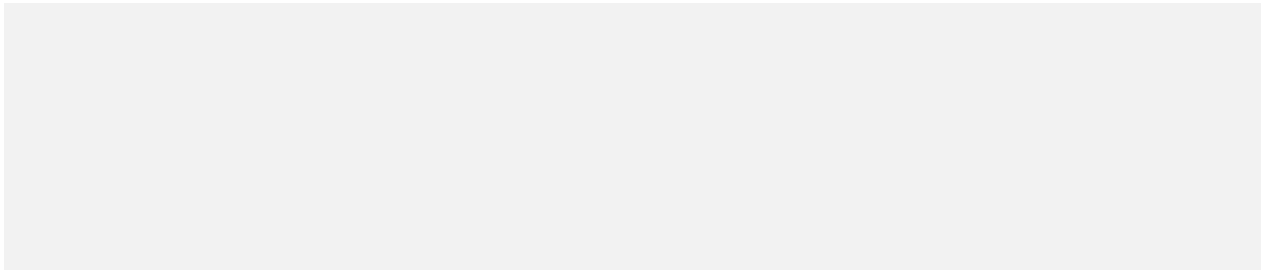
General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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project.

Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)





Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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## City of London: Projects Procedure Corporate Dependencies

Project Name: **2 Aldermanbury S278**

Unique project identifier: **12359**

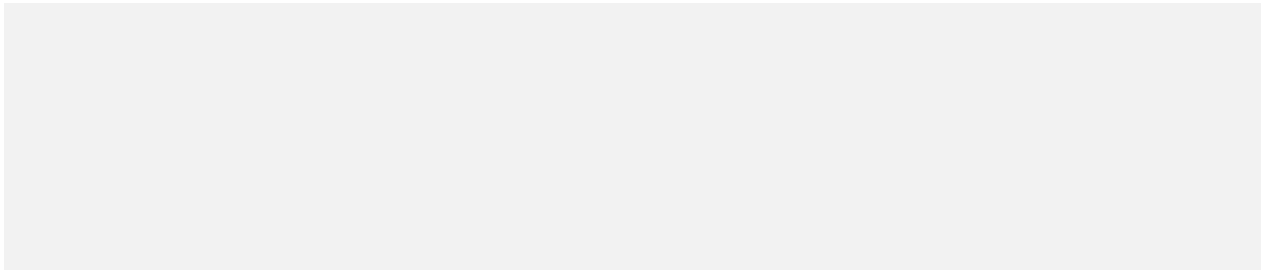
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

**Log**

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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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**City of London: Projects Procedure Corporate Risks Register**

 Project name: 2-3 Finsbury Avenue S278

 Unique project identifier: 12363

 Total est cost (exc risk) £1000000

Corporate Risk Matrix score table

PM's overall risk rating

Low
3.5
1.2
0
2
8

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00	0%
£0.00	0%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£0.00	0	0	1
1	6.0	£0.00	0	1	0
3	3.0	£0.00	0	0	3
2	2.5	£0.00	0	0	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	4.0	£0.00	0	1	2

Issues (open)

0
0

All Issues

Open Issues

All Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

 Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name:			2-3 Finsbury Avenue S278			PM's overall risk rating:			Low			CRP requested this gateway			£ -		Average unmitigated risk			3.5			Open Risks		10																	
Unique project identifier:			12363			Total estimated cost (exec risk):			£ 1,000,000			Total CRP used to date			£ -		Average mitigated risk score			1.2			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	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed * Increased costs	Possible	Minor	3		N	8 – Fairly Confident	* Budget and programme slack to account for likely low impact events		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble																					
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, ITL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Possible	Minor	3		N	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																					
R3	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Unlikely	Serious	4		N	A – Very Confident	* Early identification and engagement with key stakeholders.		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble																					
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed.	Unlikely	Minor	2		N	8 – Fairly Confident	* Arrange construction planning meeting with term contractor prior to construction to ensure that resources are available		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																					
R5	2	(2) Financial	GATE 1 TO 6 - In-accurate or incomplete project estimates, including inflationary issues, leads to budget increases	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		N	8 – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble																					
R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	6		N	8 – Fairly Confident	* Work with design engineers to agree appropriate sum to cover utility delays or on-site discoveries.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble																					
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	A Col. project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																					
R8	4	(10) Physical	GATE 4 TO 6 - Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3		N	8 – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.		Unlikely	Minor	£0.00	2	£0.00	n/a	04/08/22		Tom Noble																					
R9	5	(10) Physical	GATE 5 - Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	3		N	8 – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble																					
R10	5	(3) Reputation	GATE 5 - Accident during construction impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Serious	2		N	A – Very Confident	* Consider regular site visits with the Principal Designer should it become necessary.		Rare	Serious	£0.00	2	£0.00	n/a	04/08/22		Tom Noble																					

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City of London: Projects Procedure Corporate Issues Log

Project Name:

2-3 Finsbury Avenue S278

Unique project identifier:

12363

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/ Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

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## City of London: Projects Procedure Corporate Assumptions Log

Project Name: **2-3 Finsbury Avenue S278**

Unique project identifier: **12363**

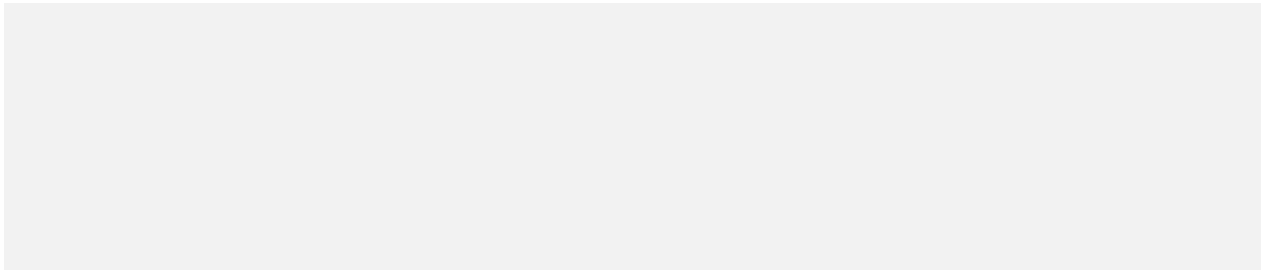
A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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## City of London: Projects Procedure Corporate Dependencies

Project Name:

**2-3 Finsbury Avenue S278**

Unique project identifier:

**12363**

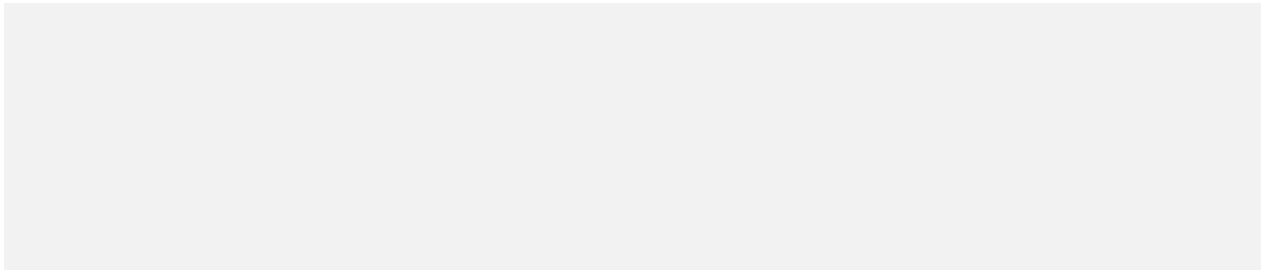
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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**City of London: Projects Procedure Corporate Risks Register**

Project name: 60 Aldgate High Street S278

Unique project identifier: 12360

Total est cost (exc risk) £400000

Corporate Risk Matrix score table

PM's overall risk rating

Low
3.5
1.2
0
2
8

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00	0%
£0.00	0%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£0.00	0	0	1
1	6.0	£0.00	0	1	0
3	3.0	£0.00	0	0	3
2	2.5	£0.00	0	0	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	4.0	£0.00	0	1	2

Issues (open)

0
0

All Issues

Open Issues

All Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

 Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: 60 Aldgate High Street S278			PM's overall risk rating:					Low			CRP requested this gateway		£ -		Average unmitigated risk		3.5		Open Risks		10		
Unique project identifier: 12360			Total estimated cost (exec risk):					£ 400,000			Total CRP used to date		£ -		Average mitigated risk score		1.2		Closed Risks		0		
General risk classification																							
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	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed * Increased costs	Possible	Minor	3		N	8 – Fairly Confident	* Budget and programme slack to account for likely low impact events		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble		
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, ITL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Possible	Minor	3		N	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R3	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Unlikely	Serious	4		N	A – Very Confident	* Early identification and engagement with key stakeholders.		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble		
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed.	Unlikely	Minor	2		N	8 – Fairly Confident	* Arrange construction planning meeting with term contractor prior to construction to ensure that resources are available		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R5	2	(2) Financial	GATE 1 TO 6 - In-accurate or incomplete project estimates, including inflationary issues, leads to budget increases	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		N	8 – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble		
R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	6		N	8 – Fairly Confident	* Work with design engineers to agree appropriate sum to cover utility delays or on-site discoveries.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble		
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	A Col. project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R8	4	(10) Physical	GATE 4 TO 6 - Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3		N	8 – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.		Unlikely	Minor	£0.00	2	£0.00	n/a	04/08/22		Tom Noble		
R9	5	(10) Physical	GATE 5 - Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	3		N	8 – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R10	5	(3) Reputation	GATE 5 - Accident during construction impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Serious	2		N	A – Very Confident	* Consider regular site visits with the Principal Designer should it become necessary.		Rare	Serious	£0.00	2	£0.00	n/a	04/08/22		Tom Noble		

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City of London: Projects Procedure Corporate Issues Log

Project Name:

60 Aldgate High Street S278

Unique project identifier:

12360

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

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## City of London: Projects Procedure Corporate Assumptions Log

Project Name: **60 Aldgate High Street S278**

Unique project identifier: **12360**

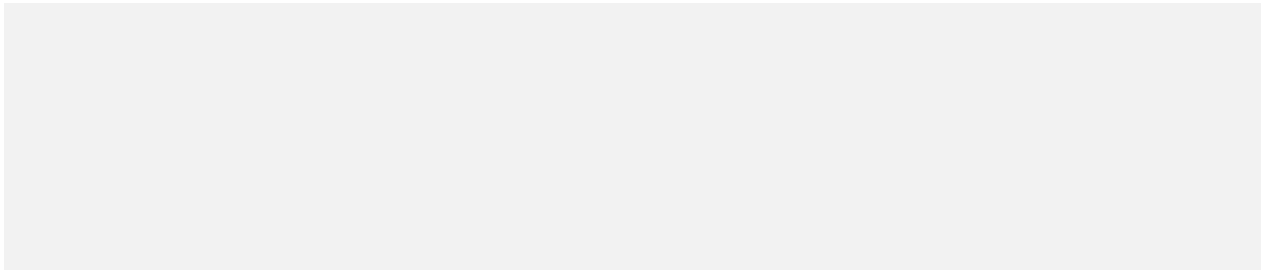
A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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## City of London: Projects Procedure Corporate Dependencies

Project Name: **60 Aldgate High Street S278**

Unique project identifier: **12360**

A list of any event or work that are either dependent on the result of your project, or your project will depend

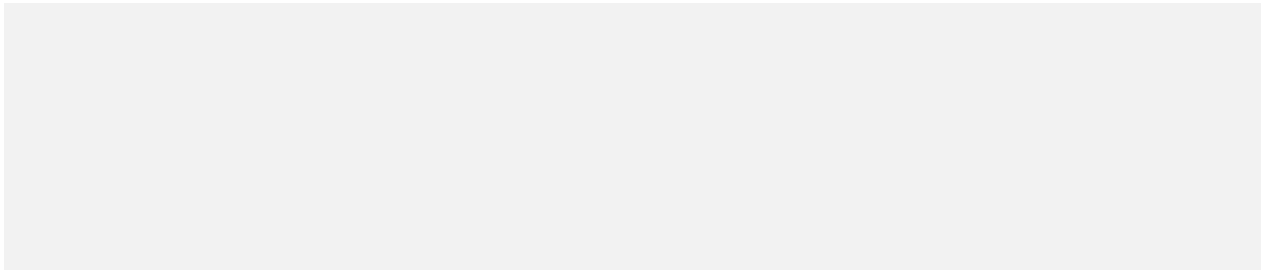
General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

**Log**


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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)





Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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**City of London: Projects Procedure Corporate Risks Register**

Project name: 120 Fleet Street S278

Unique project identifier: 12361

Total est cost (exc risk) £2500000

Corporate Risk Matrix score table

PM's overall risk rating

Low

Avg risk pre-mitigation

3.5

Avg risk post-mitigation

1.2

Red risks (open)

0

Amber risks (open)

2

Green risks (open)

8

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00

0%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00

0%

" "

Costed risk post-mitigation (open)

£0.00

0%

" "

Costed Risk Provision requested

£0.00

0%

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£0.00	0	0	1
1	6.0	£0.00	0	1	0
3	3.0	£0.00	0	0	3
2	2.5	£0.00	0	0	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	4.0	£0.00	0	1	2

Issues (open)

0

Open Issues

0

0

0

0

All Issues

0

All Issues

0

0

0

0

 Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: 120 Fleet Street S278			PM's overall risk rating:						Low		CRP requested this gateway		£ -		Average unmitigated risk		3.5		Open Risks		10		
Unique project identifier: 12361			Total estimated cost (exec risk):						£ 2,500,000		Total CRP used to date		£ -		Average mitigated risk score		1.2		Closed Risks		0		
General risk classification																							
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	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed * Increased costs	Possible	Minor	3		N	8 – Fairly Confident	* Budget and programme slack to account for likely low impact events		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble		
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, ITL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Possible	Minor	3		N	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R3	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Unlikely	Serious	4		N	A – Very Confident	* Early identification and engagement with key stakeholders.		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble		
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed.	Unlikely	Minor	2		N	8 – Fairly Confident	* Arrange construction planning meeting with term contractor prior to construction to ensure that resources are available		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R5	2	(2) Financial	GATE 1 TO 6 - In-accurate or incomplete project estimates, including inflationary issues, leads to budget increases	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		N	8 – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble		
R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	6		N	8 – Fairly Confident	* Work with design engineers to agree appropriate sum to cover utility delays or on-site discoveries.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble		
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	A Col. project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R8	4	(10) Physical	GATE 4 TO 6 - Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3		N	8 – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.		Unlikely	Minor	£0.00	2	£0.00	n/a	04/08/22		Tom Noble		
R9	5	(10) Physical	GATE 5 - Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	3		N	8 – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R10	5	(3) Reputation	GATE 5 - Accident during construction impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Serious	2		N	A – Very Confident	* Consider regular site visits with the Principal Designer should it become necessary.		Rare	Serious	£0.00	2	£0.00	n/a	04/08/22		Tom Noble		

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City of London: Projects Procedure Corporate Issues Log

Project Name:

120 Fleet Street S278

Unique project identifier:

12361

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

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## City of London: Projects Procedure Corporate Assumptions Log

Project Name: **120 Fleet Street S278**

Unique project identifier: **12361**

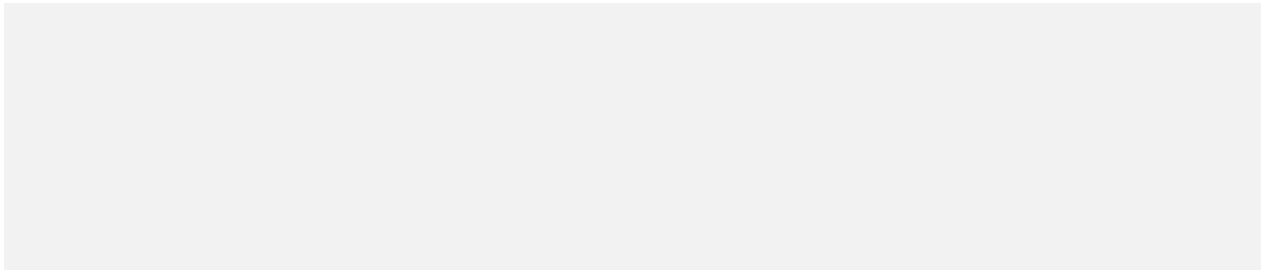
A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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project.

Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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## City of London: Projects Procedure Corporate Dependencies

Project Name: **120 Fleet Street S278**

Unique project identifier: **12361**

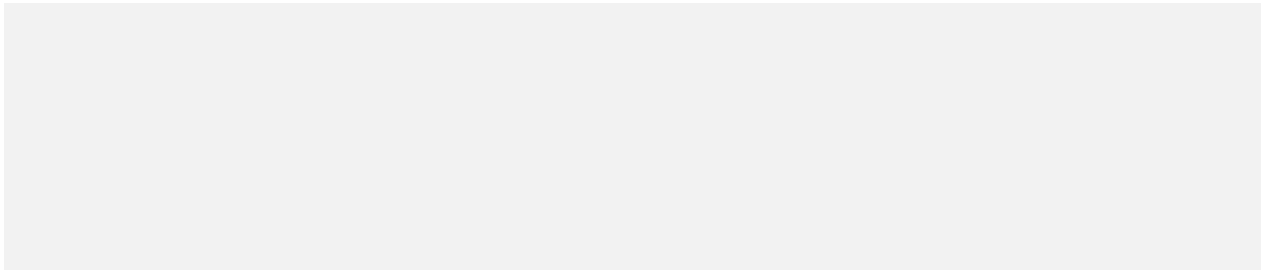
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

**Log**


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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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**City of London: Projects Procedure Corporate Risks Register**

Project name: 150 Aldersgate Street S278

Unique project identifier: 12362

Total est cost (exc risk) £750000

Corporate Risk Matrix score table

PM's overall risk rating

Low

Avg risk pre-mitigation

3.9

Avg risk post-mitigation

1.2

Red risks (open)

0

Amber risks (open)

3

Green risks (open)

8

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£0.00

0%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00

0%

" "

Costed risk post-mitigation (open)

£0.00

0%

" "

Costed Risk Provision requested

£0.00

0%

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£0.00	0	0	1
1	6.0	£0.00	0	1	0
3	3.0	£0.00	0	0	3
2	2.5	£0.00	0	0	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
4	5.0	£0.00	0	2	2

Issues (open)

0

Open Issues

0

0

0

0

All Issues

0

All Issues

0

0

0

0

 Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: 150 Aldersgate Street S278			PM's overall risk rating:						Low		CRP requested this gateway		£ -		Average unmitigated risk		3.9		Open Risks		11		
Unique project identifier: 12362			Total estimated cost (exec risk):						£ 750,000		Total CRP used to date		£ -		Average mitigated risk score		1.2		Closed Risks		0		
General risk classification																							
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	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed * Increased costs	Possible	Minor	3		N	8 – Fairly Confident	* Budget and programme slack to account for likely low impact events		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble		
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, ITL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Possible	Minor	3		N	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R3	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Unlikely	Serious	4		N	A – Very Confident	* Early identification and engagement with key stakeholders.		Possible	Minor	£0.00	3	£0.00	n/a	04/08/22		Tom Noble		
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed.	Unlikely	Minor	2		N	8 – Fairly Confident	* Arrange construction planning meeting with term contractor prior to construction to ensure that resources are available		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R5	2	(2) Financial	GATE 1 TO 6 - In-accurate or incomplete project estimates, including inflationary issues, leads to budget increases	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		N	8 – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble		
R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	6		N	8 – Fairly Confident	* Work with design engineers to agree appropriate sum to cover utility delays or on-site discoveries.		Unlikely	Serious	£0.00	4	£0.00	n/a	04/08/22		Tom Noble		
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	A Col. project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R8	4	(10) Physical	GATE 4 TO 6 - Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3		N	8 – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.		Unlikely	Minor	£0.00	2	£0.00	n/a	04/08/22		Tom Noble		
R9	5	(10) Physical	GATE 5 - Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	3		N	8 – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction		Rare	Minor	£0.00	1	£0.00	n/a	04/08/22		Tom Noble		
R10	5	(3) Reputation	GATE 5 - Accident during construction impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Serious	2		N	A – Very Confident	* Consider regular site visits with the Principal Designer should it become necessary.		Rare	Serious	£0.00	2	£0.00	n/a	04/08/22		Tom Noble		

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City of London: Projects Procedure Corporate Issues Log

Project Name:

150 Aldersgate Street S278

Unique project identifier:

12362

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

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## City of London: Projects Procedure Corporate Assumptions Log

Project Name: **150 Aldersgate Street S278**

Unique project identifier: **12362**

A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

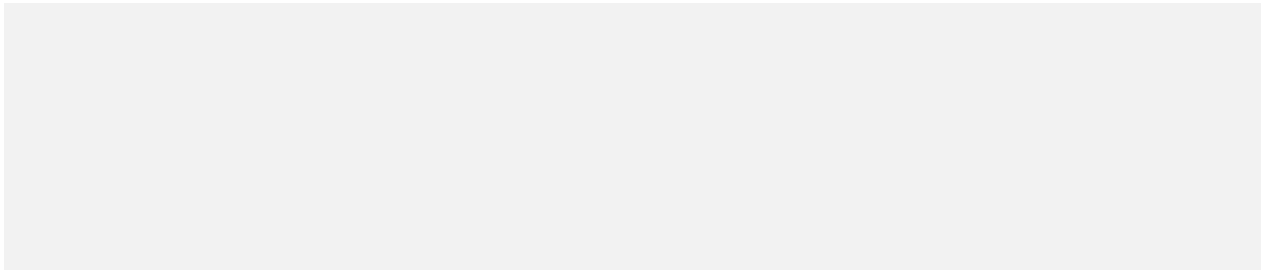
General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)





Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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## City of London: Projects Procedure Corporate Dependencies

Project Name: **150 Aldersgate Street S278**

Unique project identifier: **12362**

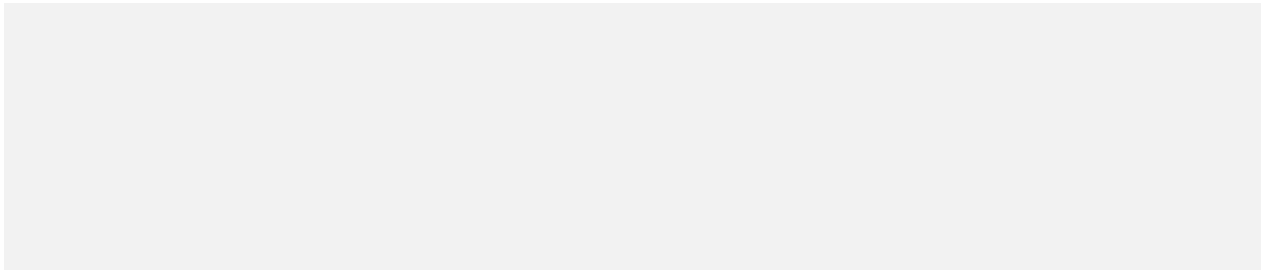
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
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D.12				
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D.14				
D.15				

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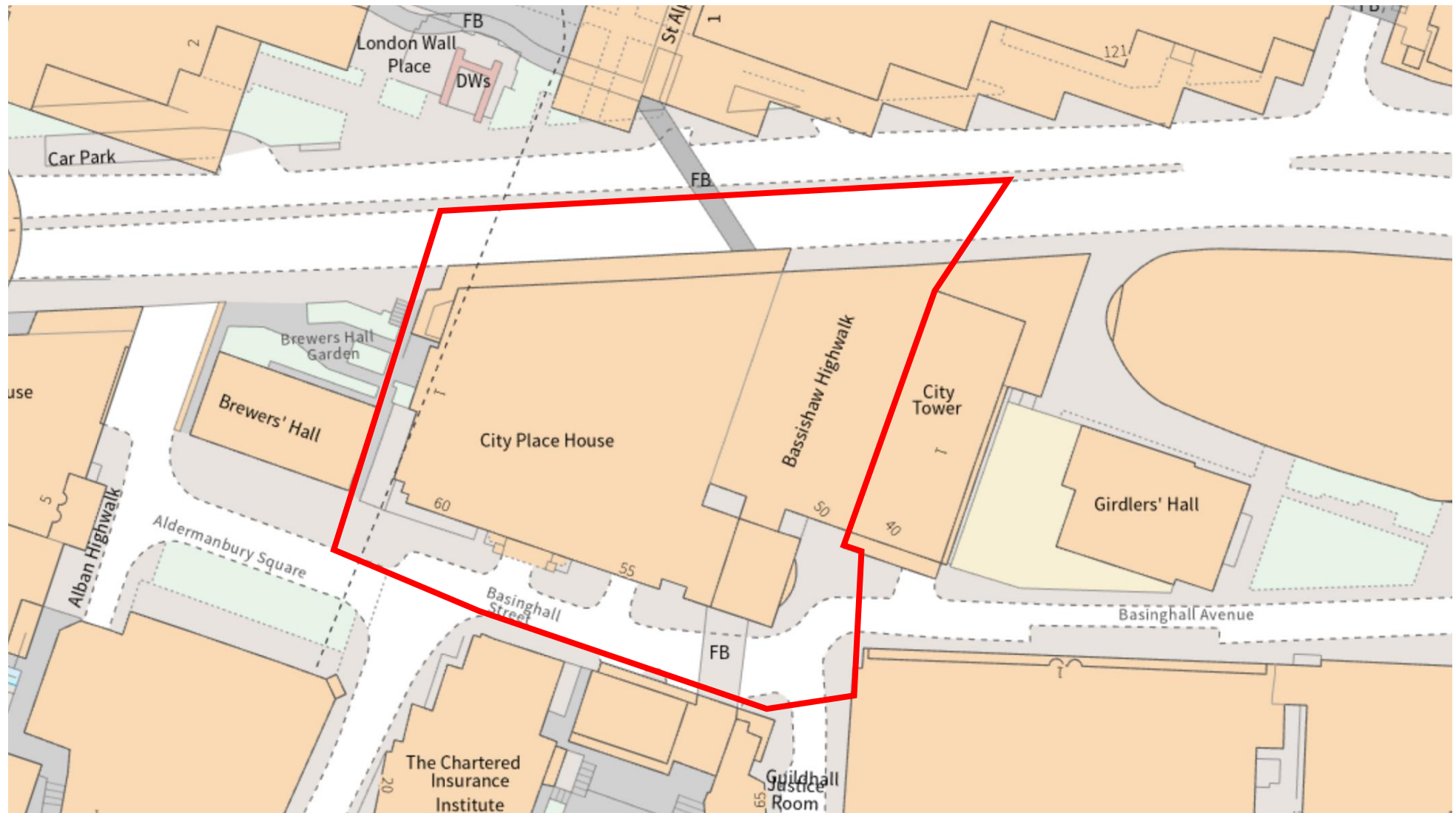
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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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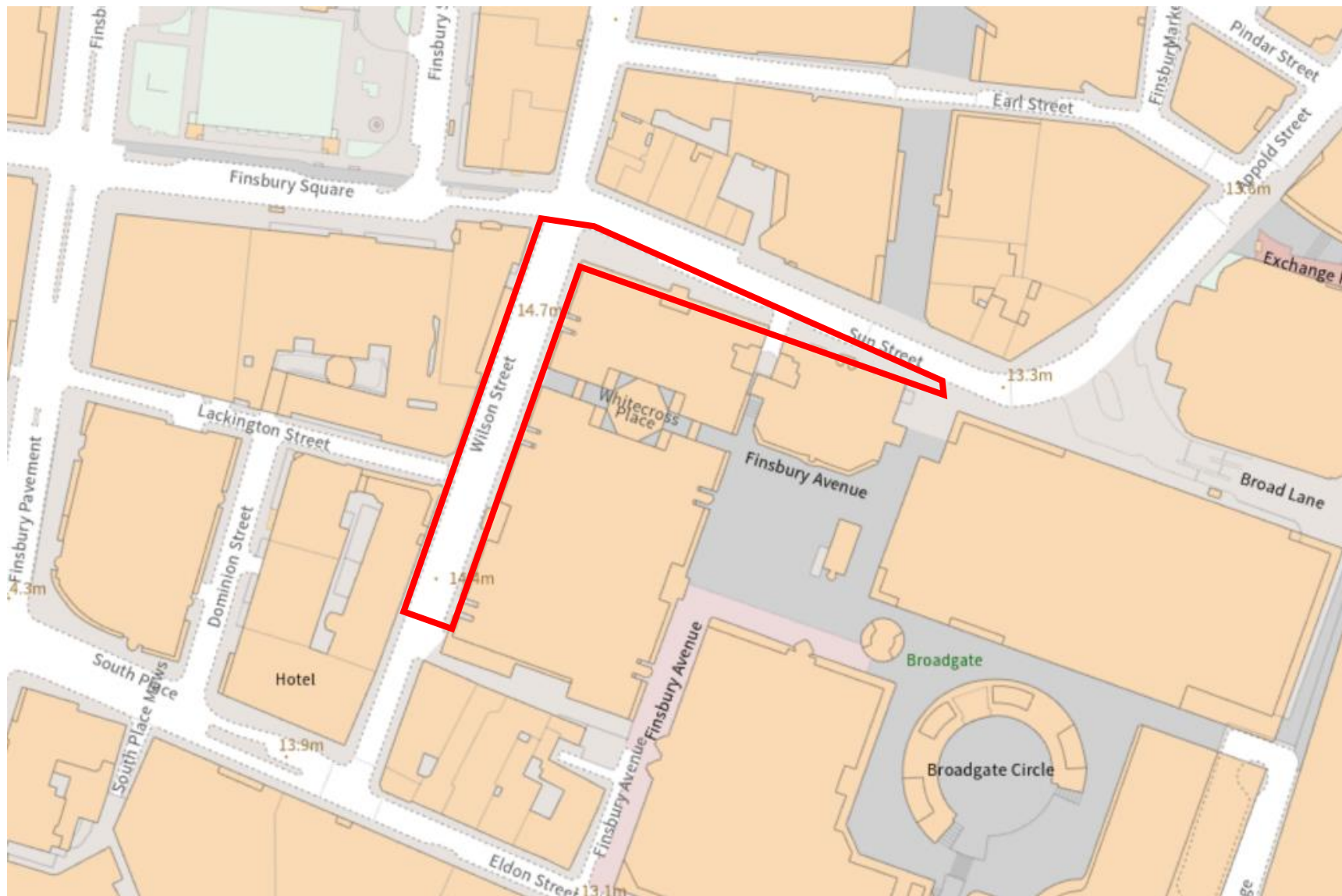
Project scope – 2 Aldermanbury



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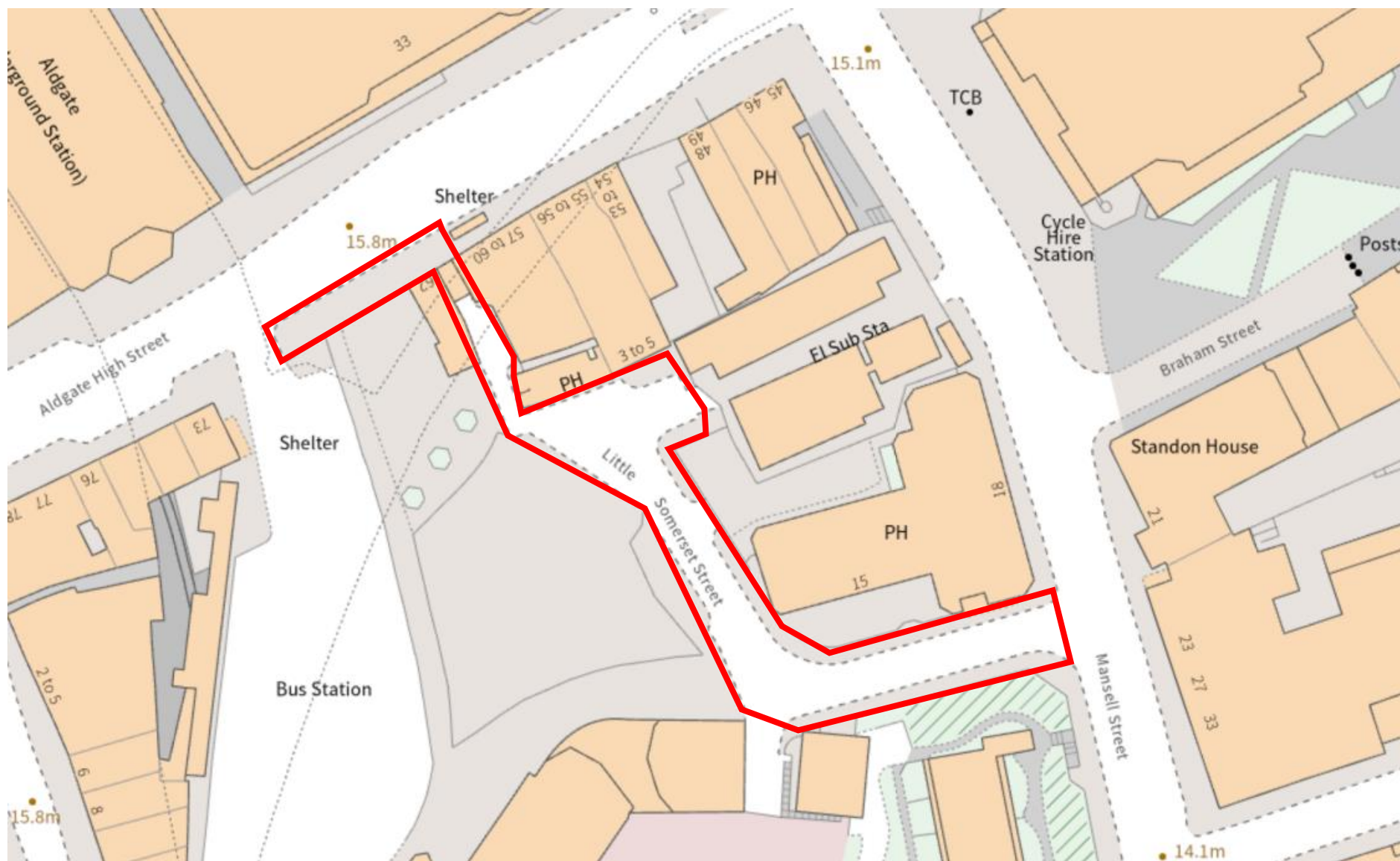


Project scope – 2-3 Finsbury Avenue



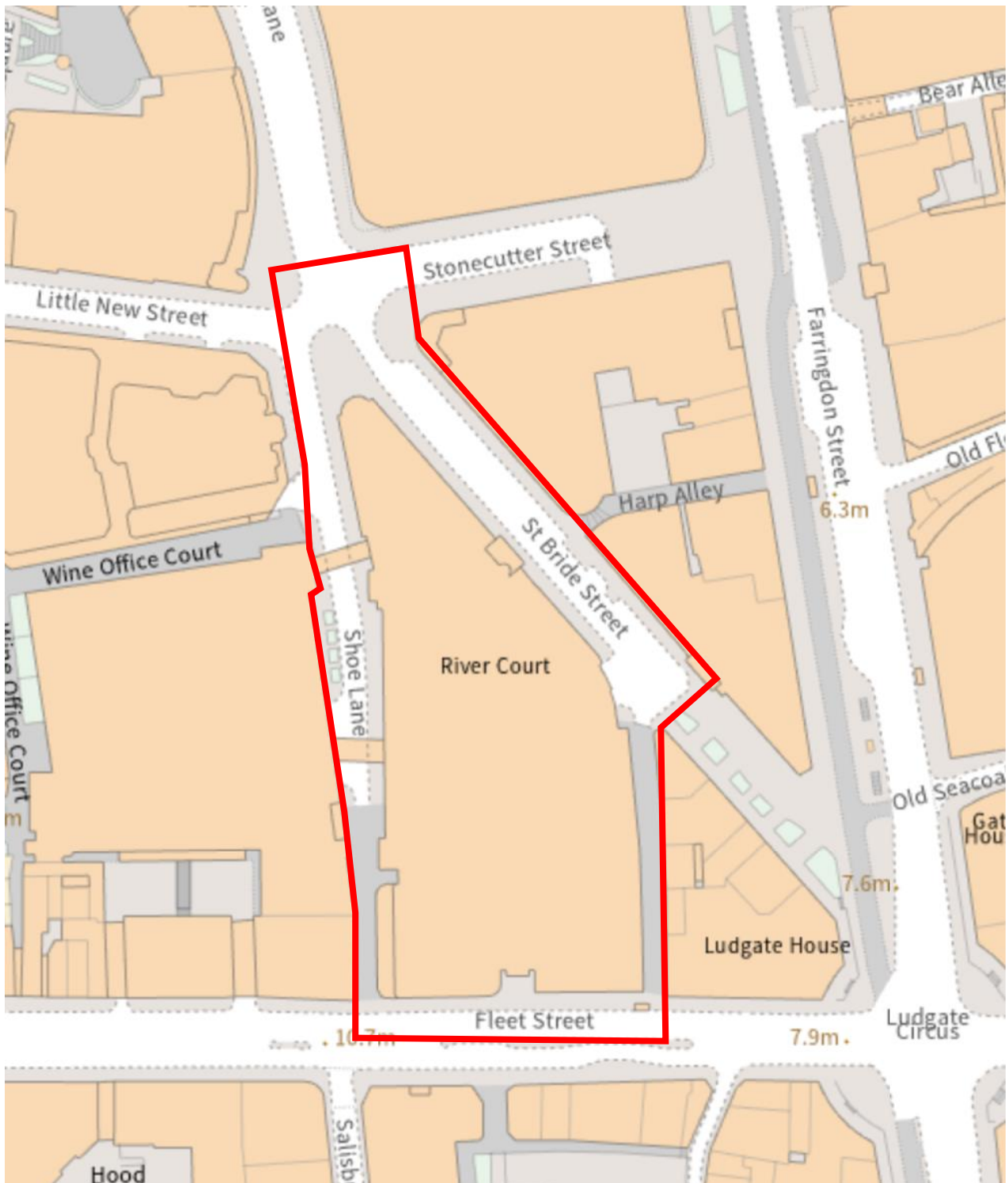
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Project scope – 60 Aldgate High Street



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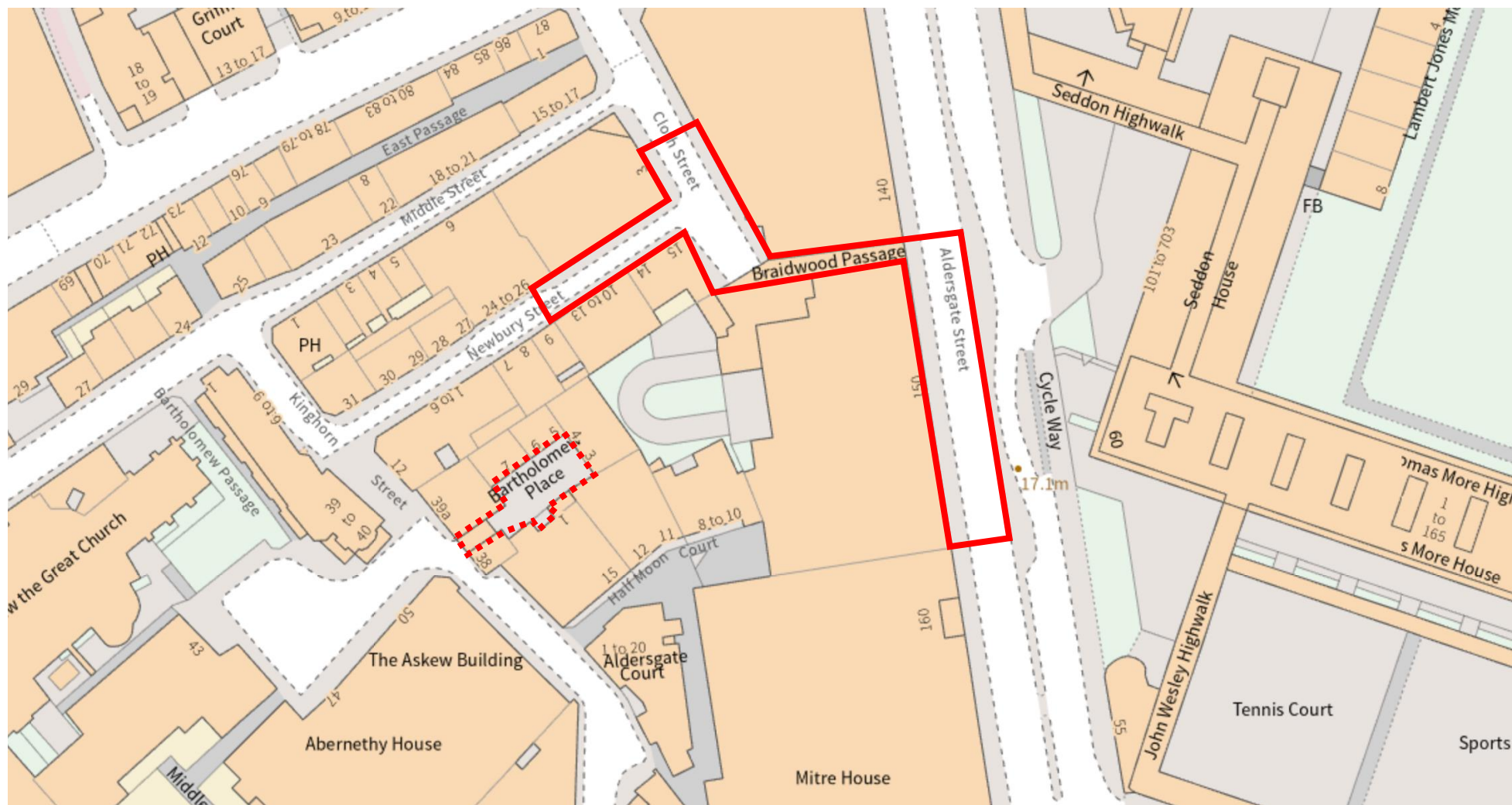
**Project scope – 120 Fleet Street**



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**Project scope – 150 Aldersgate Street (Bartholomew Place subject to confirmation of land ownership)**



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<b>Committees:</b> Streets and Walkways Sub Committee - <i>for decision</i> Operational Property and Projects Committee – <i>for decision</i>	<b>Dates:</b>  06 September 2022 26 September 2022
<b>Subject:</b> City Cluster Healthy Streets Plan  <b>Unique Project Identifier:</b> 12071	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Executive Director of the Environment <b>Report Author:</b> Leah Coburn – Policy and Projects	<b>For Decision</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<p><b>Project Description:</b></p> <p>Following adoption of the Transport Strategy and City Cluster Vision by the Court of Common Council in May 2019, work is underway to implement changes to the way streets within the City Cluster are managed and used by motor traffic and people walking and cycling.</p> <p>The first phase of work was the development of the City Cluster Healthy Streets Plan. The Healthy Streets Plan tested the feasibility of the proposals in the City Cluster Vision and sets out the traffic management changes required to provide pedestrian priority and a high quality and safe public realm for workers and visitors. It also identifies where experimental and interim changes to the function of streets can be made to demonstrate and test the benefits of proposed interventions.</p> <p>Transport and public realm changes across the City Cluster are coordinated through the City Cluster Programme. This contains three workstreams delivering Traffic Reduction and Pedestrian Priority, Wellbeing and Climate Resilience, and Activation and Engagement. This programme is reported on bi-annually.</p> <p>The Healthy Streets Plan sets the framework for delivering change through the Traffic Reduction and Pedestrian Priority</p>
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v.April 2019

	<p>programme. The plan identified options related to traffic access restrictions and public realm improvements and set out a phased delivery plan.</p> <p><b>RAG Status:</b> Amber – delay in completing due to pandemic</p> <p><b>Risk Status:</b> Low</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost: £301,614</b></p> <p>The project was completed 12 months behind the original schedule.</p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <p>Members are asked to:</p> <ol style="list-style-type: none"> <li>1. Approve the content of this outcome report; and</li> <li>2. Agree to close the project.</li> </ol>
<b>3. Key conclusions</b>	<p>The Healthy Streets Plan was approved at Committees as an appendix to a Progress Report in July 2021.</p> <p>Work on the traffic modelling was paused while the City of London's transport response to COVID-19 was implemented in the study area. Therefore, the Healthy Streets Plan was finalised 12 months behind the original schedule.</p> <p>The Healthy Streets Approach gives the Healthy Streets Plans their name. The Approach is a human-centred framework for embedding public health in transport, public realm and planning. It is based on 10 evidence-based Healthy Streets Indicators that capture the elements that are essential for making streets attractive and accessible places to walk, cycle and spend time, and for supporting social and economic activity.</p> <p>A Healthy Streets Plan therefore looks to reduce the use of Local Access streets by through traffic to enable improvements to the walking and cycling experience, enhance the public realm and create new public space.</p> <p>This Healthy Streets Plan has provided an area-based approach to identifying traffic management measures allowing us to look holistically at required network changes both inside the Cluster and alongside other measures such as Bank Junction. It provides a tested and recommended phasing schedule for the delivery of the City Cluster Vision proposals and identifies where initial delivery can be undertaken to restrict traffic on streets before full implementation of the proposals (subject to separate Committee approval).</p>

	Further Healthy Streets Plans are proposed for other areas of the City. While each one will be different and tailored to the area, the approach to Healthy Streets Plans can be used as a basis for those plans also. The key difference for the Cluster is that the City Cluster Vision had already been adopted and so the majority of the work related to this plan was more focussed on the technical aspects of delivering that Vision rather than stakeholder engagement.
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	This project had no physical works and therefore no design into delivery.
<b>5. Options appraisal</b>	The chosen option reduced the study area that originally included the area to the south of Fenchurch Street. This was due to the City Cluster area already having an approved Vision that had included significant stakeholder engagement. This Healthy Streets Plan therefore did not meet one of the original objectives; 'to provide an understanding of the impact of the City Cluster proposals on the area around Fenchurch Street station, and the level of traffic management measures required to implement the Transport Strategy's street hierarchy in this area.' However, the option met the other project's objectives for the City Cluster area. This change to scope was agreed by Committees at Gateway 3/4/5.
<b>6. Procurement route</b>	<p>The following elements of the Healthy Streets Plan were procured:</p> <ul style="list-style-type: none"> <li>• Traffic and pedestrian surveys (open tender)</li> <li>• Traffic modelling (design services in highways term contract)</li> <li>• Equality Analysis (open tender)</li> </ul> <p>All services were procured as expected and their methods worked well.</p>
<b>7. Skills base</b>	The Project Team had the skills, knowledge and experience to prepare the Healthy Streets Plan, with exception to the specialist tasks outsourced as mentioned in Section 6.
<b>8. Stakeholders</b>	<p>Internal stakeholders were engaged throughout the project via the City Cluster Officer Working Group.</p> <p>Extensive external stakeholder engagement was undertaken for the adopted City Cluster Vision. As the majority of the work related to this plan was focussed on the technical aspects of delivering that</p>

	<p>Vision rather than stakeholder engagement, external engagement was through the Eastern Cluster Partnership Steering Group.</p> <p>The project was delivered to Stakeholder's satisfaction.</p>
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### Variation Review

<b>9. Assessment of project against key milestones</b>	<p>As mentioned in Section 3, the finalisation of the Healthy Streets Plan was delayed by 12months due to the implementation of COVID-19 transport recovery measures in the area and wanting to understand the impacts of these measures and whether they should lead to any adaptations to the proposals set out in the City Cluster Vision.</p> <p>The Gateway 5 completion date was July 2020. The actual completion date was July 2021.</p>
<b>10. Assessment of project against Scope</b>	No changes were made to the project after the approved Gateway 3/4/5.
<b>11. Risks and issues</b>	The only significant issue was the delay to the project due to the COVID-19 transport recovery measures.
<b>12. Transition to BAU</b>	As there are no physical works or changes made as a result of the project, no transition to BAU is applicable.

### Value Review

13. Budget

<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £350,000 Estimated cost (excluding risk): £350,000
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	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>
<i>Fees</i>	£193,587	£236,716
<i>Staff Costs</i>	£88,846	£64,898
<i>Works</i>	£0	£0
<i>Purchases</i>	£0	£0
<i>Other Capital Expend</i>	£0	£0
<i>Costed Risk Provision</i>	£0	£0
<i>Recharges</i>	£0	£0

v. April 2019

	<i>Other*</i>	£0	£0
	<i>Total</i>	£282,433	£301,614
	<p>Appendix 2 includes tables for the spend on the project and funding sources. To note, the funding sources table shows the revised funding received from TfL as no further funding under Liveable Neighbourhoods from FY 2020/21 onwards was allocated.</p> <p>There was an increase in fees dealt with by a budget adjustment due to the need to fund an update of TFL's strategic One Model which hadn't been taken into account at the time of Gateway 5.</p> <p><b>Please confirm whether or not the Final Account for this project has been verified. NO</b></p>		
<b>14. Investment</b>	Not applicable		
<b>15. Assessment of project against SMART objectives</b>	<p>The project delivered three out of the four objectives. The fourth objective was not delivered due to a reduction in the size of the study area at Gateway 3/4/5, as mentioned in Section 5.</p> <p>The number of pedestrian priority streets that can be implemented within the area (measured by length) was identified as up to 8 streets with a total length of 1.6km.</p> <p>The reduction in traffic volumes that could be achieved is a minimum of 50% (depending on specific access arrangements) on key streets such as St Mary Axe and Leadenhall Street.</p> <p>A tested and recommended phasing schedule for the delivery of the City Cluster Vision proposals has been prepared within the Healthy Streets Plan, taking into account constraints associated with large scale development in the City Cluster planned during the next several years.</p>		
<b>16. Key benefits realised</b>	<p>All key benefits have been realised:</p> <ul style="list-style-type: none"> <li>a. An area-based approach to identifying traffic management measures allows us to look holistically at required network changes, as well as be informed by other area-based projects such as the City Cluster Zero Emission Zone and any area-based approaches to the management of freight and servicing.</li> </ul> <p>The traffic modelling demonstrated that restricting traffic on St Mary Axe and Leadenhall Street, with reduced capacity on Bevis Marks and Fenchurch Street (to allow for cycling and pedestrian crossing improvements) can be achieved with minimal</p>		

	<p>increases in vehicle journey times with mitigating measures. These measures were also modelled with the All Change at Bank traffic scheme and TfL's Bishopsgate scheme to help understand how wider schemes may impact on the City Cluster and vice versa (see Healthy Streets Plan for further detail – link provided in Section 20).</p> <p>b. It will allow the proposals in phases 2 and 3 of the City Cluster Vision to be delivered (now restructured into the Traffic and Reduction and Pedestrian Priority Programme), which will provide the transformational change to the way the streets look and feel.</p> <p>Leadenhall Street Traffic Management Measures has now been initiated as a discrete project to deliver traffic changes for pedestrian and cycling improvements, building on the feasibility modelling undertaken in the Healthy Streets Plan. Work on traffic management on St Mary Axe is also being progressed to deliver initial and longer-term changes and improvements for people walking and cycling.</p> <p>c. It will identify any initial delivery that can be undertaken to restrict traffic on streets where there will minimal/negligible impact on the rest of the network, before full implementation of the proposals that will provide a high-quality space for people walking, cycling and spending time.</p> <p>This has been considered alongside the constraints associated with large scale development in the area over the coming years, the inter-relation between City Cluster schemes and TfL's scheme for Bishopsgate, and building on the temporary traffic restrictions that were implemented as part of the COVID-19 transport recovery measures. These were factored into the delivery plan within the Healthy Streets Plan, and now being taken forward in the Leadenhall Street and St Mary Axe projects.</p>
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### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	While the COVID-19 transport recovery measures delayed the project, it worked well to understand how these measures (that were similar to the proposals in the City Cluster Vision)
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v. April 2019

	worked on the ground and it helped to progress how the proposals should develop going forward. Traffic modelling work was coordinated with the Bank proposals.
<b>18.Improvement reflections</b>	Generally, the project ran smoothly with the exception to the delay in the finalisation of the Healthy Streets Plan.
<b>19.Sharing best practice</b>	The Healthy Streets Plan will support the development of forthcoming traffic management projects in the City Cluster.  It can also be used as a starting point for other Healthy Streets Plans identified for other areas of the Square Mile.
<b>20.AOB</b>	Link to Healthy Streets Plan:  <a href="#">Appendix 2 Healthy Streets Plan.pdf (cityoflondon.gov.uk)</a>

### **Appendices**

<b>Appendix 1</b>	Finance Tables
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### **Contact**

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## Budget Monitoring Report - Summary

Time run: 18/08/2022 09:12:21

Core Project	Linked Project Number	Project Number	Project Name	Top Task	Sub Task	Approved Budget	Actuals - AP + Misc	GRN Actual Unmatched	Commitment
L5-City Cluster & Fenchurch Street Healthy Street Plan	16800411	16600411	City Cluster Healthy Sts OH	3A Staff Costs	Staff Costs	26,622.00	26,621.08	0.00	0.00
				3A Staff Costs Total		26,622.00	26,621.08	0.00	0.00
		16800411	City Cluster Healthy Streets	3A Staff Costs	P&T Staff Costs	38,278.00	38,277.29	0.00	0.00
				3A Staff Costs Total		38,278.00	38,277.29	0.00	0.00
				Fees	P&T Fees	236,856.00	236,715.63	0.00	0.00
				Fees Total		236,856.00	236,715.63	0.00	0.00
	16800411 Total				301,756.00	301,614.00	0.00	0.00	
	L5-City Cluster & Fenchurch Street Healthy Street Plan Total					301,756.00	301,614.00	0.00	0.00
Grand Total					301,756.00	301,614.00	0.00	0.00	

Approved Budget	Actuals - AP + Misc	GRN Actual Unmatched	Commitment	Total	Amount Unspent
26,622.00	26,621.08	0.00	0.00	26,621.08	0.92
26,622.00	26,621.08	0.00	0.00	26,621.08	0.92
38,278.00	38,277.29	0.00	0.00	38,277.29	0.71
38,278.00	38,277.29	0.00	0.00	38,277.29	0.71
236,856.00	236,715.63	0.00	0.00	236,715.63	140.37
236,856.00	236,715.63	0.00	0.00	236,715.63	140.37
301,756.00	301,614.00	0.00	0.00	301,614.00	142.00
301,756.00	301,614.00	0.00	0.00	301,614.00	142.00
301,756.00	301,614.00	0.00	0.00	301,614.00	142.00

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**Table 1: Expenditure to Date: 16800411 - City Cluster & Fenchurch Street Healthy Streets Pla**

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
P&T Staff Costs	64,900	64,898	2
P&T Fees	236,856	236,716	140
<b>TOTAL</b>	<b>301,756</b>	<b>301,614</b>	<b>142</b>

**Table 2: Funding Sources**

Funding Source	Current Funding Allocation (£)
TfL FY 2019/20 - Liveable Neighbourhood	95,943
S106 - Bevis Marks - 09/00450/FULMAJ - LCE	3,000
S106 - Broadgate 5 - 10/00904/FULEIA - LCE	16,749
S106 - Bishopsgate 100 - 11/00332/FULEIA - Transportation	17,939
S106 - Pinnacle - 06/01123/FULEIA - LCE	134,745
ReVeAL EU Funding	33,380
<b>TOTAL</b>	<b>301,756</b>

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<b>Committees:</b>  Streets & Walkway Committee [for information]  Operational Property and Projects Sub Committee [for information]	<b>Dates:</b>  6th September 2022  26 <sup>th</sup> September 2022
<b>Subject:</b> Pedestrian Priority Streets Programme – Phase 1 <b>Unique Project Identifier:</b> PV Project ID: 12269	<b>Complex Progress Report</b> (last report Gateway 3/4/5)
<b>Report of:</b> Director of Environment <b>Report Author:</b> Kristian Turner – Policy and Projects, City Operations	<b>For information</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<b>Project Description:</b> 1. A three-year programme implementing pedestrian priority schemes across the Square Mile to enhance the comfort and safety of people walking. The programme will directly help deliver the Transport Strategy and Climate Action Strategy.  Phase 1 of the programme features individual on-street measures at six different locations: <ul style="list-style-type: none"> <li>• Cheapside (east of Bread Street)</li> <li>• Old Jewry</li> <li>• King Street</li> <li>• King William Street</li> <li>• Threadneedle Street / Old Broad Street</li> <li>• Chancery Lane</li> </ul> <b>This report</b> 2. The purpose of this report is to update Members on the progress of the programme and some of the key technical challenges that have led to a shift in the approach to delivering the project to focus on accelerating the delivery of permanent measures without first implementing interim schemes.  <b>RAG Status:</b> Green (last report: green) <b>Risk Status:</b> Medium (last report: medium)
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	<p><b>Total Estimated Cost of Project (excluding risk):</b> all phases £6M-£8m</p> <p><b>Spend to Date:</b> £ 545,118 (of £2.6M budget)</p> <p><b>Costed Risk Provision Utilised:</b> £0</p> <p><b>Funding Source:</b> Capital Bid (£6M from Climate Action Strategy funding) and S106 (£150K) (both confirmed)</p>
<p><b>2. Key points to note</b></p>	<p>3. Approval was granted in October 2021 to proceed with the advertising of Experimental Traffic Orders (ETO's) for the first phase of the Pedestrian Priority Programme, alongside implementation of some interim physical works such as footway widening, seating and planters as improvements to the temporary measures that were put in place to create space for social distancing.</p> <p>4. The design process has highlighted a number of technical challenges which mean temporary widening of footways is more expensive than anticipated (and at risk of abortive costs). In addition, there have been a number of road space conflicts which have delayed the progress of implementing improved interim measures as part of the traffic experiment.</p> <p>5. Given the delays and technical issues interim measures during the experimental phase is no longer considered to represent value for money or effective use of materials.</p> <p>6. Details of the key challenges for each of the Phase 1 streets are detailed below.</p> <p><b>Project Issues – design into construction</b></p> <p><b>Cheapside – point closure near Bread St junction</b></p> <p>7. A design to tidy up and enhance the temporary public realm measures installed during the response to the pandemic has been completed but has been unable to progress due to planned utility works.</p> <p><b>King Street – One way working northbound</b></p> <p>8. A design has been completed to widen the footway on the eastern side of King Street with the retention of the contraflow cycle lane. Implementation was delayed at the request of City of London Police not to begin until after the Platinum Jubilee weekend, which then pushed the programme into the handover timeframe between Highway's Term Contracts. Works are currently on hold.</p> <p><b>Old Jewry – Closure at junction with Poultry</b></p> <p>9. Designs for seating and planting in the redundant carriageway space have progressed well and have the support of the Mercers Company. Works are currently programmed to follow</p>

	<p>the works on King Street. These works cannot be completed in parallel due to need to maintain a north-south route for cyclists as Ironmonger Lane is closed for building development works.</p> <p><b>King William Street – footway widening</b></p> <p>10. King William Street has transpired to be the most challenging design location. The overall proposal is to widen the footways on both sides of the street in place of the cycle lanes which are not required due to the decrease in traffic volumes. It has been determined that widening of the footways as an interim measure is impractical in practice due to the condition of the highway surface combined with drainage complications. There is a risk of a significant amount being spent on abortive works if the proposals are not supported.</p> <p><b>Threadneedle Street / Old Broad Street – one way and footway widening</b></p> <p>11. Designs for the footway widening along Old Broad Street and Threadneedle Street has been completed. Threadneedle St incorporates the cycling contraflow currently in place. The cost estimates to undertaking these works on an interim basis are significant, as are the costs to remove these measures if the experiment is not made permanent.</p> <p><b>Project Issues – permissions</b></p> <p><b>Chancery Lane</b></p> <p>12. Camden are the traffic authority for half of Chancery Lane. There has been a significant programme delay in getting Camden to sign a Section 101 legal agreement granting the City the power to make a traffic order on their street. The Experimental Traffic Order for Chancery Lane has been delayed.</p> <p><b>Current arrangement</b></p> <p>13. As a result of the issues above, the temporary measures (including wands) are still in place.</p> <p>14. The ETO's 6-month statutory public consultation period ended at the end of July 2022. Overall, less than ten comments were received including one objection to the experiment.</p> <p>15. Other stakeholders who have expressed support for the measures (at the locations relevant to them) including the Mercers Company and the Cheapside Business Alliance.</p> <p>16. The public consultation which had been due to launch has been deferred due to the intention to open this alongside the delivery of the interim improvement works.</p>
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	<p>17. After a briefing session with the Chairman of Planning &amp; Transportation and the Chairman and Deputy Chairman of Streets and Walkways, it was concluded that the programme should seek to accelerate delivery of permanent improvements, subject to public consultation on permanent proposals and a decision whether to make the ETOs permanent.</p> <p>18. The revised approach is to undertake a 6-week public consultation from mid-September on the permanent designs to understand if these measures are supported by the public. It is intended that the results of this consultation and monitoring data collected during the course of the ETO's will be reported back to November committee for Members to make a decision on whether or not to proceed with advertising a permanent traffic order.</p> <p>19. The temporary measures currently on site will be retained until a final decision on each street has been taken, and then until construction commences.</p> <p>20. It is anticipated that switching to this approach will represent better value for money, potentially saving abortive work for measures that are not made permanent and accelerate the overall delivery programme by 3-4 months.</p>
<b>3. Budget</b>	<p>21. There is no change to the overall budget for the Phase 1 works.</p> <p>22. The spend to date on the project is £545,118</p> <p>23. This report does not supersede previous delegation approvals to move funds between budget line items.</p> <p><b>Costed Risk Provision requested for this Gateway:</b></p> <p>24. The costed risk provision remains unchanged since the last gateway report, there has been no draw down to date</p>
<b>4. Progress to date</b>	<p>25. Since October 2021, detailed design work has progressed on each individual scheme:</p> <ul style="list-style-type: none"> <li>▪ Traffic Management Act notification attained from Transport for London (TfL)</li> <li>▪ Surveys of businesses and residents regarding their access and servicing requirements and experience of the temporary measures</li> <li>▪ Experimental traffic orders put in place to supersede the previous temporary traffic orders (live January 2022, expire July 2023)</li> <li>▪ Detailed design of interim measures</li> <li>▪ TfL signals design work</li> </ul>



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	<ul style="list-style-type: none"> <li>▪ Visual CGI's of what the locations could look like in the future prepared</li> <li>▪ Liaison and engagement with stakeholders</li> <li>▪ Public consultation portal and content questions prepared</li> </ul>
<b>5. Next steps</b>	<p><b>Next steps</b></p> <p>26. The main next steps are:</p> <ul style="list-style-type: none"> <li>▪ Amend the public consultation portal and update the CGI's</li> <li>▪ Launch the public consultation</li> <li>▪ Analyse the results of the public consultation</li> <li>▪ Continue the monitoring of the experimental data</li> <li>▪ Continue stakeholder engagement</li> <li>▪ Commence detailed design of permanent highway and public realm measures</li> <li>▪ Update Equalities Impact Assessments</li> <li>▪ Advise on the number of street trees that can be achieved</li> <li>▪ Prepare cost estimates</li> <li>▪ Prepare a decision report for November Streets and Walkways</li> <li>▪ Subject to approval begin phased delivery of improvements before the end of 2022</li> </ul>

## **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Example Traffic maps Example CGIs for public consultation

## **Contact**

<b>Report Author</b>	Kristian Turner
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# Project Coversheet

## [1] Ownership & Status

**Unique Project Identifier:** 12269

**Core Project Name:** Pedestrian Priority Streets Phase 1

**Programme Affiliation** (if applicable): Pedestrian Priority Programme

**Project Manager:** Kristian Turner

**Definition of need:** Climate Action

### **Key measures of success:**

- 1) Increase the number of kilometres of new pedestrian priority streets and total length of pedestrian priority streets (Climate Action Strategy and Transport Strategy targets)
- 2) Increase the length of City streets with pedestrian comfort level of A+, and lengths of street with pedestrian comfort level of at least B+ (Climate Action Strategy and Transport Strategy targets)
- 3) Increase the percentage of people rating the experience of walking in the City as pleasant (Transport Strategy target and measured through the City Streets survey)

### **Expected timeframe for the project delivery:**

Original timelines:

Gateway 5 – Authority to Start Work – October 2019

Completion of interim measures – summer 2022

### **Key Milestones:**

G345 – October 2019

ETO's commence – January 2022

Experiment end – July 2023

Public consultation – Sept/Oct 2022

Decision report – Nov 2022

**Are we on track for completing the project against the expected timeframe for project delivery?** N – The project timelines to implement interim measures have slipped due to various design constraints and instead recommending to move to public consultation and implement permanent measures in one go.

**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:**

#### **Since G1/2 report:**

- Total Estimated Cost (excluding risk) of whole programme: £6M-£8M
- Resources to reach next Gateway (excluding risk) £199,000
- Spend to date: £0
- Costed Risk Against the Project: 0
- CRP Drawn Down: None
- Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)

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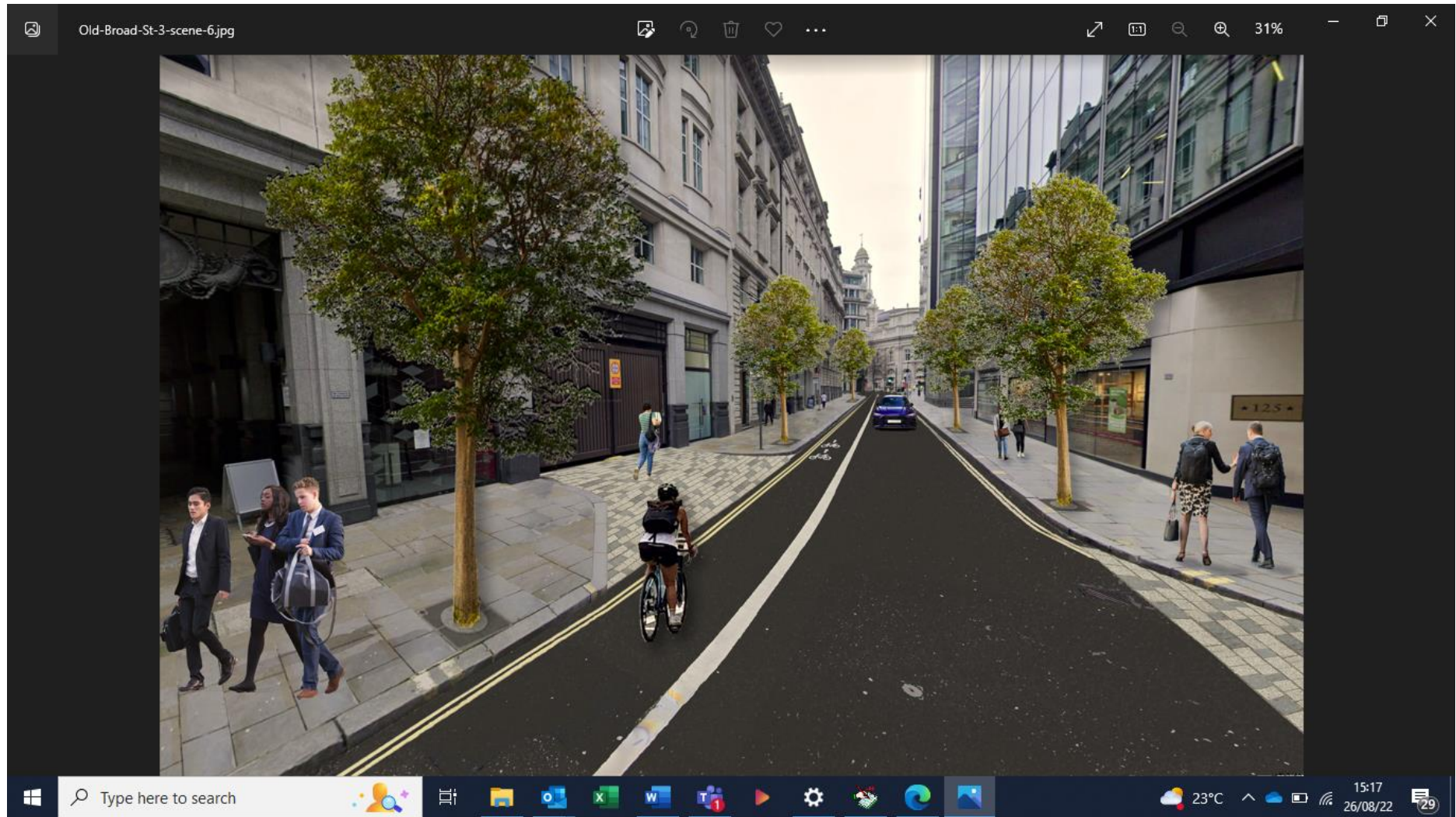
**'Options Appraisal and Design and Authority to Start work' G3-4-5 report (as approved by PSC 20/10/2021):**

- Total Estimated Cost (excluding risk): Phase 1 budget £2,601,628
- Overall project estimate £6-8M
- Resources to reach next Gateway (excluding risk) £2,402,628
- Spend to date: £43,419
- Costed Risk Against the Project: £473,000
- CRP Drawn Down: None
- Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)

*Scope/Design Change and Impact: Authority to proceed design and implementation of interim measures*

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

**Programme Affiliation [£]:N/A**










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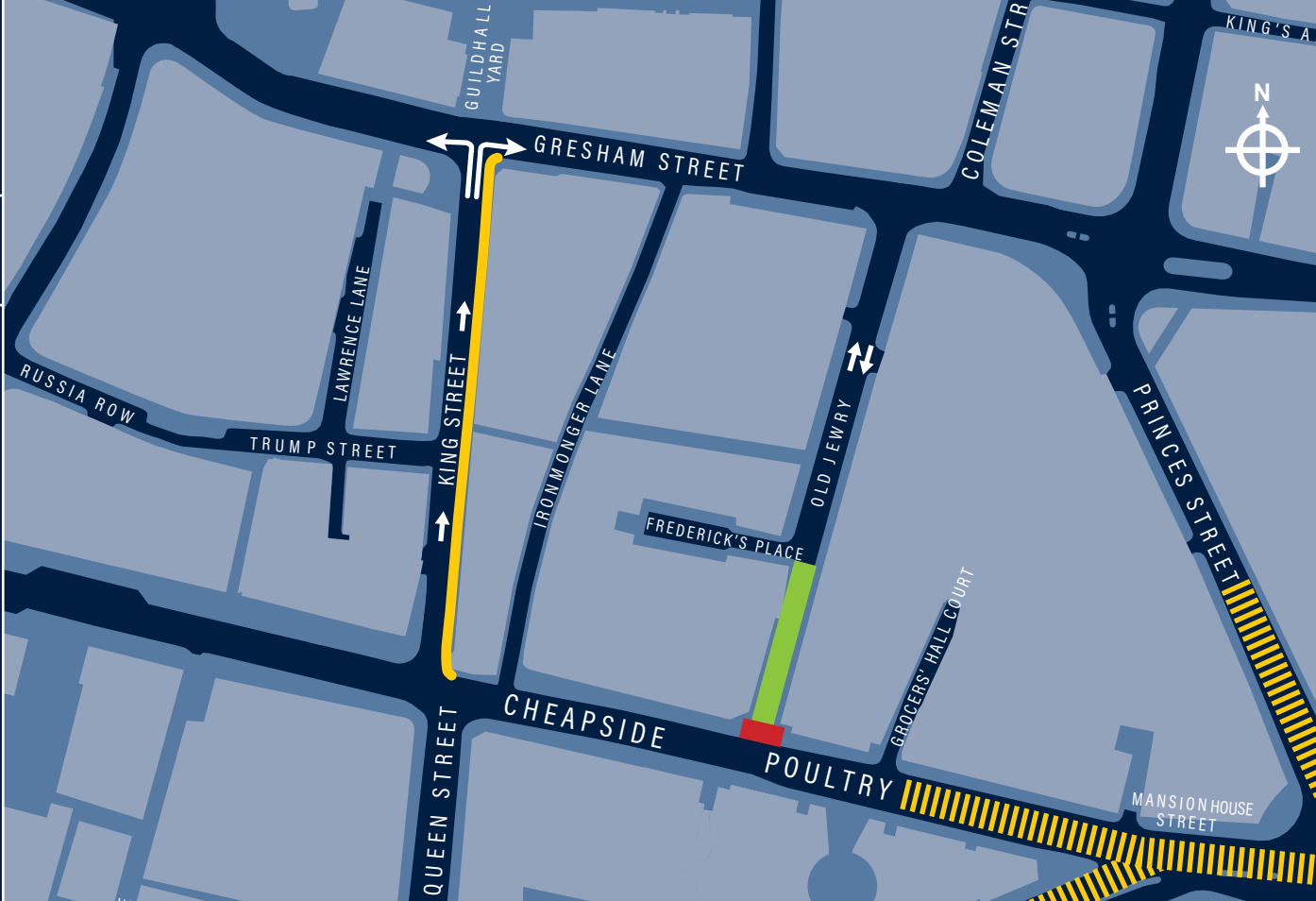


## Old Jewry King Street

Traffic map

### KEY

-  Widened pavement
-  Permitted turns for all vehicles
-  Area enhanced with planters and seating
-  **Road closed.**  
No access between Old Jewry and Cheapside except cycles
-  Bank restrictions apply  
Buses and cycles only  
Mon-Fri 7am-7pm
-  One way street with cycle contraflow
-  Two way all traffic



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<b>Committees:</b> Streets and Walkways Sub Committee <i>[for decision]</i> Operational Property and Projects Sub <i>[for decision]</i>	<b>Dates:</b> 06 September 2022 26 September 2022
<b>Subject:</b> Bank Junction Improvements: All Change at Bank  <b>Unique Project Identifier:</b> 11401	<b>Gateway 5 Complex</b>  <b>Issue Report</b>
<b>Report of:</b> Executive Director Environment  Choose an item. <b>Report Author:</b> Gillian Howard – Policy and Projects	<b>For Decision</b>
<h1 style="text-align: center;">PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b> To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place.</p> <p><b>RAG Status:</b> Amber (Red at last report to Committee)</p> <p>Decreased to Amber now that inflation rates and new highways contract rates are better understood and with confirmation of additional capital funding that covers this increase.</p> <p><b>Risk Status:</b> Medium (High at last report to committee)</p> <p><b>Total Estimated Cost of Project: £6.17M (Excluding Risk) - £6.8m</b> (max figure includes utilisation of unspent costed risk to deliver public realm enhancements if available, and inclusion of the Cool Streets funding)</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> Lower end of the cost of the project increased by £588,502 to £6.17m but remains within upper limit previously reported.</p> <p><b>Spend to Date: £ £2.324M Costed Risk Provision Utilised:</b> £0 has been drawn down since the last report to Committee;</p>
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	<p>Requesting £423,502 to be drawn down in this report</p> <p><b>Funding Source:</b> TfL/S106/Capital funding (OSPR)</p> <p><b>Slippage:</b> <i>There has been a delay since the G5 in December 2021 which has affected the programme. Construction completion is now unlikely to be before Spring 2024 whereas this was previously reported as Autumn 2023. There was an issue that arose regarding the review of the objections to the Traffic Management Orders that required further investigation before the report could be finalised and recommendations made. The report was approved on 31 May 2022.</i></p>
<b>2. Requested decisions</b>	<p><b>Next Gateway:</b> Gateway 6</p> <p><b>Requested Decisions:</b></p> <p><b>Streets and Walkways Sub Committee</b></p> <ol style="list-style-type: none"> <li><b><i>Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub Committee.</i></b></li> </ol> <p><b>Both Sub Committees</b></p> <ol style="list-style-type: none"> <li>That the additional allocation from the Climate Action Strategy 'Cool Streets and Greening' programme of £165,000 (approved in February 2022) is added to the project budget to deliver (and maintain) the street trees and SUDS gardens in Queen Victoria Street and Threadneedle Street;</li> <li>Note the revised Project Budget of £6,842,930 including risk (subject to recommendation 2 being approved) <ol style="list-style-type: none"> <li>This is made up of £6,176,432 excluding risk, and the current risk provision of £666,498,</li> </ol> </li> <li>Note the minimum total estimated cost of the project to deliver the base scheme has increased to £6.17m (excluding risk);</li> <li>That the Costed Risk provision is drawn down by £423,502 from risk 16 to cover the estimated uplift in the costed base project. <ol style="list-style-type: none"> <li>The remaining risk provision of £276,498 against risk 16 will remain in the register to protect from any further increase in material or labour cost during the construction that is currently unknown (including for security aspects within the design).</li> </ol> </li> <li>That a revised total for the Costed Risk Provision of £666,498 is approved and to be drawn down via delegation to Chief Officer, (of which £562,598 is currently funded (see section 3)</li> </ol>

	<ol style="list-style-type: none"> <li>7. Agree to delegate authority to the Executive Director Environment to accept additional funding into the project (that is outside of the capital funding remit) to deal with the currently unfunded S106 shortfall of £103,900 as it is within the existing agreed overall project total.</li> <li>8. Agree that in principle (subject to the Chamberlain's agreement of the future staff overhead calculation methodology), that the funding released from this revised calculation should in this instance be retained within the project budget to cover items detailed in paragraph 26. <ol style="list-style-type: none"> <li>a) And that the budget adjustment be delegated to the Executive Director Environment and the Chamberlain, if agreed, to action once the details of the split of funding against the various tasks has been fully identified.</li> </ol> </li> <li>9. That the public realm priorities in Table 2 are approved.</li> <li>10. Note the change in the estimated construction programme to completion in Spring 2024, with Gateway 6 likely to be Autumn 2025</li> </ol>
<p><b>3. Budget</b></p>	<p>Costs have been re-calculated with the most up to date information from the new Highways Term Contract and includes a moderate inflationary rise for 2023. Risks remain that some costs may still increase over the length of the programme, and this is, as best it can be, identified in the risk register. The remaining value on risk 16 in the CRP is specifically for further inflationary related increases.</p> <p>The base cost has increased by approximately 15% since the December 2021 calculations. This is below what was anticipated in the Gateway 5 report when a 20-25% increase was anticipated. The Gateway 5 set out a proposed way forward to cover rising costs and deliver the project subject to confirmation of an additional £700k of capital funding that has since been confirmed.</p> <p>The approach to delivery was agreed in the December 2021 report. This set out that the base functional scheme would be delivered first, focused on the first three objectives of the scheme – improved safety, reduction in pedestrian crowding levels and improved air quality in the local area.</p> <p>Any residual funding, including unspent Costed Risk, will then be focused on delivering the prioritised public realm enhancements. This report sets out those priorities for approval in section 5</p> <p><b>Table 1: Revised total budget allocation</b></p>

Item	Funds/ Source of Funding	Cost (£)
P&T Staff Fees	TfL/S106/Capital	1,126,638
Highways staff Fees	TfL/S106/Capital	314,613
Legal Staff fees	TfL/S106/Capital	5,000
Air Quality Staff Fees	TfL/S106/Capital	17,240
Open Spaces Staff Fees	TfL/S106/Capital	3,000
DBE Structures	TfL/S106/Capital	1,000
Fees	TfL/S106/Capital	1,221,843
Fees Surveys	TfL/S106/Capital	67,363
Works	TfL/S106/Capital	3,244,735
Works (Cool Streets)	Capital	83,000
Maintenance (Cool Streets)	Capital	82,000
Revenue	TfL/S106/Capital	10,000
<b>Total</b>		<b>£6,176,432</b>
<p><b>Costed Risk Provision requested for this Gateway: £666,498</b>  (funded 562,598 at the moment) (as detailed in the Risk Register – Appendix 2)</p> <p>In the previous gateway 5 report a request for the underspend of £331,284 of the Bloomberg S106 was approved. In actioning this request it was discovered that £103,900 was not available due to a maintenance sum not previously reconciled.</p>		

	<p>Therefore, at this time, the costed risk register is not fully funded. Interest payments on the principal sums are being calculated and will be added to the budget, but it is unlikely to cover the full £103,900.</p> <p>Whilst the funding gap is not ideal, the project is delivered in phases and for the first elements of work, prior to the Lord Mayor's show, the risk of not having all of the Risk register funding is minimal. It would be expected to have the full £103,900 shortfall addressed by the November committee through interest payments and the potential allocation of a separate S106 deposit. Alternatively, as some of the earlier risks are closed, this would reduce the funding gap of the remaining costed risk, but this would result in less public realm being delivered. A verbal update can be given at committee as to how this is being resolved.</p> <p>The current available budget for the project is greater than that approved at Gateway 5 with the inclusion of the additional £165K of Cool Streets and Greening funding. This funding cannot be used to address the shortfall in costed risk.</p>
<b>4. Issue description</b>	<p><u>Summary</u></p> <ol style="list-style-type: none"> <li>1. The Gateway 5 approvals in December 2021 were subject to two elements being completed before construction could commence. The first was the confirmation of the additional £700k as part of the annual capital bid process, which concluded in March 2022. The funding was to cover an anticipated cost increase due to market rates and inflation.</li> <li>2. The second element was the completion of the Statutory Traffic Management Order consultation process by considering the objections received. This was originally proposed to be undertaken using delegated powers but due to the nature of the objections received it was agreed that committee approval would be more appropriate. This approval was granted in May by the Streets and Walkways Committee.</li> <li>3. The revised construction programme is detailed below. With the delay in finalising the statutory consultation objections report, the programmed construction did not start in April as previously indicated in the Gateway 5. There is a programme slippage of five months to the start date.</li> <li>4. It is intended to undertake some minor work from mid-September to the end of October. Substantial work will not start until after the Lord Mayor's Show in November. This means construction completion is unlikely to finish before Spring 2024. The delay is likely to be greater than the five-month slippage in starting because of the way the programme of works has to work around the Lord Mayor's shows, ensuring that the area for the show is free of works.</li> </ol>

5. The Gateway 5 report also set out that a prioritisation exercise of the public realm enhancements, in terms of seating, greening and use of higher quality materials in some of the new spaces, would be prepared. This exercise was to set out what could be delivered as funding was either, additionally found from other sources, or as unspent costed risk provision was released as the risk diminished towards the end of the programme.
6. This report sets out these priorities for Members to endorse in section 5.
7. In addition, an update on the traffic mix and timing review is provided for information.

#### Cost increases

8. Since the Gateway 5 report, which was received in December 2021, funding was approved at the Court of Common Council to provide an additional £700k to cover an anticipated uplift of between 20-25% due to inflation and anticipated new contract rates. These were not available at the time of writing the Gateway 5. This money was put into the costed risk register (Risk 16).
9. Once the new rates and phasing of the works had been determined, revised cost estimates for implementation have been established. The base scheme cost outlined in the Gateway 5, which is essentially the key functional elements needed to create the approved design (e.g., kerbs, pavement materials, traffic signals, resurfacing etc) has increased by £423,502.
10. It is requested that the £423,502 is drawn from the Costed Risk Provision from risk 16. The remaining risk provision of £276,498 against risk 16 will remain in the register to protect from any further increase in material or labour cost during the construction that is currently unknown (including for security aspects within the design).

#### Funding shortfall

11. As explained in section 3, there is currently a funding shortfall of £103,900. This is being investigated and is aimed to be resolved by November. A delegation is requested to receive funding into the project to cover this shortfall. Interest payments on the existing principal sums of the S106 is being investigated, as are any further principal sums that could be included.

#### Programme

12. As has been noted since the project was reinitiated in January 2019, the indicative timeline of substantial completion by the end of 2022 was always challenging. The last two years have been unprecedented with the challenges of the pandemic, but the programme had kept

	<p>relatively on track until the public consultation findings report in the summer of 2021 when more time was needed to analyse the volume of 'free text' comments. This small delay had an impact on the forward-looking construction programme pushing the earliest start date to January 2022, from the previously aimed for November 2021. It was noted in the July 2021 Issues report that this would mean that substantial completion by the end of 2022 was no longer achievable.</p> <p>13. A delay in the advertising of the traffic management orders for the statutory consultation, due to a staff resource issue, meant that this task could not be concluded in time for the Gateway 5 report as originally planned. It was therefore anticipated that the earliest construction start date would be April 2022 subject to the outcome of that consultation with an anticipated end date of Autumn 2023.</p> <p>14. The need for a report to address objections to the traffic management orders led to a further delay that means it is now only possible to undertake fairly minor work before the Lord Mayor's Show of 2022. There will then be an intense construction programme at the junction for the next 12 months before the Lord Mayor's Show of 2023. This will leave, as currently phased, the Threadneedle Street improvements which, depending upon the money available and the agreement of Members on the priorities for the public realm enhancements, have an estimated completion date of spring 2024.</p> <p>15. The delay to the construction means works will not be completed in time for the completion of the Bank Station capacity upgrade which is still planned to be open by the end of 2022. However, with the passenger traffic currently below pre-pandemic levels, conditions for passengers entering and exiting the station are unlikely to be any worse than they would have been if the pandemic had not happened, and we had kept to the original indicative programme.</p> <p>16. Members are asked to note the subsequent change in the construction programme anticipated end date from Autumn 2023 to Spring 2024. This will push the Gateway 6 to the autumn of 2025 at the earliest. This is to ensure that there is enough time to gather casualty information for the completion of the Road Safety Audit stage 4 assessment, before the project can be closed out.</p> <p><u>Public Realm Enhancements</u></p> <p>17. The capped budget that was set when the project was re-initiated in 2019 was acknowledged as potentially limiting the extent of high-quality public realm that could be delivered. At the time, the project team outlined that the focus would need to be on the functional elements of the</p>
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	<p>scheme with some public realm improvements. It was proposed that a public realm framework would be developed with elements delivered as money became available over time. The functional design has been designed around the many constraints of the area, reducing the cost of the build while maximising benefits.</p> <p>18. As explained in the Gateway 5 report, there is currently not enough funding to deliver everything that had been proposed to enhance the new spaces that will be created. The Gateway 5 approved that the focus would be on delivering the key functional change, referred to as the base option (shown in appendix 4)</p> <p>19. It was agreed at Gateway 5 to utilise any remaining funding from the Costed Risk Provision if it is no longer required to deliver the base option, to funding additional public realm enhancements.</p> <p>20. The enhancements have been prioritised based on the feedback from the public consultation, the level of benefit that they provide and their contribution to the place objective of the scheme 'a place to spend time in rather than pass through.'</p> <p>21. Funding from the Cool Streets and Greening programme has been secured to deliver and maintain the 10 street trees across Queen Victoria Street and Threadneedle Street and the SUDS rain garden on Queen Victoria Street. This is funding a higher standard of climate resilient measures than that previously anticipated. The inclusion of this funding has resulted in a higher overall budget than that reported at Gateway 5.</p> <p>22. The proposed prioritisation list of public realm enhancements is explained in detail below (section 5).</p> <p><u>Traffic and Timing mix</u></p> <p>23. A report was received by Streets and Walkways in May and Planning and Transportation Committee in June setting out an approach to undertake the review. Some questions at Court of Common Council were raised in the July session and a briefing note to all Members was issued setting out the approach and the indicative time frame.</p> <p>24. Conversations with TfL continue regarding the traffic modelling approach that should be undertaken, but in the meantime the commissioning of the substantial data collection exercise has been progressed. There is an appropriate slot on the network with minimal disruption in Mid-October when the traffic data will be collected. Due to a closure on Cannon Street to facilitate the new Bank station entrance works, this is the earliest that the data could be collected.</p> <p>25. It is anticipated that a report on progress of the review will be submitted in the new year. Cost implications of the</p>
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	<p>approach outlined are still not fully understood, but as noted in the previous report to Streets and Walkways, if the review is going to cost more than had originally been budgeted to undertake after the construction, that an issues report will be undertaken to explain how this can be balanced within the existing project budget. This is likely to mean a reduction in delivery.</p> <p>26. However, due to a change in the way staff overheads are to be calculated for internally resourced projects, it is requested that the balance previously calculated for staff costs under the old method, be retained within the project. This sum, believed to be in the region of £220k can then be used to cover the increase in cost of the traffic and timing review should it be required and or its implementation. Any remaining funds can contribute to either the delivery of the Public Realm, or to ease future Inflationary cost pressures as appropriate.</p>
<b>5. Options</b>	<p><u>Public Realm Enhancements</u></p> <p>27. As mentioned above, several of the public realm enhancements are funded from specific sources and so are planned to proceed as part of the delivery of the base project. The base design can be found in Appendix 4, and the prioritised public realm elements can be found in Appendix 6.</p> <p>28. There are a number of additional elements described below that were included in the public realm framework to enhance the sense of place at Bank and contribute to making it a destination and place to spend time. These elements were also included the public consultation but noted that they would be subject to funding</p> <p>29. Public realm elements have been prioritised as there is not enough funding within the budget to commit to all of these enhancements at the current time.</p> <p>30. It is proposed than any project underspend, and /or unspent Costed Risk Provision will be used to deliver additional public realm elements (as prioritised) towards the end of the construction programme.</p> <p>Threadneedle Street and the Royal Exchange forecourt:</p> <p>31. The design intention is to create a more pedestrian-focussed place with more space for people to walk and also to spend time, rest and enjoy. The Cool Streets funding will allow for 5 street trees to be planted and maintained on Threadneedle Street. There is also potential for this street to be used for events and activities in the future. The main public realm proposals here include:</p> <ul style="list-style-type: none"> <li>• The yorkstone paving in front of the Bank of England entrance has been designed to include a simple yet elegant paving pattern (400mm square paviors laid in a</li> </ul>

	<p>diamond pattern). The existing historic kerbstones will be reused to define the space. This design reflects the grandeur of the building and also creates a wide raised crossing across the cycle lane which signifies pedestrian priority.</p> <ul style="list-style-type: none"> <li>• Granite setts are proposed to be laid on the cycle lane (instead of black asphalt). The design intent here is to lift the quality of the place to reflect its iconic location. The setts proposed are part of the City standard palette of materials. They are smooth with a good grip and so suitable for cyclists. They will also have the added benefit of signifying that this is a special route (different to a standard carriageway) giving a cue to encourage cyclists to slow down.</li> <li>• The raised platform where the Wellington Statue sits on the Royal Exchange forecourt is proposed to be 'opened up' to enable step-free access from the east side via a shallow ramp, as well as the removal of planter walls on the west side. Renewed seating and large clay pots will add extra greenery and space to rest, making it a more inclusive and inviting space.</li> <li>• Seating and planting are also proposed on the widened sections of footway on Threadneedle Street, including space for moveable tables and chairs to support the retail units. This would be subject to review of how the spaces are used following construction, to ensure that there is no conflict with people walking.</li> </ul> <p>Mansion House</p> <p>32. The expanded footway space outside Mansion House is proposed to be left largely empty due to the requirement for the stand for the Lord Mayors Show. There is space here to position two large clay planters that will frame the building. It is planned to provide Granite benches as part of the base design, linked with the delivery of some other street furniture.</p> <p>Queen Victoria Street</p> <p>33. The trees and planting beds proposed are funded from the separate Climate Action Strategy budget. In addition to these improvements, it is proposed to introduce seating to provide space to rest in what will become a much quieter area with the absence of traffic. It is also proposed, if funds allow, to use granite setts to pave the raised crossing to coordinate with the existing granite next to Mansion House and Bloomberg.</p> <p>34. Set out below is the priority order of the public realm measures. This is based on the impact of the elements on the project objectives as well as wider corporate policy objectives taking into consideration the feedback from the</p>
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public consultation and the work regarding the equalities analysis and the positive and negative impacts some of these interventions may have for different characteristics.

*Table 2*

<b>Rank</b>	<b>Public Realm priorities</b>
1	Yorkstone crossing outside BoE on Threadneedle St
2	Accessible ramp outside the Royal Exchange
3	Seating on Threadneedle Street
4	Seating on Queen Victoria Street
5	Two pots near to Wellington Statue (Royal Exchange)
6	Two pots outside Mansion House
7	Granite setts on the remainder of Threadneedle St cycle lane
8	Removal of planter wall outside the Royal Exchange to open up space
9	Two pots outside BoE
10	Three further pots outside Royal Exchange
11	Granite setts on Queen Victoria Street

35. Members are asked to agree the order of the priority list above. This list will then be used to prioritise delivery as and when funding becomes available. If none of the costed risk provision was utilised (outside of risk 16 which is solely for uplift in cost due to inflation/material cost/labour etc), it would be feasible for costs to be covered to deliver items one to nine (including the required maintenance commitment). However, this would be the very best that could be anticipated, and with a complex build, it is unlikely that this would be the case.
36. Regular reviews of costings will be undertaken as the phased work progresses. Other than the upgrade of material for items 1, 7 and 11 the other interventions can be, or need to be implemented after the main construction work has completed in those areas.
37. We will provide a progress report on the work in May 2023, and a review of costs and the risk register to keep Members updated.
38. Detail on the reasoning for the priority order and the costing of the elements can be found in appendix 5. This considers the equalities analysis undertaken for the whole scheme. A link to the equalities analysis previously presented to Members, is in the background papers for reference.

	<p><b><u>Legal implications</u></b></p> <p>39. The City Corporation as local traffic authority is under a duty to manage the City's road network with a view to achieving, so far as may be reasonably practicable having regard to our other obligations, policies and objectives, the following objectives: (a) securing the expeditious movement of traffic on the authority's road network; and (b) facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority (Section 16 of the Traffic Management Act 2004). The action which the City Corporation may take in performing that duty includes any action which the City Corporation consider will contribute to securing the more efficient use of our road network. Traffic is defined by the Act so as to include pedestrians.</p>
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### **Background papers**

- Gateway 5 – [December 2021](#)
- [Equality Analysis](#)

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Risk Register
<b>Appendix 3</b>	Finance tables
<b>Appendix 4</b>	Base design
<b>Appendix 5</b>	Public Realm Priority list
<b>Appendix 6</b>	Public realm plan

### **Contact**

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# Project Coversheet

## [1] Ownership & Status

**UPI: 11401**

**Core Project Name:** Bank Junction Improvements: All Change at Bank

**Programme Affiliation** (if applicable): Bank on Safety

**Project Manager:** Gillian Howard

**Definition of need:** The junction was identified in the Bank area strategy in 2013, as a space that did not work well for anyone. It was seen as dangerous and polluted with a high collision rate. This project was initiated to investigate solutions to these issues, to simplify the movement at the junction to create less conflict, to reallocate space to assist with the growth of pedestrian numbers and to ensure that the 'Place' function for the centre of the Bank conservation area is enhanced

**Key measures of success:**

- |  |
|--|
| 1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured. |
| 2) Reduced NO <sub>2</sub> emission levels   |
| 3) Improved Pedestrian comfort levels  |
| 4) Improved perception of Place (as a place to spend time in, and not just pass through)       |

**Expected timeframe for the project delivery:** 3-4 years (following restarting it in January 2019)

**Key Milestones:**

- |  |
|--|
| 1) <del>Gateway 4 – September/October 2020 (was March/April 2020)</del>  |
| 2) <del>Gateway 4c December 2020/January 2021 (received February 2021)</del>                                       |
| 3) <del>Gateway 5 – September/October 2021 (was March April 2021). (received in December 2021)</del>               |
| 4) Construction substantially complete by end 2022. (updated to Summer 2023) (subsequently updated to Spring 2024) |

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

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

With its close relationship with the Bank on Safety scheme – the longer-term project has had media interest which has been managed by the media team. The public are currently aware that more change is forthcoming at Bank.

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

**'Project Proposal' G1/G2 report (as approved by PSC 05/12/2013):**

- Total Estimated Cost (excluding risk): 4-6 million
- Resources to reach next Gateway (excluding risk) £532,000
- Spend to date: £434,000

## Appendix 1

- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down:
- Estimated Programme Dates: G3 anticipated June 2015 - scheme completion estimated 2019/2020

*Scope/Design Change and Impact: some slippage on timeframe for G3 with delays with consultant. Subsequently a fatality at the junction in June 2015 changed the approach to the project*

### **‘Options Appraisal and Design’ G3 report (as approved by PSC 01/12/2015):**

- Total Estimated Cost (excluding risk): 4-18 million
- Resources to reach next Gateway (excluding risk) £1,179,000
- Spend to date: £886,791
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 mid 2017; construction start late 2018 complete in 2020

*Scope/Design Change and Impact:*

The introduction of what became the Bank on Safety Scheme was initiated at the Gateway 3 stage of this project (in the same report). Intention to continue to work on both projects.

*This project was formally put on hold in February 2018 in an issues report*

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

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

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

*The April 2019 issues report sought approval to the proposed project approach to achieve the strategic aim agreed in the January 2019 report with a request for further funds.*

*Due to the introduction of the organisations fundamental review the funding element of the April report was not confirmed until June 2019 following changes being made to the source of funding to be S106 and not OSPR.*

## Appendix 1

*A further Capital Funding Bid as part of the new annual process was submitted and £4m has been allocated from this process in addition to the existing £1.5m of S106 and TFL funding already secured.*

A second Gateway 3 was submitted:

**'Options Appraisal and Design' G3 report (as approved by PSC 27/05/2020):**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk) £1,583,457
- Spend to date: £1,190,861
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 Sept/Oct 2020; construction start late 2021 complete in 2023

*Scope/Design Change and Impact*

*3 options out of 20 were agreed to proceed for further design.*

**'Options Appraisal and Design' G4 report: (as approved by Projects Sub 23/10/20)**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk): 541,935
- Spend to date: 1,381,474
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G4c December 2020/January 2021

*1 option chosen for detailed design to continue*

**'Options Appraisal and Design' G4b report: (as approved by Court of Common Council 3/12/20)**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk): 541,935
- Spend to date: 1,381,474
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G4c December 2020/January 2021

**Detailed Design G4c report: (as approved by Projects Sub 23/02/2021)**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (G5) (excluding risk): 541,935
- Spend to date: 1,475,110
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: Progress report on consultation findings – June/July 2021 followed by G5 October 2021.

*Agreement of the design option to be proceed to Public consultation.*

**Issues report: (as approved by Projects Sub 23/07/21).**

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 693,258*
- *Spend to date: 1,613,003*
- *Costed Risk Against the Project: £253,500*
- *CRP Requested: 93,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: Progress report on consultation findings – September 2021 followed by G5 October 2021.*

*Scope/Design Change and Impact: the change to programme following more time needed to fully analyse the consultation results means that we will no longer be able to substantially complete the work by the end of 2022 as planned. It is still possible to complete a large area before the LM show 2022 but a substantial area will need to be completed after LM show.*

**Issues report – public consultation findings report (As approved by Projects sub 15/09/21)**

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 693,258*
- *Spend to date: 1,689,517*
- *Costed Risk Against the Project: £253,500*
- *CRP Requested: 93,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: G5 October 2021.*

**‘Authority to start Work’ G5 report (as approved by Projects sub 15/012/22):**

- *Total Estimated Cost (excluding risk): £6.7 million (costed risk to be utilised on delivery when no longer needed for Risk – descoping options included in the report)*
- *Resources to reach next Gateway (excluding risk): 3,513,197 (+297k to 997k risk)*
- *Spend to date: £1,945,799*
- *Costed Risk Against the Project: £1,175,000*
- *CRP Requested: 390,000 (confirmed funding) to 1,090,000 (awaiting confirmation of capital bid)*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: construction completion summer 2023*

*Scope/Design Change and Impact:*

*Due to increasing contract costs, labour and materials, the original project budget of £5.6m was no longer going to deliver the basic functional change as designed. The report discussed how delivery could happen with no extra funding, which would be to not undertake the physical change in Queen Victoria Street or deliver any of the public realm enhancements that had been consulted upon.*

*A capital top up bid of £700k based on a anticipated 20% uplift in the prices used to estimate for the Gateway 5 had been applied for, but the final decisions on the funding was not going to be taken until the Court of Common Council in March*



## Appendix 1

*2023. If the 700k was granted, the full base design would be achievable, and there would be scope to deliver some of the public realm enhancements by utilising costed risk provision that had not been required during the substantive build.*

*Issues Report September 2022: update on progress and Public realm priorities.*

**Total anticipated on-going commitment post-delivery [£]:** Value to TBC once the level of greening, seating and enhancement is confirmed following the prioritisation of the enhancements should there be funding to deliver these. The maintenance value is including in the cost estimates of the project and is not an further resource to acquire.

There is a likely change to cleansing and maintenance costs of the area with additional greenery and seating.

**Programme Affiliation [£]:** with Bank on Safety Scheme up to £8.4 million

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**City of London: Projects Procedure Corporate Risks Register**

Project name: *All Change at Bank*

Unique project identifier: *11401*

Total est cost (exc risk) *£6842930*

PM's overall risk rating

Medium
11.9
7.9
2
4
2

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£1,195,000.00	17%
£1,121,500.00	0%
£636,498.00	0%
£666,498.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

(1) Service Delivery/ Performance

(1) Compliance/Regulatory

(2) Financial

(3) Reputation

(4) Contractual/Partnership

(4) Legal/ Statutory

(5) H&S/Wellbeing

(6) Safeguarding

(7) Innovation

(8) Technology

(9) Environmental

(10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
2	7.0	£55,000.00	0	2	0
2	16.0	£157,000.00	2	0	0
4	7.5	£120,500.00	1	1	2
1	8.0	£8,000.00	0	1	0
1	32.0	£700,000.00	1	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	5.0	£81,000.00	0	2	1

Issues (open)

1
1

All Issues

Open Issues

All Issues

Extreme	Major	Serious	Minor
1	0	0	0
1	0	0	0

Cost to resolve all issues  
(on completion)

£423,502.00

Total CRP used to date

£423,502.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			All Change at Bank			PM's overall risk rating:			Medium			CRP requested this gateway			£ 666,498			Average unmitigated risk			11.9			Open Risks			11				
Unique project identifier:			11401			Total estimated cost (exec risk):			£ 6,842,930			Total CRP used to date			£ 423,502			Average mitigated risk score			7.9			Closed Risks			5				
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 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	5	(2) Financial	Inaccurate or Incomplete project estimates, including baxters/ inflationary issues leads to budget increases	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.	Likely	Major	16	£7,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via the highways team.	£0.00	Likely	Serious	£6,000.00	8	£0.00	staff time	9/14/2020	Leah Coburn	Ben Bishop		passing to gateway 5, revised risks for construction.								
R2	Page 328	(4) Contractual/Partnership	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL didn't go as planned.	Unlikely	Serious		£4,500.00		B – Fairly Confident	* Ensure early engagement with TfL buses in the design phases so they can consult internally * Design the measures to help minimise impacts on the bus network	£0.00	Unlikely	Minor			£0.00	Costs to cover TfL staff time and/or costs of their consultants	9/14/2020	Leah Coburn	Neil West	11/22/2021									
R3		(4) Contractual/Partnership	LUL engagement and their requirements on a project.	Further time and therefore resource may be required during construction	Unlikely	Minor	2	£3,000.00		A – Very Confident	* Ensure early engagement with LUL in the design phase to ascertain their requirements for working near their infrastructure.	£0.00	Rare	Minor		1	£0.00	Costs to cover LUL staff time and/or costs of their consultants	9/14/2020	Leah Coburn	Neil West	11/22/2021									
R4		(4) Legal/ Statutory	Issue(s) with external engagement and buy-in	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned	Possible	Serious		£7,000.00		A – Very Confident	As restrictions ease make contact with busienseses that have not been engaging these last few months to ensure theyunderstad the proposals	£0.00	Rare	Minor			£0.00	Costs to cover staff time	9/14/2020	Leah Coburn	Gillian Howard	11/22/2021	TO this stage engagement has been contained within the estimated budget.								

R5	5	(2) Financial	Funding constraint/ conditions implications	Further resources may be required to identify additional funding or make alternative arrangements if constraints/ conditions change.	Unlikely	Serious	4	£3,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Track and locate other possible additional funding streams * In co-operation with City Highways staff, strive to make efficiency savings where possible during detailed design phase.	£0.00	Unlikely	Serious	£2,000.00	4	£0.00	Costs to cover staff time	9/14/2020	Leah Coburn	Gillian Howard		
R6	5	(2) Financial	Accessibility and/ or security concerns lead to project change	Further changes to the project's design if necessary may impact on accessibility/ security concerns leading to further changes.	Unlikely	Serious	4	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* On-going dialogue with the accessibility/ security workstreams	£0.00	Rare	Minor	£15,000.00	1	£0.00	Costs to cover staff and/ or fees	9/14/2020	Leah Coburn	Neil West		
R7	5	(1) Service Delivery/ Performance	Unforeseen technical and/ or engineering issues identified	Identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Unlikely	Major	8	£35,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Work closely with the highways team to help identify any unforeseen technical or engineering issues at an early stage.	£0.00	Unlikely	Serious	£22,000.00	4	£0.00	Costs to cover staff and/ or fees	9/14/2020	Leah Coburn	Ben Bishop/ Neil West		
R9	5	(10) Physical	Trial holes/ utility investigations lead to further information being required and an increase in time.	Delays could occur which result in unplanned costs if utility companies don't engage as expected or additional utility surveys are required.	Possible	Serious	6	£8,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaise closely with design engineers to work out an approach to cover utility delays or site discoveries. Trial holes to be undertaken once security measures have been developed further.	£0.00	Rare	Minor	£5,000.00	1	£0.00	staff time	9/14/2020	Leah Coburn	Ben/ Bishop/ Neil West		reworded to extend into construction given the risk around cost inflation and possible need to make alterations.
R10	5	(3) Reputation	Expectation of the look and feel of the scheme is higher than what can be achieved with the budget available.	It is possible that we lose support for the proposed changes whilst still having a need to make functional change to support the growth in pedestrian numbers.	Likely	Serious	8	£8,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaise closely with design engineers to maximise public realm opportunities that can be included, subject to site and budget constraints.	£0.00	Possible	Serious	£7,000.00	6	£0.00	cost to cover staff time	9/14/2020	Leah Coburn	Ben/ Bishop/ Neil West		
R11	5	(1) Service Delivery/ Performance	Additional investigations or surveys may be required by internal/ external parties to further validate the design.	Delays could occur to the programme if validation of the design is delayed.	Unlikely	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaise with internal/ external parties at an early stage to agree the scope of any additional investigations/ surveys.	£0.00	Rare	Minor	£11,000.00	1	£0.00	Costs to cover staff time and/ or consultants time/fee	9/14/2020	Leah Coburn	Neil West		reworded to extend into construction given the risk around cost inflation and possible need to make alterations.
R12	4	(1) Service Delivery/ Performance	We may need to cover more of the costs for TfL/ consultants fees for the Eastern Cluster project.	Delays could occur to the programme if funding isn't available to cover costs associated with the Eastern Cluster project.	Possible	Serious	6	£40,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ongoing dialogue with Eastern Cluster Team to understand budget constraints.	£0.00	Rare	Minor	£30,000.00	1	£0.00	Costs to cover TfL staff time and/or costs of their consultants	9/14/2020	Leah Coburn	Gillian Howard/ Neil West	29/07/22	closed out by ECC team
R13	Page 329	(1) Service Delivery/ Performance	Some of the temporary schemes implemented as part of the City Transportation's and TfL's response to COVID-19 may be made permanent and could impact on the proposals at Bank Junction.	Making some of the temporary measures permanent could impact on the viability of proceeding with the project.	Possible	Serious		£15,000.00		B – Fairly Confident	Ongoing monitoring and further sensitivity testing will be undertaken to help identify which temporary schemes could be made permanent.	£0.00	Rare	Minor			£0.00	Costs to cover staff time and/ or fees	9/14/2020	Leah Coburn	Gillian Howard/ Neil West	11/21/2022	
R14		(1) Compliance/Regulatory	legal challenge regarding the decision to proceed with an agreed scheme	significant staff cost and legal fees in defending any legal challenge as well as no longer able to meet the project timeframe	Likely	Major	16	£150,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	ensure a transparent considered scheme, linked to policy and that all processes are followed accordingly	£0.00	Possible	Major	£140,000.00	12	£0.00	Staff costs, counsel costs, fees	2/1/2021	Leah Coburn	GillianHoward		
R15		(1) Service Delivery/ Performance	Delay to the TfL statutory bus consultation, delays the G5 submission	delay to programme - cannot guarantee progression of the scheme without the bus reroutings being approved by TfL.	Possible	Serious	6	£4,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	continue working with TfL to ensure they have all the information they need to progress the consultation in good time	£0.00	Unlikely	Serious		4	£0.00	Costs to cover staff time	5/24/2021	Leah Coburn	Gillian Howard/ Neil West	11/15/2021	bus routings are agreed (but traffic o

nothing overand above anticipated le

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## Appendix 3: Financial Tables

Table 1: Spend to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
<b>Bank Junction Improvements (SRP) - 16800287</b>			
PreEv Env Serv Staff Costs	21,922	21,921	1
PreEv P&T Fees	764,434	764,434	0
PreEv P&T Staff Costs	575,526	575,524	2
PreEv Surveys	67,363	67,363	-
<b>Total - 16800287</b>	<b>1,429,245</b>	<b>1,429,242</b>	<b>3</b>
<b>Bank Junction Improvements (CAP) - 16100287</b>			
Air Quality Staff Costs	17,240	1,400	15,840
DBE Structure Staff Costs	1,000	-	1,000
Env Servs Staff Costs	292,691	150,692	141,999
Legal Staff Costs	5,000	288	4,712
Open Spaces Staff Costs	3,000	1,804	1,196
P&T Staff Costs	551,112	323,028	228,084
P&T Fees	457,409	305,581	151,828
Works	2,821,233	105,053	2,716,180
Cost Risk Provision	1,090,000	-	1,090,000
<b>Total - 16100287</b>	<b>5,238,685</b>	<b>887,846</b>	<b>4,350,839</b>
<b>Revenue</b>	<b>10,000</b>	<b>7,091</b>	<b>2,909</b>
<b>GRAND TOTAL</b>	<b>6,677,930</b>	<b>2,324,179</b>	<b>4,353,751</b>

Table 2: Resources required to reach the next Gateway			
Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
<b>Bank Junction Improvements (SRP) - 16800287</b>			
PreEv Env Serv Staff Costs	21,922	-	21,922
PreEv P&T Fees	764,434	-	764,434
PreEv P&T Staff Costs	575,526	-	575,526
PreEv Surveys	67,363	-	67,363
<b>Total - 16800287</b>	<b>1,429,245</b>	<b>-</b>	<b>1,429,245</b>
<b>Bank Junction Improvements (CAP) - 16100287</b>			
Air Quality Staff Costs	17,240	-	17,240
DBE Structure Staff Costs	1,000	-	1,000
Env Servs Staff Costs	292,691	-	292,691
Legal Staff Costs	5,000	-	5,000
Open Spaces Staff Costs	3,000	-	3,000
P&T Staff Costs	551,112	-	551,112
P&T Fees	457,409	-	457,409
Works	2,821,233	423,502	3,244,735
works - (Cool Streets)	-	83,000	83,000
maintenance (Cool Streets)	-	82,000	82,000
Cost Risk Provision	1,090,000	(423,502)	666,498
<b>Total - 16100287</b>	<b>5,238,685</b>	<b>165,000</b>	<b>5,403,685</b>
<b>Revenue</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>
<b>GRAND TOTAL</b>	<b>6,677,930</b>	<b>165,000</b>	<b>6,842,930</b>






Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
TfL LIP FY 2014/15	250,909	-	250,909
TfL LIP FY 2015/16	154,000	-	154,000
TfL LIP FY 2016/17	200,000	-	200,000
TfL LIP FY 2017/18	114,268	-	114,268
S106 - 04/01005/FULEIA - 125 Old Broad Street - Transport	150,000	-	150,000
S106 - 05/00653/FULEIA - Mondial House - Transport	156,835	-	156,835

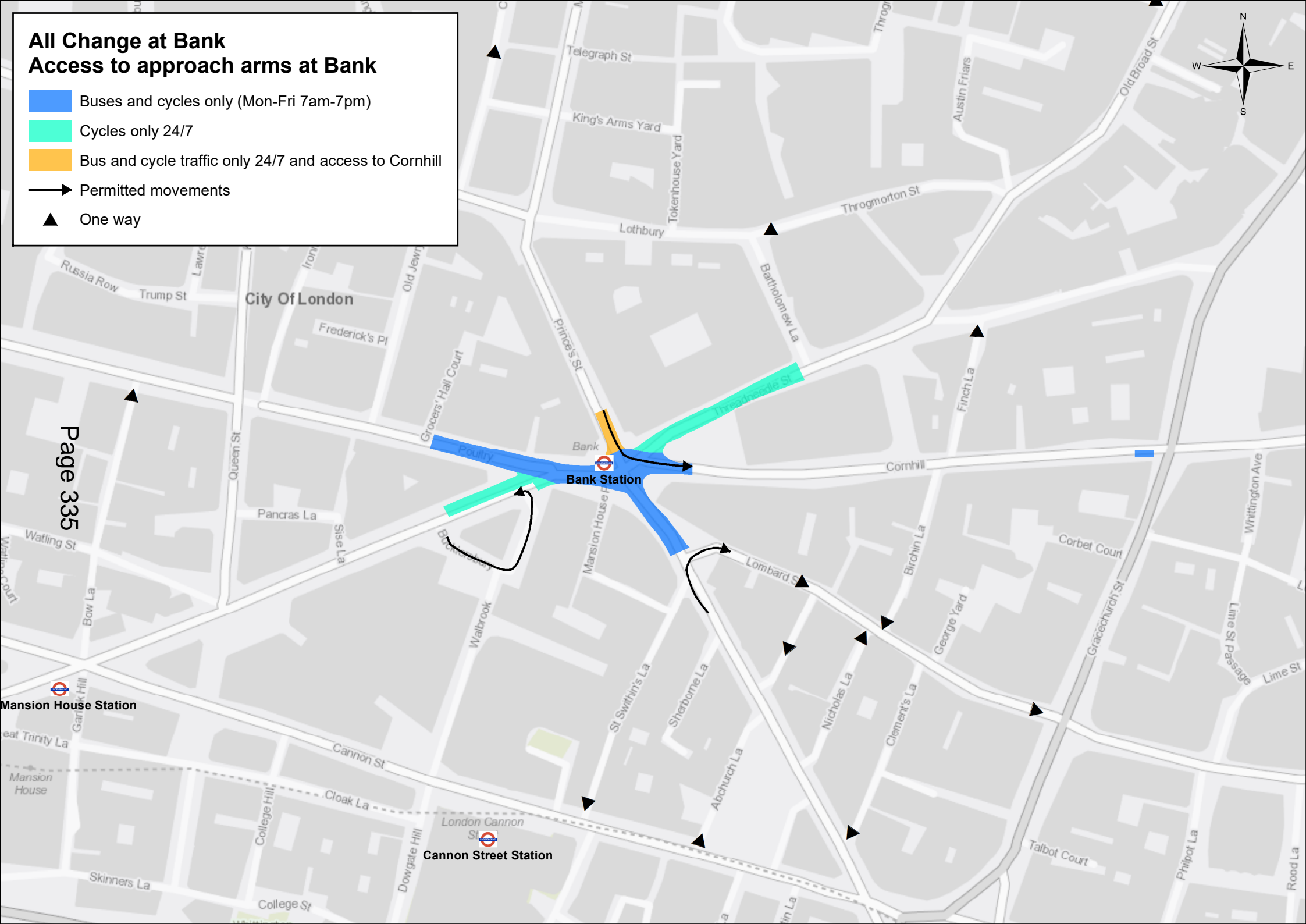


S106 - 06/00500/FULL - 1 Lothbury - Transport	34,410	-	34,410
S106 - 06/00500/FULL - 1 Lothbury - LCEIW	17,695		17,695
S106 - 06/01123/FULEIA - The Pinnacle - Transport	60,755	-	60,755
S106 - 04/01005/FULEIA - 125 Old Broad Street - Transport	10,000	-	10,000
S106 - Cheapside underspend	20,000	-	20,000
S106 - 11/00935/FULEIA - Bucklersbury House - LCE	75,138	-	75,138
S106 - 14/00860/FULMAJ - King William Street - LCE	264,929	-	264,929
S106 - 14/00860/FULMAJ - King William Street - Transport	92,213	-	92,213
S106 - 06/00903/FULL - New Court - Transport	498		498
S106 - 04/00633/FULEIA - Cannon Street Station - Transportation	17,785		17,785
S106 - 06/00692/FULL - Walbrook - LCEIW	22,887		22,887
S106 - 06/00692/FULL - Walbrook - Transportation	4,175		4,175
S106 - 05/00929/FULL - Old Jewry 26 - Transportation	148		148
S106 - 11/00935/FULEIA - Bucklersbury House - LCE (Bloomberg underspend)	134,784		134,784
S106 - 11/00935/FULEIA - Bucklersbury House - Transport (Bloomberg underspend)	92,600		92,600
Capital Funding - OSPR	4,700,000		4,700,000
CAS - Cool Streets and Greening	-	165,000	165,000
<b>TOTAL</b>	<b>6,574,030</b>	<b>165,000</b>	<b>6,739,030</b>

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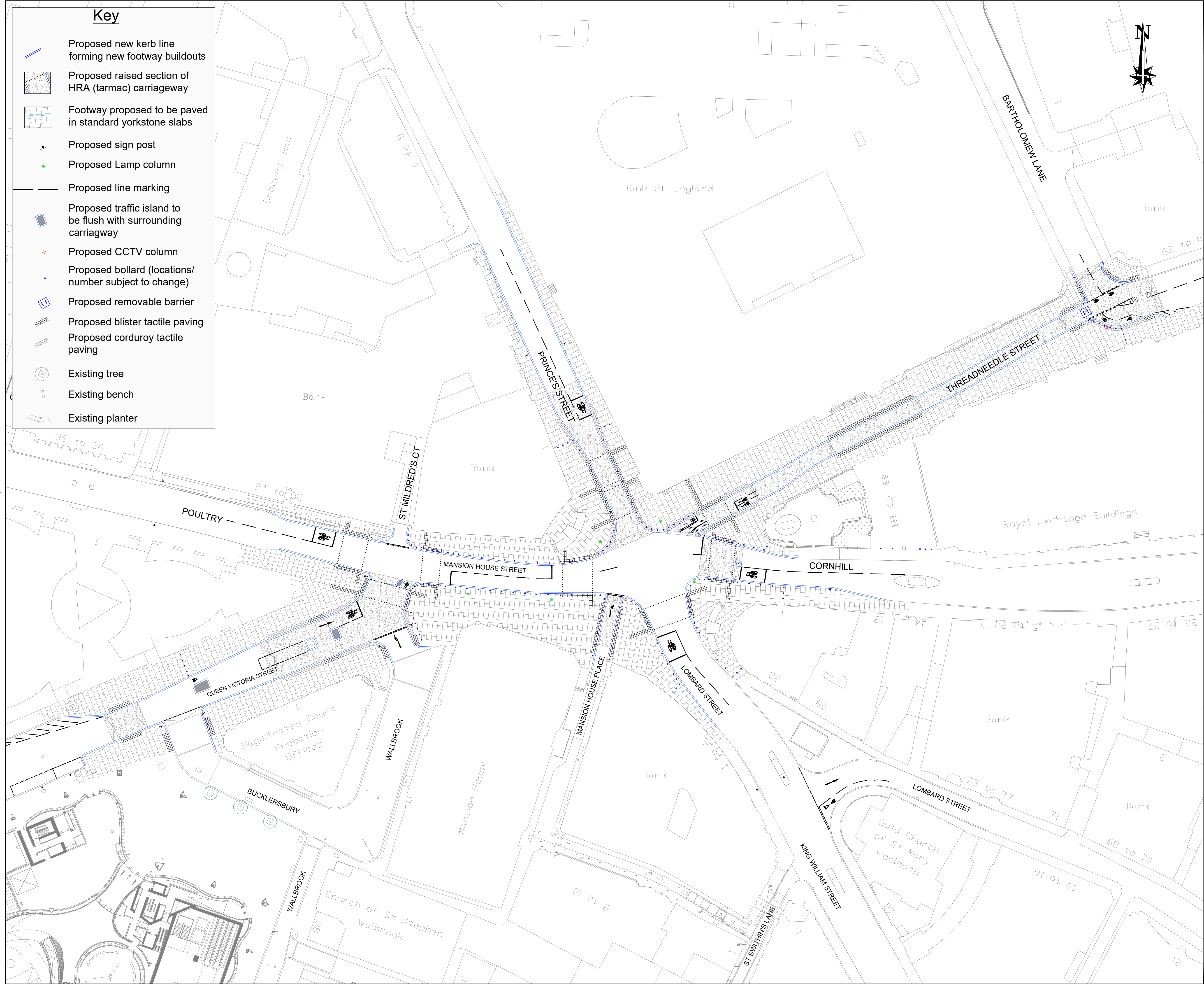
## All Change at Bank Access to approach arms at Bank

-  Buses and cycles only (Mon-Fri 7am-7pm)
-  Cycles only 24/7
-  Bus and cycle traffic only 24/7 and access to Cornhill
-  Permitted movements
-  One way



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## Appendix 5 – Public realm priority list

	Public realm priority list	Cost	Comments
1	York stone crossing outside BoE on Threadneedle Street.	£13,500	This crossing aligns with the BoE entrance (Grade I Listed) and therefore a high standard finish is essential to accentuate the historic and listed buildings in this location. The change in material will also signal to cyclists that this an area where people walking are likely to cross and encourage them to slow in this area. The raised surface will signal this, but the change in colour of the material will reinforce this.
2	Accessible ramp outside the Royal Exchange.	£50,000	This ramp would ensure step-free access to the area where the Wellington statue sits and would allow full access to existing seating areas making the space more inclusive.
3	Seating on Threadneedle Street.	£6,500	There is a high demand for seating in this area and it is necessary to provide seats for people to rest. This has a positive impact for some protected characteristics under the Equalities review. The placement of seating would be undertaken to minimise any potential negative impact for people with a visual impairment and undertaken in spaces that have sufficient room without degrading the pedestrian comfort level.
4	Seating on Queen Victoria Street.	£5,500	
5	2 pots near to Wellington Statue. Includes maintenance over 20yrs.	£54,000	These large pots would contain trees and other planting and would provide much needed

## Appendix 5 – Public realm priority list

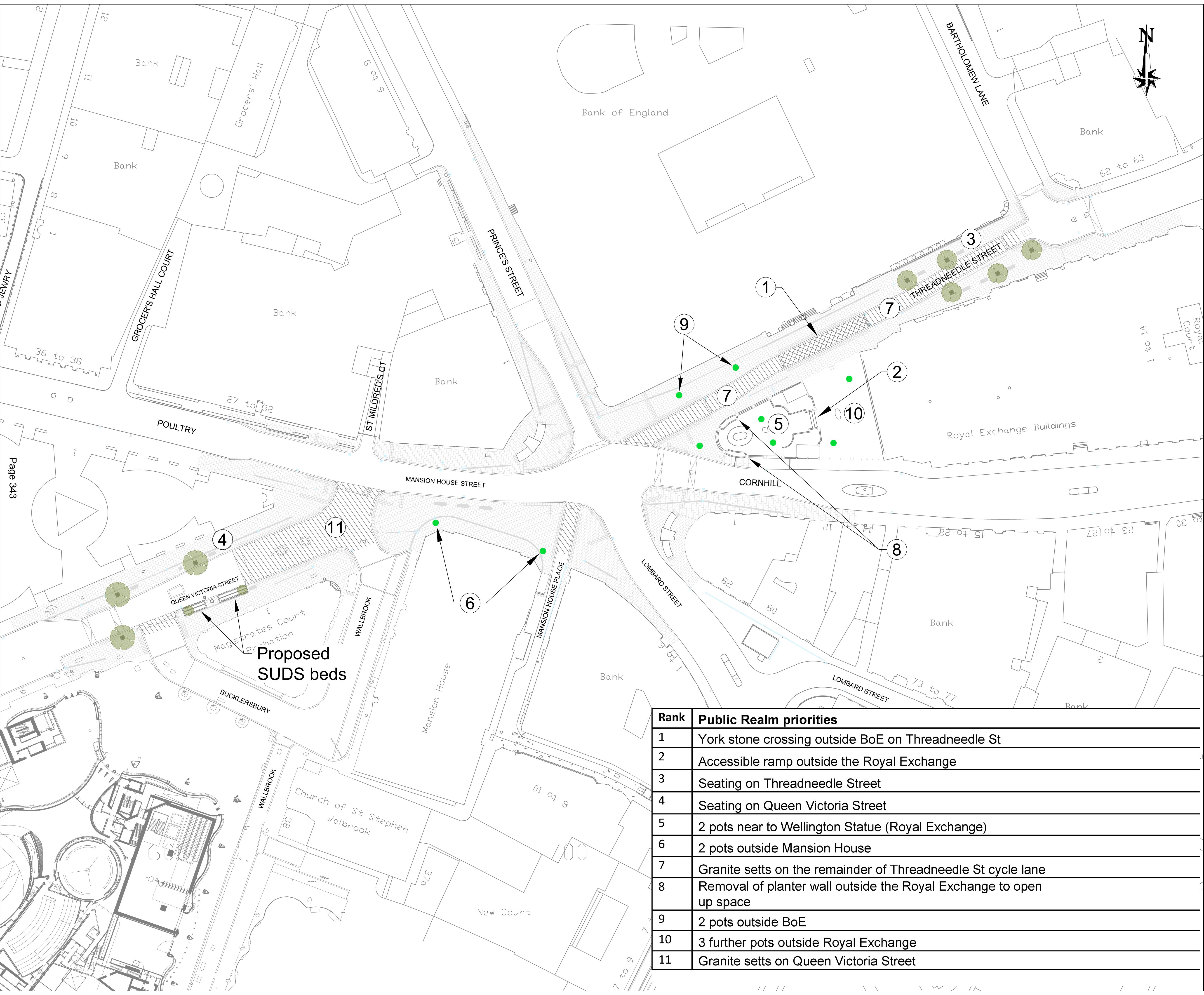
6	2 pots outside Mansion House. Includes maintenance over 20yrs.	£54,000	greenery and shade in this very hard street environment. They would also complement adjacent seating areas creating attractive spaces
7	Granite setts on the remainder of Threadneedle Street cycle lane.	£52,000	This is a high quality and historically significant townscape. Providing a suitably high standard public realm is therefore appropriate and will enhance the sense of place and complement the setting of the surrounding listed buildings. The granite being proposed will be smooth with a good grip and is suitable for cyclists.
8	Removal of planter walls outside the Royal Exchange to open up space.	£40,000	This proposal will open up additional routes through the space and also provide additional informal seating areas. There were mixed feelings
9	2 pots outside BoE. Includes maintenance over 20yrs.	£54,000	These large pots would contain trees and other planting and would provide much needed greenery and shade in this very hard street environment. They would also complement adjacent seating areas creating attractive spaces
10	3 pots outside Royal Exchange. Includes maintenance over 20yrs.	£81,000	
11	Granite setts on Queen Victoria Street.	£65,000	These setts would tie in with the recent improvements outside Mansion House and Bloomberg to provide a consistent and attractive public realm. The granite being proposed will be smooth with a good grip and is suitable for cyclists.
	Total	<b>£475,500</b>	
	<b>* costs include maintenance where required</b>		





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- Key
- Potential 'large' tree in tree pit/trench
- Potential 'standard' tree in tree pit.
- Planting in SUDs beds
- Large earthenware pot planter.
- Montseny Seat - single/double
- Granite Bench
- Crossing paved with 'diamond' pattern yorkstone pavers
- Granite setts

Rev No.	Date	Description	By
Revision			
PROJECT: <b>ALL CHANGE AT BANK</b>			
TITLE: <b>PROPOSED PUBLIC REALM PLAN</b>			
CLIENT: <b>HIGHWAY DESIGN AND CONSTRUCTION</b>  <b>DRAFT</b> CITY OF LONDON TEL: 020 7606 3030			
Sheet: SHEET 1 of 1		THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2016. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2016.	
Date: July 22			
Designed by:			
Checked by:			
Scale & Drawing Size: NTS	Revision: --	Drawing No: 100/16100287/ACB/PRP	



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<i>Date</i>	<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
<b>15 October 2020</b> <b>1 December 2021</b> <b>18 February 2021</b> <b>08 July 2021</b> <b>10 Sep 2021</b> <b>15 Feb 2022</b> <b>03 May 2022</b> <b>31 May 2022</b> <b>05 July 2022</b>	<b><u>Dockless Vehicles</u></b> 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.	Executive Director, Environment	April 2021 Sep 2021 Dec 2021 Feb 2022	Lime and HumanForest were given approval to operate dockless bike schemes in the City. A procurement exercise to select operators for rental e-scooters was 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. Feedback is expected during summer 2022. The TfL scheme has been extended to November 2022. Further reports on proposed developments in legislation were expected to be submitted to the Planning & Transportation Committee.
<b>3 December 2019</b> <b>25 February 2020</b> <b>7 July 2020</b> <b>15 October 2020</b> <b>1 December 2021</b> <b>18 February 2021</b> <b>08 July 2021</b> <b>10 Sep 2021</b> <b>15 Feb 2022</b> <b>31 May 2022</b> <b>05 July 2022</b>	<b><u>Beech Street Transport and Public Realm Improvements</u></b> 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.	Executive Director Environment	May 2022	At the meeting of Streets and Walkways on 3rd May officers informed Members of the public consultation timescales for Beech Street and the delay at the request of Islington to defer the public consultation until after local elections. Members will recall that officers meet regularly with their Islington counterparts, data on the experiment has been shared and Islington have shared feedback on the Fortune Street experiment. In these meetings Islington's position has been that the management of the Fortune Street traffic restriction was impractical and this was conveyed to Members on 3rd May. Whilst Islington had expressed a preference that the issues on Beech Street are dealt

				<p>with through a joint area wide approach, i.e. over the medium term, City officers explained the December decision of City Members to consult on the Beech Street zero emission scheme as a permanent measure to address the air quality issues. We deferred our consultation at Islington's request until after local elections, but in a recent meeting Islington's Director of Climate Change and Transport expressed his view that the public consultation on Beech Street did not have Islington's support. Arrangements are being made for City Members to meet with Islington's Executive Member for Climate Change and Transport. Officers do not believe it is possible to proceed without Islington's support. There remains a significant risk that consultation cannot begin until after the summer. In terms of the current situation on Beech Street, Page 211 surveys show that over 80% of the traffic has returned to Beech Street and 70%+ on Golden Lane. On Beech Street, nitrogen dioxide levels have increased to the edge of the legal limits of 40 mg, these vary with seasonal conditions and reflect other changes in background NO2 from across London where many variables affect air quality</p>
			July 2022	Discussions with LBI are ongoing.

<b>15 Feb 2022</b> <b>03 May 2022</b> <b>05 July 2022</b>	<b><u>TfL London Bridge Experimental Scheme</u></b>	Executive Director, Environment	May 2022	An update has been provided on data relating to the London Bridge Experimental Scheme (including enforcement and traffic volumes): data suggested that around four overweight vehicles were travelling over the bridge per day. TfL is considering other approaches, including street design and greater penalties. The Corporation has expressed its concern to TfL around heavy traffic on Tower Bridge
			July 2022	Further reports are expected during autumn 2022. The scheme is progressing as fast as it can in view of the legal issues.
<b>31 May 2022</b>	<b>Bank Junction Traffic &amp; Timings Review</b>	Executive Director, Environment		

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