



## Operational Property and Projects Sub Committee

**Date:** MONDAY, 26 SEPTEMBER 2022  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:** Alderman Timothy Hailes (Chair) Deputy Christopher Hayward  
Deputy Rehana Ameer (Deputy Chairman) Deputy Shravan Joshi  
Deputy Randall Anderson Deputy Edward Lord  
Deputy Keith Bottomley Paul Martinelli  
Deputy Michael Cassidy Anett Rideg  
Deputy Madush Gupta

**Enquiries:** Polly Dunn  
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### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:  
<https://youtu.be/eqn2qiDuMXw>

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

**Lunch will be available in the Guildhall Club at 1pm**

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

NB: Certain matters for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These information items have been collated in a supplementary agenda pack and circulated separately.

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 20 July 2022.

**For Decision**  
(Pages 7 - 16)

4. **PROJECT GOVERNANCE REVIEW**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 17 - 24)

5. **REVISIONS TO THE PROCUREMENT CODE AND COMPETITIVE PROCUREMENT EXEMPTIONS POLICY**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 25 - 72)

6. **GATEWAY 2 - PROJECT PROPOSAL: SALISBURY SQUARE DEVELOPMENT HIGHWAY WORKS**

Report of the Executive Director Environment.

**For Decision**  
(Pages 73 - 104)

7. **GATEWAY 2 - PROJECT PROPOSAL: COMBINED SECTION 278 PROJECT INITIATION REPORT**

Report of the Executive Director Environment.

**For Decision**  
(Pages 105 - 226)

8. **GATEWAY 3 - OUTLINE OPTIONS APPRAISAL: ST PAUL'S GYRATORY PROJECT**  
Report of the Executive Director Environment.  

**For Decision**  
(Pages 227 - 278)
9. **GATEWAY 5 - COMPLEX: BANK JUNCTION IMPROVEMENTS: ALL CHANGE AT BANK**  
Report of the Executive Director Environment.  

**For Decision**  
(Pages 279 - 314)
10. **GATEWAY 5 - ISSUE REPORT: BEECH STREET TRANSPORTATION AND PUBLIC REALM PROJECT**  
Report of the Executive Director Environment.  

**For Decision**  
(Pages 315 - 340)
11. **GATEWAY 6 - OUTCOME REPORT: CITY CLUSTER HEALTHY STREETS PLAN**  
Report of Executive Director Environment.  

**For Decision**  
(Pages 341 - 352)
12. **\*CITY SURVEYOR'S BUSINESS PLAN 2022-27 - QUARTER 1 (2022/23) UPDATE**  
Report of the City Surveyor.  

**For Information**
13. **\*THE CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - SEPTEMBER UPDATE**  
Report of the City Surveyor.  

**For Information**
14. **\*THE COMMERCIAL SERVICE REPORT FORWARD PLANNER**  
Report of the Chief Operating Officer.  

**For Information**
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
16. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

17. **EXCLUSION OF THE PUBLIC**  
**MOTION** - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) 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.
- For Decision**
18. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 20 July 2022.
- For Decision**  
(Pages 353 - 358)
19. **GATEWAY 3 - OUTLINE OPTIONS APPRAISAL: EASTERN CITY CLUSTER SECURITY SCHEME**  
Report of the Executive Director Environment.
- For Decision**  
(Pages 359 - 376)
20. **GATEWAY 3 - ISSUE: CITY FUND – REFURBISHMENT/EXTENSION OF 1-6 BROAD STREET PLACE AND 15-17 ELDON STREET**  
Report of the City Surveyor.
- For Decision**  
(Pages 377 - 414)
21. **GATEWAY 4 - PROGRESS: ASSESSMENT CENTRE FOR ROUGH SLEEPERS**  
Joint report of the Director of Community & Children’s Services and the City Surveyor.
- For Decision**  
(Pages 415 - 416)
22. **CONTRACT EXTENSION - WORK AND HEALTH PROGRAMME - CENTRAL LONDON WORKS**  
Report of the Town Clerk.
- For Decision**  
(Pages 417 - 422)
23. **\*GATEWAY 3: ORACLE PROPERTY MANAGER (OPN) REPLACEMENT**  
Report of the City Surveyor.
- For Information**

24. **\*PROJECT PORTFOLIO OVERVIEW**  
Report of the Chief Operating Officer.

**For Information**

25. **\*NON-PUBLIC APPENDICES - CITY SURVEYOR'S BUSINESS PLAN 2022-27  
QUARTER 1 (2022/23 UPDATE)**  
*To be received in conjunction with the corresponding public item.*

**For Information**

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

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

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## OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE Wednesday, 20 July 2022

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 20 July 2022 at 1.45 pm

### Present

#### Members:

Alderman Timothy Hailes (Chair)  
Deputy Rehana Ameer (Deputy Chair)  
Deputy Randall Anderson  
Deputy Michael Cassidy  
Deputy Christopher Hayward  
Deputy Shravan Joshi  
Deputy Edward Lord  
Anett Rideg

#### Officers:

Sarah Baker	- Chief Operating Officer's Department
Rohit Paul	- Chief Operating Officer's Department
Jason Hayes	- Community and Children's Services
Ian Hughes	- Environment Department
Tom Noble	- Environment Department
Ola Obadara	- City Surveyor's Department
Andrew Thwaites	- Open Spaces Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chief Operating Officer's Department
John Galvin	- City Surveyor's Department
Alistair Cook	- City of London Police
Joseph Anstee	- Town Clerk's Department

#### 1. **APOLOGIES**

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

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

There were no declarations.

#### 3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 21 June 2022 be agreed as a correct record.

#### 4. **PRESENTATION - PROJECT GOVERNANCE**

The Chair advised that the presentation would be deferred in order that two proposals regarding projects could be considered by the Sub Committee.

The Chair advised that arising from concerns regarding the Gateway process and Project Procedure, he felt it was an appropriate time to undertake a review in order to assess processes both outside of and towards committee meetings. The Chair advised that he would seek delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to commission the review, which would be undertaken via a proper process, seeking the approval of the Policy & Resources Committee and engaging external assistance as appropriate.

A Member commented that they agreed with the Chair's analysis and that a review was desirable and necessary, the process having grown in an uncontrolled way. The Member added that capital outlay and investment should be for the benefit of the community, and that the process should encourage applications for smaller asks, but in as efficient a way as possible. The Member then gave his support to the wider projects procedure review. Another Member added that it seemed an appropriate moment to undertake this work and commended the leadership in tackling the matter.

The Chair advised that even with the full effect of increased delegation to officers as part of the interim project governance arrangements, thirteen decision items would still have been on the agenda for the meeting, and therefore delegation to officers could go further. The Chair added that the review must involve officers, and that there were positive elements of the existing arrangements that could be taken forward. Arising from the discussion, the Sub Committee endorsed the wider projects review and agreed to delegate authority for this to be actioned.

Secondly, the Chair proposed that arising from decisions taken at the previous day's Resource Allocation Sub Committee meeting, all Gateway reports up to Gateway 5 on the agenda should be deferred, with authority delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the reports following a cost-based review of individual items. The Chair added that depending on the status of the project, officers should need to either submit re-costed proposals taking inflationary pressures into account, along with proposed mitigants, or submit a clear exposition of whether they were statutory or obligatory requirements or whether they were desirable rather than essential – along with the same costing analysis, and an assessment of breakage cost if the project were terminated.

The Chair commented that he felt this could be done in parallel with the wider projects review, and that this should not be considered a cancellation of any project. However, refreshed reports with the information requested would be required before projects could be progressed.

A Member commented that they supported this action, but queried the timescales of the pause and whether it might lead to a lengthening of the pipeline. The Chair responded that there was no reason decisions could not be taken quickly if the right information were provided. The Chair added that there would never be a perfect time to undertake this type of action, given that there would always be projects in flight, and that decisions requiring faster approval



could be prioritised or expedited if needed. A Member commented that some projects may cost more to pause or stop than to complete and asked that this be taken into account.

**RESOLVED** – That the Operational Property and Projects Sub Committee:

- i) Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to commission a review of the Gateway process and Projects Procedure;
- ii) Agree to defer decisions on all Gateway 1-5 project reports, with authority delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree these reports pending approval to proceed with the project arising from the agreed capital programme review.

5. **GATEWAY 1-5 - CEMETARY EXCAVATOR REPORT**

**RESOLVED** – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

6. **GATEWAY 3 ISSUE - MANSION HOUSE STATION ENVIRONS - LITTLE TRINITY LANE PUBLIC REALM ENHANCEMENTS**

**RESOLVED** – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

7. **GATEWAY 3-4 - LONDON WALL CAR PARK JOINTS AND WATERPROOFING**

**RESOLVED** – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

8. **GATEWAY 4 ISSUE - CITY CLUSTER - WELLBEING AND CLIMATE RESILIENCE PROGRAMME: GREEN STREETS PROJECT**

**RESOLVED** – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

9. **GATEWAY 4C-5 - MOOR LANE ENVIRONMENTAL ENHANCEMENTS**

**RESOLVED** – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

10. **GATEWAY 6 - 150 BISHOPSGATE**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment regarding the 150 Bishopsgate project. The Chief Operating Officer confirmed that no additional funding would be required to close the project.

**RESOLVED** – That the Operational Property and Projects Sub Committee:

- i) Approve the content of this report and agree to close this project once the outstanding actions referred to in section 12 are complete;
- ii) Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 4;
- iii) 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 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.

11. **GATEWAY 6 - BERNARD MORGAN HOUSE PUBLIC REALM**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment regarding the project to deliver public realm enhancements in the area surrounding the new development at Bernard Morgan House. The Chief Operating Officer confirmed that no additional funding would be required to close the project. The Sub Committee noted that Members had received representations from a member of the public regarding the project. The Executive Director of Environment confirmed that a direct response to the correspondent had been provided regarding their concerns.

A Member advised that they had recently visited the site, and that the work deserved commendation. However, there were issues with the surrounding area such as paving requiring improvement, and the Member asked that this be looked at. Another Member commented that a complaint had been received in respect of a related matter and that any response should be co-ordinated between the Sub Committee and the Planning & Transportation Committee.

**RESOLVED** – That the Operational Property and Projects Sub Committee:

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

12. **GATEWAY 6 - KENLEY REVIVAL PROJECT. A NATIONAL LOTTERY HERITAGE FUND (FORMERLY HLF) FUNDED PROJECT**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment regarding the Kenley Revival Project. The Chief Operating Officer confirmed that no additional funding would be required to close the project. In

response to a question from the Chair, the Director of Open Spaces outlined the lessons learned from the project and clarified the central funding commitment during the project.

**RESOLVED** – That the Operational Property and Projects Sub Committee:

- 1) Agree that the positive balance in the project's capital budget of £30,666.41 be transferred to the West Wickham and Coulsdon Commons local risk budget as a reserve to contribute towards ongoing maintenance costs; and
- 2) Approve closure of the project.

13. **'INTERIM' POLICE CAPITAL LOAN-FUNDING REQUIREMENT, 22/23\***

The Sub Committee received a report of the Commissioner of Police regarding the 2022/23 interim police capital loan-funding requirement.

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

14. **GATEWAY 3 PROGRESS - WEST SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION PROJECT\***

The Sub Committee received a report of the Executive Director of Environment regarding the West Smithfield Area Public Realm and Transportation project. In response to a question from a Member, the Executive Director of Environment advised that further formal consultation on the project was planned and officers would ensure this was properly advertised.

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

15. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - JUNE 2022 UPDATE\***

The Sub Committee received a report of the City Surveyor providing a quarterly update on the management of risks within the City Surveyor's Department.

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

16. **CITY SURVEYOR'S BUSINESS PLAN 2021-26 QUARTER 4 2021/22 UPDATE\***

The Sub Committee received a report of the City Surveyor providing details of progress in quarter 4 (January to March) 2021/22 against the 2021-26 Business Plan.

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

17. **2021/22 ENERGY & DECARBONISATION PERFORMANCE Q4 UPDATE FOR THE OPERATIONAL PORTFOLIO\***

The Sub Committee received a report of the City Surveyor presenting the 2021/22 Quarter 4 energy performance for CoL operational sites.

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

18. **CAS NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO\***

The Sub Committee received a report of the City Surveyor presenting an update on the key actions of the operational buildings workstreams as part of the Climate Action Strategy (CAS).

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

19. **MEES COMPLIANCE STRATEGY FOR OPERATIONAL BUILDINGS\***

The Sub Committee received a report of the City Surveyor regarding the Operational Property portfolio's compliance with Minimum Energy Efficiency Standard (MEES) regulations.

**RESOLVED** – That the report and the number of properties without a valid EPC be noted.

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

There were no questions.

21. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

In addition to the reviews around the projects aspect of the Sub Committee's remit, the Chair advised that he had asked for a list of all operational properties and some information in respect of them such as vacancy and occupancy rates, and maintenance records, which would be circulated to Members of the Sub Committee after the meeting. The Chair added that the Sub Committee had responsibility for efficient management of the portfolio, and that they would need to consider all options to achieve this, including disposal. The Chair suggested that following the summer recess, the Sub Committee review the portfolio in conjunction with service committees to assess the use of these assets and their cost.

A Member commented that there had not been enough action in respect of maintenance, with numerous examples of overdue work going back over 20 years, which now had significant costs attached to them. The Member added that there was too much desire to hold on to ineffectual property, and a closer look and consideration of all options was required. Another Member commented that whilst they disagreed with the principle of disposal, it was right for the Sub Committee to review the operational property portfolio, and suggested that authority be sought from the Policy & Resources Committee or Court of Common Council for the Sub Committee to take required action.

The Chair advised that he would undertake sufficient fact-finding with a view to collecting enough detail and a breakdown of financial information such as cost and bow wave, and would seek any clarification required on governance mechanisms by which to resolve disputes.

22. **EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Paragraph No.</b>
24-30, 32-34	3
31, 35	3,7
36-41	3
42	4
43-44	-
45	1,2,4

23. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 21 June 2022 be agreed as a correct record.

24. **INTEGRATED FACILITIES MANAGEMENT FRAMEWORK AWARD REPORT**

The Sub Committee considered a report of the City Surveyor.

25. **CITY ASSESSMENT CENTRE**

The Sub Committee considered a report of the Chief Operating Officer.

26. **GATEWAY 1-5 - CITY OF LONDON POLICE VEHICLE FLEET IMPROVEMENT PROGRAMME 2022/23**

The Sub Committee considered a report of the Commissioner of Police.

27. **GATEWAY 1-5 - CITY OF LONDON POLICE - HORSEBOX REPLACEMENT PROJECT 2022/23**

The Sub Committee considered a report of the Commissioner of Police.

28. **GATEWAY 2 - WALBROOK WHARF FEASIBILITY 2027 AND BEYOND**

The Sub Committee considered a report of the City Surveyor and the Executive Director of Environment.

29. **GATEWAY 2 - CENTRAL CRIMINAL COURT - CELL AREA DUCTING AND EXTRACT SYSTEM BALANCING**

The Sub Committee considered a report of the City Surveyor.

30. **GATEWAY 3 - BARBICAN FIRE SAFETY AND BARBICAN/GSMD CONFINED SPACES**

The Sub Committee considered a report of the City Surveyor.

31. **GATEWAY 3/4 - IN-CAR AUDIO-VISUAL**

The Sub Committee considered a report of the Commissioner of Police.

32. **GATEWAY 3/4 - REFURBISHMENT/EXTENSION OF: THE COURTYARD - 1 ALFRED PLACE, W1**  
The Sub Committee considered a report of the City Surveyor.
33. **GATEWAY 4C - BARBICAN PODIUM WATERPROOFING, DRAINAGE AND LANDSCAPING WORKS (BEN JONSON, BRETON & CROMWELL HIGHWALK) PHASE 2 – 1ST PRIORITY ZONE**  
The Sub Committee received a report of the Executive Director, Community and Children's Services.
34. **GATEWAY 4C - GUILDHALL COOLING PLANT REPLACEMENT**  
The Sub Committee considered a report of the City Surveyor.
35. **GATEWAY 5 - BISHOPSGATE ARMOURY PROJECT**  
The Sub Committee considered a report of the Commissioner of the City of London Police.
36. **GATEWAY 5 - WINDSOR HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**  
The Sub Committee considered a report of the Executive Director, Community and Children's Services.
37. **GATEWAY 5 - YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**  
The Sub Committee considered a report of the Executive Director, Community and Children's Services.
38. **GATEWAY 5 ISSUE - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING BLOCKS**  
The Sub Committee considered a report of the Executive Director, Community and Children's Services.
39. **DELEGATED AUTHORITY REQUEST - CITY FUND - REFURBISHMENT/EXTENSION OF 6 BROAD STREET PLACE AND 15-17 ELDON STREET**  
The Sub Committee considered a report of the City Surveyor.
40. **DELEGATED AUTHORITY REQUEST - ASSESSMENT CENTRE FOR ROUGH SLEEPERS**  
The Sub Committee considered a report of the Executive Director, Community and Children's Services, and the City Surveyor.
41. **CITY'S ESTATE & CITY FUND 21/22 CYCLICAL WORKS REVENUE OUTTURN REPORT\***  
The Sub Committee received a report of the City Surveyor.
42. **GATEWAY 5 PROGRESS - BARKING REACH POWER STATION - SITE REMEDIATION PROJECT\***  
The Sub Committee received a report of the City Surveyor.

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

There were no questions.

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

There was no other business.

The Chair thanked officers for their attendance and asked those not presenting a confidential item to withdraw before the Sub Committee moved into confidential session.

**45. CITY SURVEYOR'S DEPARTMENT - TOM**

The Sub Committee considered a report of the City Surveyor.

**The meeting ended at 2.37 pm**

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Chair

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

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<b>Committee(s):</b> Operational Property and Projects Sub-Committee – For information	<b>Dated:</b> 26/09/22
<b>Subject: Project Governance Review</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	All
<b>Does this proposal require extra revenue and/or capital spending?</b>	Y
<b>If so, how much?</b>	<b>£70,000</b>
<b>What is the source of Funding?</b>	<b>Transformation Fund</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Y
<b>Report of:</b> Chief Operating Officer	<b>For Decision</b>
<b>Report author:</b> Genine Whitehorne, Commercial Director and Acting Project Governance Director	

## Summary

The Corporation has an ambitious portfolio of projects to deliver to achieve its strategic objectives. Effective project governance has an important role to play to ensure the projects deliver intended benefits, represent best value and support a renewed focus on effective financial control.

The Corporation’s approach to project and programme management has developed over time, with the governance last reviewed in 2018. It is timely to carry out a comprehensive review in order to provide assurance regarding the corporation approach. This review is intended to be a comprehensive but rapid piece of work that delivers tangible outputs with clear plans for implementation if approved.

This review is to be funded from the Transformation Fund and therefore does not require Member approval for the allocation of funding. However, the proposed approach is being presented to Members for their comments and endorsement. Given the challenges set out this paper, it is recommended that a number of tactical changes are made to best manage workload and demands whilst the review takes place. These proposed changes are set out in the recommendations below.

## Recommendation(s)

Members are asked to:

- Approve and provide comment on the proposed scope and plan for the project governance review
- Approve the extension of the temporary delegation of £1m to (approved and trained) Officers for corporate projects

- Approve the clarification to be made to the definition of a corporate project to descope routine procurements (NB – these will remain subject to the Procurement Code and appropriate corporate governance)
- Note the intention to extend the interim resourcing arrangement for the Project Governance Director role for the duration of the review (to end of the 22/23 Financial Year) to enable review of the role and person specification required going forward

## **Main Report**

### **Background**

1. The Corporation's approach to project and programme management has developed over time, with the governance last reviewed in 2018. At this time various changes were implemented, including the introduction of Costed Risk Provision (CRP), the creation of the Project Management Academy (PMA) and a revised version of the Projects Procedure. Further changes were scheduled for implementation soon after, however, these were deferred due to the implementation of the new TOM and the Member Governance review.
2. Since then, there have been a number of special arrangements put in place. These include the Investment Property Group (IPG) expedited process, the CLS schools' pilot, and the regular maintenance process. However, the definition of what constitutes a corporate project remains fairly broad and therefore, continues to include procurement activity and other low value activity that could be considered as business as usual. Conversely, it does not well capture resource or change projects which do not involve capital.
3. The Operational Property and Projects sub-committee was constituted in May 2022 as a result of the Member Governance review. This new sub-committee took on the remit of three (previously separate) committees. With very low project thresholds (£50k for capital projects), it is unlikely the sub-committee will be able to manage the volume of business presented at each meeting or to provide meaningful scrutiny in a way which adds value. A report was submitted to the sub-Committee in May, whereby a temporary delegation was agreed for projects under £1m subject to appropriate training being completed. It is proposed that this delegation is extended for the duration of this review.
4. Major Projects, defined as projects over £100m in total value, are governed by a separate sub-Committee, the Capital Buildings Board. These projects are not governed by the Project Procedure, sit outside of the gateway process and are supported by a dedicated Major Programmes Office (MPO). Major Projects, are by definition, high value and complex programmes that carry significant project delivery and reputational risks if not effectively managed. There are currently three Major Projects in delivery and a further three Major Projects in development as such, it is timely to assess the project and programme capability and capacity required to ensure successful delivery and benefits realisation.

5. Additionally, the TOM has resulted in the creation of a new Project Governance division that brings together project and programme management governance and assurance resource from across the Corporation. This consolidated approach provides the opportunity to streamline processes, ensure consistent practice, drive-up corporate capability and bring closer alignment between the management of corporate and major projects.

### Current Position

6. The current approach presents a number of issues that affect the Corporation's ability to efficiently manage projects and provide corporate oversight across the project portfolio. These issues present the following challenges:
  - Too much time spent on low cost/low risk items
  - Inefficient and bureaucratic processes
  - Non-alignment with industry standard
  - Large committee agendas that do not allow Members to focus on the high value/complex projects
  - Limited capacity within the PMO to focus on assurance.

### Options

7. Work has already begun to review internal processes and to develop a vision for the future project governance approach. However, there is a lack of internal capacity to deliver the entire review, at pace, whilst also managing business as usual. Further, additional capacity will be required to ensure effective implementation of any agreed recommendations. Therefore, it is proposed that there is a blended approach to the delivery of the review and implementation of the recommendations maximising corporate expertise whilst providing external challenge, technical knowledge and additional capacity.
8. Two main options have been considered for the resourcing of the review and the pros and cons of each are set out below.

Option 1 – commission external consultancy service to support the review and deliver the implementation plan

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Capacity provided by an organisation and not just a sole individual</li> <li>• Access to specialist knowledge and expertise</li> <li>• Benefit from knowledge of best practice across numerous organisations</li> <li>• could be commissioned fairly swiftly</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of certainty regarding the value of this work</li> <li>• May be less flexible in use of the additional resource/capacity</li> </ul>

<ul style="list-style-type: none"> <li>• Clear deliverables can be established linked to payment of fee</li> <li>• Perceived as objective and may have greater credibility with stakeholders</li> </ul>	
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Option 2 – engage interim resource to provide additional internal capacity to conduct review and develop implementation plan. This option could either result in an interim delivering the review or, used as backfill to release the Corporate PMO Manager to take the review forward.

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Ability to deploy the external resource more flexibly in response to changing demands</li> <li>• Maximises use of internal expertise and corporate knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Only limited capacity benefits</li> <li>• Recent experience suggests recruitment of interims likely to take a couple of months</li> <li>• Greater 'line management' required to ensure delivery of review outcomes</li> <li>• More likely to be impacted by other corporate priorities and the need to 'fire fight' urgent issues</li> </ul>

Option 1 is the recommended option for delivering the review.

## **Proposals**

9. It is proposed that this review should cover the entire project eco-system, including projects of all sizes, whilst recognising proportionality as a key principle. It is important to note however, that this review is not intended to duplicate the scope of the recent Member governance review and therefore, the agreed Committee structure (OPP sub-Committee and Capital Buildings Board) will remain unchanged (other than potential recommendations to refine Committee terms of reference to include any changes necessitated by the final agreed project definition).

10. The intended outcomes from this review are:

- The City Corporation is confident project and programmes represent best value and deliver the intended benefits
- Project governance is risk-based and enables Members to focus on strategic issues and areas of high risk and/or value
- Members are assured that lower risk/value projects are well managed and that an effective assurance framework exists to identify any potential issues or risks

- Officers are empowered to effectively manage the projects they are responsible for, to take prompt decisions to manage operational risks and, are enabled by corporate systems and financial processes
- The Corporation is clear on the role of the PMO ecosystem and its capacity to fulfil this role effectively
- The project delivery operating model represents value for money with a clearly articulated value proposition

11. The scope set out in this paper is comprehensive and will need to be delivered in a phased way. An indicative timeline for delivery is set out below.

<b>Review phase</b>	<b>Likely duration</b>	<b>Target date</b>
Initial review (including stakeholder engagement) and development of recommendations	6-8 weeks	October/November 2022
Internal governance and approvals	4 weeks	December 2022 <ul style="list-style-type: none"> <li>• CBB (16/11)</li> <li>• OPP sub-Committee (14/12)</li> <li>• Finance Committee (13/12)</li> <li>• Policy &amp; Resources (15/12)</li> <li>• Court of Common Council (12/01)</li> </ul>
Phased implementation	Tbc (dependent on recommendations), will be prioritised into workstreams	January-December 2023

12. It is anticipated that full delivery of the implementation plan will take up to 12 months. However, the delivery plan will be prioritised to ensure immediate priorities are delivered within the first few months. The full plan will be presented to Members for approval as an output of the review phase. above.

13. The proposed governance model for the review is set out in Appendix 1.

### **Key Data**

14. There are currently 345 live corporate projects in the portfolio.

15. The temporary £1m threshold will reduce the number of projects reporting to Committee directly to approximately 150.

### **Corporate & Strategic Implications**

Strategic implications – The Corporation’s strategic priorities are achieved through the successful delivery of corporate and major projects. This review will provide assurance of the Corporation’s approach.

Financial implications – the review can be funded from the Transformation Fund. Any changes as a result of the review that require additional funding will be subject to individual business cases.

Resource implications – As set out in this paper, additional resources are required to deliver the review. A key focus of the review will be to ensure that the Corporation has the necessary capacity and capability to deliver. Therefore, resourcing will be a central focus along with the future role of the Project Management Academy.

Legal implications – none.

Risk implications - This approach has been suggested to mitigate risks and to provide assurance regarding the Corporation model and approach. Internal Audit will be consulted on any proposals considered as part of the review.

Equalities implications – Equalities Impact Assessments will be undertaken as appropriate before implementation of review recommendations. The review will also seek to ensure that consideration of equalities implications is embedded in our project and programme management approach.

Climate implications – none.

Security implications – none.

## **Conclusion**

16. It is necessary to consider changes to the governance in line with the TOM proposals and previous feedback from Members. The current approach is now outdated, no longer aligns with industry standard and does not meet the changing requirements of the City.

17. Findings from the review along with options for implementation will be presented to Members later this year.

## **Appendices**

- Appendix 1 – proposed review governance model

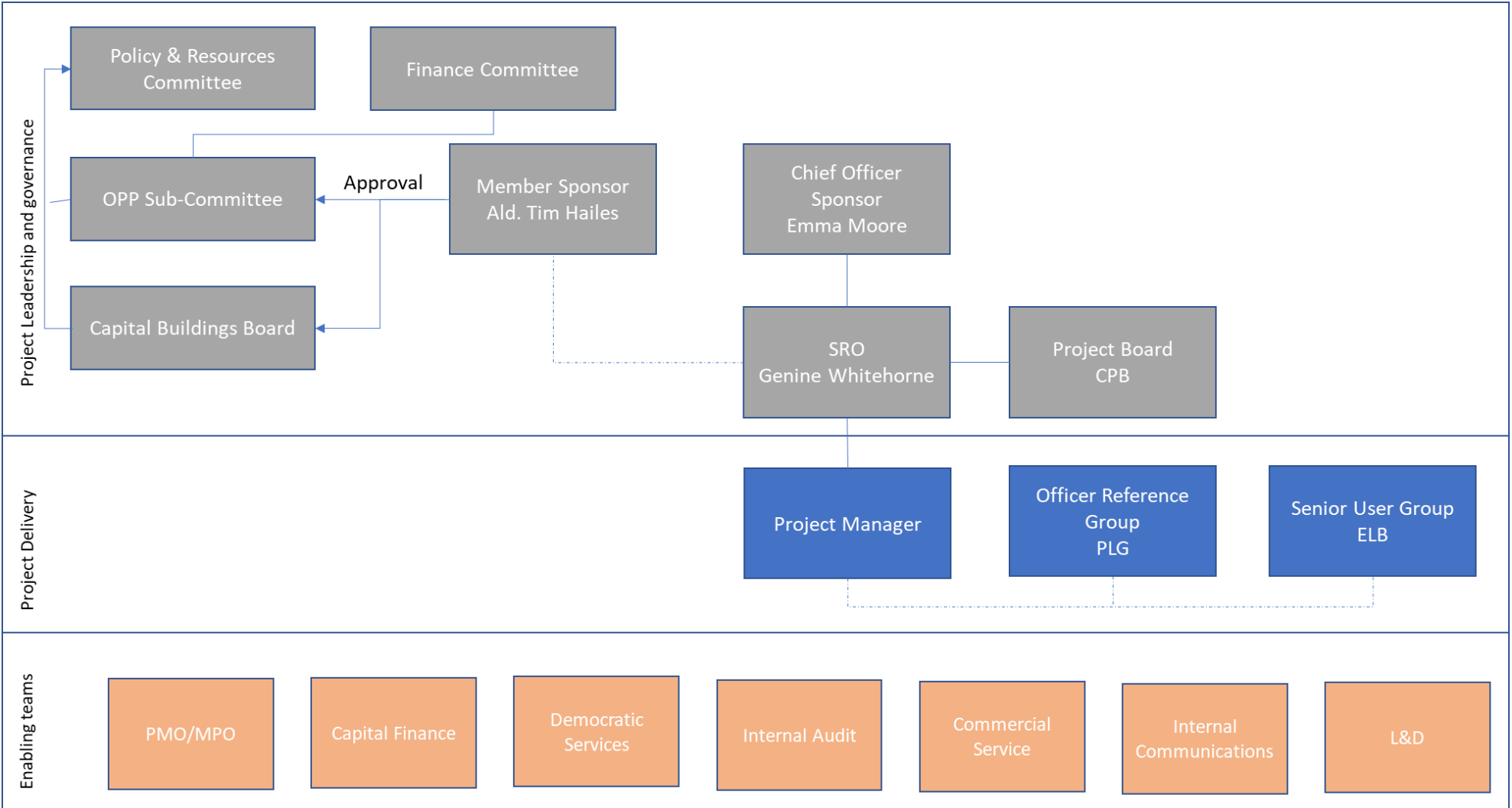
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Appendix 1 - Proposed review governance



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# Agenda Item 5

<b>Committee(s):</b> Operational Property & Projects Sub Committee Finance Committee Court of Common Council	<b>Dated:</b> 26/09/2022 15/11/2022 8/12/2022
<b>Subject:</b> Revisions to: 1) Procurement Code 2) Competitive Procurement Exemptions Policy	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	4, 5, 6,11
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Emma Moore, Chief Operating Officer	<b>For Decision</b>
<b>Report author:</b> Genine Whitehorne, Commercial Director	

## Summary

The **Procurement Code** is the policy which underpins all procurement and purchasing activity across the City Corporation including our institutional departments. Procurement policies are reviewed annually to ensure they are up to date and still operationally viable. The revisions support the efficiency principles under the Target Operating Model (TOM) specifically to align activity and resources to our corporate outcomes; increase the pace of decision making; and achieve cost savings to resolve budget deficit.

The **Competitive Procurement Exemption Policy** identifies items or categories of expenditure where it has been agreed that they are exempt from requiring officers to undertake a competitive procurement process in the form of the seeking of quotations or a formal invitation to tender. The purpose of the revisions to the Competitive Procurement Exemptions Policy is to ensure operational efficiency and compliance with proposed changes to the Procurement Code.

## Recommendations

Members are asked to:

- Approve the revisions to the City Corporation's Procurement Code effective from **3 January 2023** [for decision by Operational Property and Projects Sub Committee, Finance Committee and Court of Common Council].

- Approve the revisions to the City Corporation's Competitive Procurement Exemptions Policy to be effective from **26 September 2022** [for decision by Operational Property and Projects Sub Committee only – approval by Finance Committee and Court of Common Council is **not** required for this internal policy].

## **Main Report**

### **Background**

1. The Procurement Code is the policy which underpins all procurement and purchasing activity across the City Corporation and the institutional departments.
2. Part 1 of the Procurement Code is the framework of overarching rules to be followed by any officer when purchasing goods, services or works and has been developed in line with UK Public Contracts Regulations 2015. Part 2 of the Procurement Code is the guidance document which provides context, processes, and or further information relevant to compliance with the rules outlined in Part 1.
3. The Competitive Procurement Exemption Policy identifies items or categories of expenditure where it has been agreed that they are exempt from requiring officers to undertake a competitive procurement process in the form of seeking quotations or a formal invitation to tender.
4. The decision to apply the Competitive Procurement Exemption Policy to any item or category of expenditure at a departmental level is not mandatory. Where an exemption has been agreed, it is the responsibility of each department to decide whether or not to use an exemption or whether to engage with the market. For example, should a department wish to obtain three quotes for an item which is on the exemption list they are able to do so.
5. Procurement policies are reviewed regularly to ensure they are up-to-date and still operationally viable. Following a consultation process, the proposed revisions support the efficiency principles under the TOM specifically to align activity and resources to our corporate outcomes; increase the pace of decision making; achieve cost savings to resolve budget deficit.
6. A Commercial Academy (a suite of bite sized e-learning modules for departmental officers) is being developed alongside updates to guidance documentation and templates to provide assurance that departmental officers are equipped to undertake their own quotation exercises up to £100,000 compliantly and responsibly. Spend data will also be used to monitor use and to identify further commercial solutions.

### **Current Position (Revisions to the Procurement Code)**

7. The majority of the rules contained in the Code have not changed. Generally, some of the terminology has been updated because of changes to City Corporation governance arrangements as a result of the TOM and the UK's exit from the European Union and resulting changes to UK Procurement practices.
8. A comprehensive list of the proposed changes can be found in Appendix 1.
9. Highlighted in this section of the paper are rules with the major revisions impacting governance or change of process:

Rule	Changes
Procurement Thresholds and Procedures – Rule 15	<ul style="list-style-type: none"> <li>• Operational purchasing threshold raised from up to £50,000 to up to £100,000 which will devolve responsibility for purchases under £100,000 to departmental officers.</li> </ul>
Contracts Letting Thresholds – Rule 16	<ul style="list-style-type: none"> <li>• The contracts lettings table has been amended to align to the Procurement Thresholds in rule 15. The first row has been amended from £50,000 and below to £100,000 and below. Second row (£50k to £100k threshold) has been removed as it's no longer required.</li> </ul>
Waivers – Rule 25	<ul style="list-style-type: none"> <li>• Due to the increase in the Procurement Threshold, the waiver process under £50,000 has been removed with the exception of an “Order outside of a Corporate Contract”.</li> <li>• A new rule added that, where applicable, relevant Responsible Procurement commitments should be considered and included in contracts awarded as part of the waiver process.</li> </ul>
Contract Extensions - Rule 30	<ul style="list-style-type: none"> <li>• The total contract value threshold has been raised from £50,000 or more to £100,000 or more for officers to undertake a formal review for all contracts extensions where terms allow in conjunction with the Commercial Service. This is in alignment with the changes to the Procurement Thresholds in rule 15.</li> <li>• A rule has been added to evaluate Responsible Procurement commitments as part of the contract review.</li> <li>• For total contract values at £4m or above, the approval process for using contract extension provisions has been updated so that approval is required from the relevant Category Board and Sub-Committee. However, approval from Finance Committee and Court of Common Council will no longer be required where Court of Common Council has approved the contract extension option as part of the original contract award with a recommendation to authorise the</li> </ul>

	Operational Property and Projects Sub Committee to approve the use of contract extension provisions. This will allow for more efficient decision making whilst still ensuring appropriate Member scrutiny by the Operational Property & Projects Sub Committee.
Contract Termination – Rule 31	<ul style="list-style-type: none"> <li>The threshold for consulting the Commercial Service and C&amp;CS increased from over £50,000 to over £100,000 to align with the changes to the Procurement Thresholds in rule 15.</li> </ul>
E-invoicing Policy – Rule 45	<ul style="list-style-type: none"> <li>A new rule confirming that the Corporation’s E-invoicing policy is the preferred method of receiving invoices.</li> </ul>
Responsible Procurement updates – Rules 46-57	<ul style="list-style-type: none"> <li>Rules amended to ensure departments consider the commitments of the Responsible Procurement Policy when awarding contracts from external frameworks, waivers, extensions, novations and exemptions.</li> <li>For contracts above £100,000, the minimum weighting for Responsible Procurement has been raised from 10% of the technical envelope to 15% of the overall score including call off contracts from framework agreements. This will apply from 1 September 2022.</li> <li>Equity and Diversity rules updated so that sectors deemed at high risk for equalities issues must include standard specification wording and should consider evaluating suppliers on active steps taken to embed equity, diversity and inclusion within their business and industry.</li> <li>Removed requirement to consult with the Social Value Panel which is no longer in operation and the learning from the Panel has been incorporated into the Responsible Procurement bank of questions.</li> <li>Living Wage rules updated to require officers to ensure relevant suppliers comply with the Living Wage policy and annual uplifts in living wage rates in accordance with the City Corporation Living Wage Policy.</li> <li>Modern Slavery and Human Rights rules updated to ensure that relevant suppliers abide by not only the Modern Slavery Act but also updates to modern slavery legislation.</li> </ul>

### **Current Position (Revisions to Competitive Procurement Exemptions Policy)**

10. A new exemption has been introduced for urgent interim accommodation to allow the City Corporation to discharge its statutory homelessness duties under Section

188 Housing Act 1996 and where appropriate other relevant legislation, or discretionary emergency accommodation for vulnerable rough sleepers for a maximum period of 6 months which has been approved by Comptroller and City Solicitors department.

11. Minor amendments have also been proposed to achieve greater clarity on the use of the exemptions. A full list of all the proposed changes can be found in **Appendix 3**. Changes to this internal policy are subject to the approval of the Operation Property & Projects Sub-Committee.

## Options

12. Option 1 (Recommended Option): **Approve the revisions to the Policy documents.** In response to the TOM, a need for efficiency in purchasing was identified. Departmental Officers will be tasked to carry out all purchasing up to £100,000. The terminology will be brought up to date to reflect the UK's exit from the EU and new governance arrangements. The updates to the Responsible Procurement Rules will ensure departments consider the commitments of the Responsible Procurement Policy when awarding contracts as a result of using external frameworks, waivers and exemptions. The proposed changes will ensure operational efficiency and support internal compliance.
13. Option 2: **No change to the Policy documents.** This option is not recommended as it does not support the TOM principles, specifically to "increase the pace of decision making". The terminology in the current Procurement Code does not reflect the new governance arrangements or procurement practices as a result of the UK's exit from the EU. In addition, some of the current Responsible Procurement rules are out of date including the minimum Responsible Procurement weighting.
14. The new Procurement Bill is due to be enacted into UK law in 2023 and will replace the current Public Contracts Regulations 2015. As a result, it is anticipated that further changes may be required and will be considered as part of the next annual review of the Procurement Code.

## Key Data

15. In terms of raising the Operational Purchasing threshold from up to £50,000 to up to £100,000 at which departments can undertake their own quotation process, a review has been undertaken of eight other London Boroughs using a comparison produced by the London Procurement Network. Out of the eight London Boroughs, four London Boroughs use department led procurement for contracts under £100,000; one borough undertakes departmental led procurements below £160,000 and three Boroughs were department led below £50,000.

## Corporate & Strategic Implications

**Strategic implications** – The Revisions to both the Procurement Code and the Competitive Procurement Exemptions Policy are aligned with the objectives of the Corporate Plan and the Departmental Business Plan. The use of exemptions in the

Competitive Procurement Exemptions Policy does not constitute an exemption from the Procurement Code in its entirety. That is, where an exemption from competitive procurement applies, all parts of the Procurement Code that do not apply to competitive procurement still apply and must be adhered to including considerations around sustainable, ethical and responsible procurement.

**Financial implications** - Option 1 reflects the need for efficiency in purchasing which was identified in the TOM process. Departmental Officers will be tasked to carry out all purchasing up to £100,000. The financial risks to this option will be mitigated through enhanced training including a quote process checklist.

**Resource implications** – Up to £100,000 departmental officers will be able to seek quotations directly from suppliers enabling a more efficient self-service. The Commercial Academy being developed alongside updates to guidance documentation and templates will provide assurance that departmental officers are equipped to undertake their own quotation exercises up to £100,000 compliantly.

**Legal implications** – The changes are in line with the requirements of the Public Contracts Regulations 2015 and the new Procurement Bill due to be enacted into UK law in early 2023. Further changes will be reflected in future reports as required.

**Risk implications** – The raise in the operational purchasing threshold from up to £50,000 to up to £100,000 will devolve responsibility for purchases under £100,000 to departmental officers. However enhanced mandatory training on the use of the Procurement Authorisation Report for contracts up to £100,000 is being developed to enhance officer efficiency and compliance with the Procurement Code. In addition, a quote process checklist will be available for officers for operational purchasing below £100,000 to guide them in completing a competition in line with our procurement requirements.

**Equalities implications** – The revisions to the Procurement Code include an update to our Equity and Diversity rules. Officers are still required to adhere to the Public Sector Equality Duty 2010 as part of procurement activities and consider how social inclusion and under-representation of people with protected characteristics will be addressed as part of procurement and contract management. This requirement has been extended to contractors and their sub-contractors. In addition, a rule has been added to require officers to ensure that where sectors are deemed high risk for equalities issues, standard specification wording must be used and to evaluate suppliers on active steps taken to embed equality, diversity and inclusion within their business.

**Climate implications** – The revisions to **the Procurement Code** include rules relating to climate action. All procurements must consider the targets of the City Corporation's Climate Action Strategy in particular through the purchased goods and services; buildings; transport and climate resilience. When a procurement will result in the use of energy, all officers must seek energy efficient or low carbon solutions.

**Security implications** – Use of the Procurement Authorisation Report by departmental officers for security related contracts up to £100,000 will be approved by the departmental Chief Officer or an Officer with Delegated Authority. All security related contracts are considered by the Commercial Lead and the Police & Emergency Planning Category Board.

## **Conclusion**

16. The Commercial Service recommend the approval of the changes to the Procurement Code outlined in this report and in Appendix 1 effective from **3 January 2023** to ensure that the Code stays relevant and in alignment with the principles of the TOM.

The Commercial Service also recommends the approval of the changes to the Competitive Procurement Exemptions Policy to support the operational needs of the City Corporation outlined in Appendix 3 to be effective from **26 September 2022**.

## **Appendices**

Appendix 1 – All changes to the Procurement Code

Appendix 2 – Draft Revised Procurement Code Part 1 – January 2023

Appendix 3 – All changes to the Competitive Procurement Exemptions Policy

Appendix 4 – Draft Revised Competitive Procurement Exemptions Policy

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## Appendix 1 – All Proposed Revisions to the Procurement Code Part 1

<b>Rule</b>	<b>Name</b>	<b>Change</b>
General	Terminology	<p>Terminology updated as follows:</p> <ul style="list-style-type: none"> <li>• Replaced “City Procurement” with the “Commercial Service”.</li> <li>• Replaced “Procurement Sub Committee” with “Operational Property and Projects Sub Committee”.</li> <li>• Replaced “OJEU” (Official Journal of the European Union) with “FTS” (Find a Tender Service).</li> </ul>
General	Thresholds	<ul style="list-style-type: none"> <li>• Raised £50,000 threshold to £100,000 throughout.</li> </ul>
3	Governance	<ul style="list-style-type: none"> <li>• Updated to reflect Target Operating Model restructure. Replaced “Chamberlain” with “Chief Operating Officer” at 3.1 and added reference to new Operational Property and Projects Sub Committee.</li> <li>• Removed reference to Strategic Resources Group which is no longer in operation.</li> </ul>
5	Best Value	<ul style="list-style-type: none"> <li>• Contract awards amended to be made on the basis of Most Advantageous Tender (MAT) instead of Most Economically Advantageous Tender (MEAT). This is in line with the proposals of the Government’s Green Paper on “Transforming Public Procurement” to encourage contracting authorities to give more consideration to social value when evaluating and awarding contracts.</li> </ul>

Rule	Name	Change
12	Annual Sourcing Plan	<ul style="list-style-type: none"> <li>• Chief Officers' annual forecast of all procurements above £100,000 for the next financial year to the Commercial Director in February amended to November. This is to align with the Financial Services Division's Annual Budget Setting process in November. This will allow the Commercial Service to feed in to Finance Business Partners where departments need to budget for paying for our support on sourcing projects not considered core, or not able to be deferred.</li> <li>• Updated rule referring to Annual Sourcing Plans as being subject to approval and quarterly monitoring by Category Boards. Priority to be given to deliver those projects which will deliver savings and efficiencies and meet the objectives of the Corporate Plan.</li> </ul>
14	Estimating Contract Values	<ul style="list-style-type: none"> <li>• Threshold updated from £50,000 to £100,000 for departments to consult with the Commercial Service.</li> <li>• Requirement added for officers to include VAT where it applies for the purposes of calculating whether a contract meets the UK Find a Tender (FTS) advertising thresholds.</li> </ul>
15	Procurement Thresholds	<ul style="list-style-type: none"> <li>• Operational purchasing threshold raised from up to £50,000 to up to £100,000 which will devolve responsibility for purchases under £100,000 to departmental officers. This change supports the efficiency principles under the Target Operating Model (TOM) specifically to align activity and resources to our corporate outcomes; increase the pace of decision making; achieve cost savings to resolve budget deficit.</li> </ul>
16	Contract Lettings Thresholds	

Rule	Name	Change
		<ul style="list-style-type: none"> <li>The contracts lettings table has been amended to align to the Procurement Thresholds in rule 15. The first row has been amended from £50,000 and below to £100,000 and below. Second row (£50k to £100k threshold) has been removed as its no longer required.</li> </ul>
20	Using External Frameworks	<ul style="list-style-type: none"> <li>New rule added that where applicable, Responsible Procurement commitments and weighting should be included in a mini-competition or award process.</li> </ul>
25	Waivers	<ul style="list-style-type: none"> <li>Due to the increase in the Procurement Threshold for Operational Purchasing in rule 15, the waiver approval thresholds have been amended so that no waiver is required for contracts valued at £100,000 or less (unless a corporate contract exists).</li> <li>A new rule added that where applicable, relevant Responsible Procurement commitments should be considered and included in contracts awarded as part of the waiver process.</li> </ul>
26	Exemptions	<ul style="list-style-type: none"> <li>New rule added that where applicable, relevant Responsible Procurement commitments should be considered and included in contracts awarded by an exemption.</li> </ul>
30.1	Contract extensions where terms allow for extensions	<ul style="list-style-type: none"> <li>The total contract value threshold has been raised from £50,000 or more to £100,000 or more for officers to undertake a formal review for all contracts extensions where terms allow in conjunction with the Commercial Service. This is in alignment with the changes to the Procurement Thresholds in rule 15.</li> <li>A rule has been added to evaluate Responsible Procurement commitments as part of the contract review.</li> <li>For total contract values at £4m or above, the approval process for using contract extension provisions has been updated so that approval is still required from the relevant Category Board and Sub-Committee. However approval from Finance Committee and Court of Common Council is now no longer required where Court of Common Council have approved the original contract award in accordance with the Contracts Lettings approval</li> </ul>

Rule	Name	Change
		<p>process with a recommendation to authorise the Operational Property and Projects Sub Committee to approve the use of contract extension provisions. This will give the Operational Property &amp; Projects Sub Committee more authority to make decisions without the need to go back to Finance Committee and the Court of Common Council.</p>
31.4	Contract Termination	<ul style="list-style-type: none"> <li>The threshold for consulting the Commercial Service and C&amp;CS increased from over £50,000 to over £100,000 to align with the changes to the Procurement Thresholds in rule 15.</li> </ul>
33.2	Changes in identity of suppliers	<p>The contract novation process has been amended so that where applicable, the new contractor must meet any Responsible Procurement requirements of the original contract.</p>
45.2	E-Invoicing Policy	<ul style="list-style-type: none"> <li>A new rule confirming that the Corporation's E-invoicing policy is the preferred method of receiving invoices.</li> </ul>
46-57	Responsible Procurement	<ul style="list-style-type: none"> <li>Rules amended to ensure departments consider the commitments of the Responsible Procurement Policy when awarding contracts from external frameworks, waivers, extensions and exemptions.</li> <li>For contracts above £100,000, the minimum weighting for Responsible Procurement has been raised from 10% of the technical envelope to 15% of the overall score including call off contracts from framework agreements. This will apply from 1 September 2022.</li> <li>Equity and Diversity rules updated so that sectors deemed at high risk for equalities issues must include standard specification wording and should consider evaluating suppliers on active steps taken to embed equity, diversity and inclusion within their business and industry.</li> </ul>

Rule	Name	Change
		<ul style="list-style-type: none"><li data-bbox="763 240 2089 344">• Removed requirement to consult with the Social Value Panel which is no longer in operation and the learning from the Panel has been incorporated into the Responsible Procurement bank of questions.</li><li data-bbox="763 392 2089 496">• Living Wage rules updated to require officers to ensure relevant suppliers comply with the Living Wage policy and annual uplifts in living wage rates in accordance with the CoL Living Wage Policy.</li><li data-bbox="763 544 2089 608">• Modern Slavery and Human Rights rules updated to ensure that relevant suppliers abide by not only the Modern Slavery Act but also updates to modern slavery legislation.</li><li data-bbox="763 655 2089 719">• Noise Control rule has been removed as this is not a procurement policy but is included in the standard CoL policy schedule.</li></ul>

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# **CITY OF LONDON PROCUREMENT CODE PART ONE: RULES**

DRAFT

January 2023

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## A. INTRODUCTION

The Procurement Code (“the Code”) is a fundamental component that governs procurement and assists the implementation and delivery of the City of London Corporation’s (the Corporation) strategic goals. Procuring (buying) goods, works and services in the right way is essential to ensure value for money is achieved. The Procurement Strategy and service performance is ultimately overseen and authorised by elected members.

The Code constitutes the rules that must be followed when any procurement is undertaken by the Corporation and are designed to ensure that risks are minimised, procurement complies with relevant legislation such as Public Contracts Regulations and our spend is leveraged to support national and City Corporation policy outcomes.

Guidance and templates to underpin each of the rules and assist officers with undertaking procurement can be found in Part Two of this Code.

The Code also applies to the Corporation for all procurement activities regardless of funding stream. The Code applies to procurements funded by City Fund, City’s Cash, Bridge House Estates and externally funded or collaborative projects where the Corporation is the contracting authority conducting the procurement and signing the contract.

Officers must seek Line Manager approval to undertake a procurement exercise regardless of contract value.

The Corporation’s procedures and guidelines contained in the [Financial Regulations](#), Standing Orders, [Project Procedures](#), Scheme of Delegation and [Responsible Business Strategy](#) should also be taken into account when undertaking a procurement.

## B. GOVERNANCE AND PRINCIPLES

### 1. External Regulations

- 1.1. Public Procurement is subject to a regulatory framework which directly impacts the Corporation in its capacity as a local and police authority. These include Public Contracts Regulations 2015, Concessions Contract Regulations, the Social Value Act, Small Business Enterprise and Employment Act 2015, Local Government Act 1999 and other UK legislation.
- 1.2. All processes above and below the Find a Tender Service (FTS) threshold contracts are regulated where they are undertaken in the Corporation's capacity as a local and police authority.

### 2. Public Contracts Regulations 2015

- 2.1. Public Contracts Regulations 2015 (PCR 2015) apply as a matter of law to the Corporation when it acts in its capacity as local authority (including as port health authority) or police authority (i.e. City Fund activities). The Corporation's procurement policy reflected in this Procurement Code is that, unless C&CS has advised in writing to the contrary or Members have resolved otherwise, the PCR 2015 will be applied to ALL the Corporation's procurement activities without distinguishing between the Corporation's various capacities or functions. Therefore, the PCR 2015 will also be applied when the Corporation acts in its general corporate capacity, whether in respect of City's Cash funded functions or as a corporate trustee (e.g. in respect of Bridge House Estates or any other charity); or otherwise acts (in whatever capacity) as an accountable/contracting body for collaborative or jointly-funded projects where the Corporation undertakes the procurement and enters into the contract.
- 2.2. PCR 2015 applies to all public supplies, services and works contracts. Failure to comply with PCR 2015 could expose the Corporation to the risk of a successful legal challenge. Therefore, all procurements subject to PCR 2015 must be undertaken by the Commercial Service.

### 3. Governance

- 3.1. The Chief Operating Officer is responsible for the Commercial Service, which is the central service for the Corporation's procurement operations.
- 3.2. The Finance Committee are responsible for overseeing the performance and development of the Commercial Service. However, major decisions regarding policy and financial approval will be referred to Policy and Resources, Court of Common Council or other Committees for approval wherever necessary.
- 3.3. Category Boards are decision making forums that are responsible for approving and overseeing procurement strategy and performance monitoring in major areas of related expenditure, such as construction or information technology. This includes approval of non-project related procurements and prioritisation of procurements within spend categories. Category Boards report into Operational Property and Projects Sub Committee.

### 4. Monitoring

- 4.1. the Commercial Service is responsible for monitoring and reporting on all of the Corporation's procurement expenditure and activities. Procurement is subject to scrutiny by the Corporation's Internal Audit Service and the Policy and Compliance team which may undertake audits, issue reports and make recommendations on any of its activities.
- 4.2. The Corporation's procurement activities and processes are also subject to external audit reviews and the Crown Commercial Service [Public Procurement Review Service](#). The Public

Procurement Review Service allows suppliers to raise concerns anonymously about potentially poor public sector procurement practice. Their role is to investigate suitable cases referred to them and to highlight improvements that could be made to procurement practices and potential conflicts with best practice or PCR 2015.

## **5. Best Value**

- 5.1. Officers undertaking procurement on behalf of the Corporation have a duty to apply Best Value principles in accordance with section 3 of the Local Government Act 1999. The Best Value principles are relevant to the entire procurement process and this Code and must always be taken into account.
- 5.2. The duty to achieve best value for the Corporation requires us to consider and investigate economic, environmental and social aspects and outputs in relation to the purchasing decisions we make. Through our procurement processes and activities, we aim to minimise the negative impacts associated with goods, services and works and their associated supply chains and maximise potential benefits including social value. This commitment is regulated in public services contracts by the Public Services (Social Value) Act 2012 and the Responsible Procurement Policy.
- 5.3. Section 3 of the Local Government Act 1999 and the Public Services (Social Value) Act 2012 applies to the Corporation without distinguishing between its various functions. When acting in a capacity other than as a local or police authority, Section 3 of the Local Government Act 1999 and the Public Services (Social Value) Act 2012 will be considered as applicable, unless C&CS has advised in writing to the contrary.
- 5.4. The Corporation intends to award contracts based on quotes or tenders which represent the most advantageous tender to the Corporation in terms of price, quality & Responsible Procurement for the provision of goods, services and works.

## **6. Codes of Conduct**

- 6.1. The Corporation expects all persons involved in procurement to behave with the highest levels of probity and integrity in accordance with the Bribery Act 2010, this Code, The Employee Code of Conduct and The Fraud Awareness Policy. Failure to adhere to these conditions may result in disciplinary action and in the most serious cases criminal investigation and prosecution.
- 6.2. All external persons involved in a procurement process will need to complete a non-disclosure agreement and maintain confidentiality throughout the procurement process including any standstill periods.

## **7. Conflicts of Interest**

- 7.1 All persons involved in a procurement exercise must declare immediately any personal or business interest arising from the procurement exercise in accordance with the process contained in Part Two of the Code.

## **8. Transparency**

- 8.1. the Commercial Service is responsible for publishing procurement information required by the Local Government Transparency Code 2015 and for managing Freedom of Information Requests relating to procurement. The requirements do not extend to the Corporation's non local authority functions including the Police and Crime Commissioners for whom a separate transparency framework applies.

## **9. Collaboration**

- 9.1.** Procurement will be undertaken in a spirit of collaboration between the Commercial Service, officers and Members of the Corporation as whole, our external partners and suppliers and the communities it serves. In many cases this will involve working jointly for the corporate good across the organisation and in collaboration with external partners.

## **10. Equal Treatment**

- 10.1.** All procurement undertaken by the Corporation must accord equal treatment and consideration to all organisations competing for its contracts. This involves undertaking the procurement in accordance with the rules, procedures and guidance we publish and applying them equally to all participants without favour.

## **11. Proportionality**

- 11.1** The processes to be followed by the Corporation should be proportionate to the value, strategic and operational importance, statutory obligations, contractual and related risks (including reputational and uninsurable risks) and commercial benefits of the procurement being undertaken.

# **C. OPERATIONS**

## **12. Annual Sourcing Plan**

- 12.1.** Chief Officers must provide the Commercial Director for the Commercial Service with an annual forecast in November, for the next financial year of all procurements valued at £100,000 or more for supplies or services and £400,000 or more for works, to enable the Commercial Service to plan and allocate resources for the following financial year to be included in the Annual Sourcing Plan for approval by relevant Category Board.
- 12.2.** The Category Boards will review the Sourcing Plan on a quarterly basis. Any projects that arise that have not been included in the Sourcing Plan will be considered by the Category Boards and priority will be given to projects which will deliver savings and efficiencies and meet the objectives of the Corporate Plan.

## **13. Section 20 Consultations and the use of Nominated Suppliers**

- 13.1.** Procurements relating to supplies, services and works for residential properties leased by the Corporation may be subject to statutory requirements for the Corporation to consult with leaseholders under Section 20 of the Landlord and Tenant Act 1985 (as amended).
- 13.2.** Officers responsible for managing the properties for which the procurements are being undertaken are also responsible for undertaking the consultation with leaseholders and will need to factor in the longer lead-in times for procurement processes in cases of leaseholder consultation.
- 13.3.** Below the FTS threshold, procurements relating to supplies, services and works for residential properties leased by the Corporation may also be subject to Section 20 which allows leaseholders to nominate suppliers to be considered for inclusion in tenders.

- 13.4.** During section 20 consultations, tenders will be made available for inspection to leaseholders.

## **14. Estimating Contract Values**

- 14.1.** Officers estimating contract values for the purposes of complying with the procurement thresholds should calculate the whole estimated contract value over the life of a contract

including provision for subsequent phases of a project, appropriate contract extensions and options.

- 14.2. Officers must not deliberately sub-divide or disaggregate procurements for the purpose of avoiding the thresholds in this Code.
- 14.3. The Commercial Service must be consulted regarding all procurement estimates above £100,000. Officers may consult the Commercial Service on contracts under £100,000.
- 14.4. Officers must include VAT where it applies, for the purposes of estimating whether a contract meets FTS thresholds for goods, services and works.

**15. Procurement Thresholds and Procedures**

- 15.1. The quotation and tender thresholds apply to all procurement including the procurement phases of capital projects. All financial thresholds in the Procurement Code are exclusive of VAT or any other taxes.
- 15.2. All contracts valued at £100,000 or more for supplies or services, and £400,000 or more for works, must be advertised except where an existing approved Corporate Contract or framework is being used.
- 15.3. The following thresholds apply:

**Table 1 Procurement Thresholds**

Type of Procurement	Goods & Services	Works	Guidance
Operational Purchasing	Up to £100,000	Up to £100,000	Officers may seek quotations directly from suppliers in accordance with the process outlined in Part 2. Once a quotation has been obtained, a requisition must be created on iProcurement and submitted to the Commercial Service who will issue a Purchase Order to the selected supplier. Where a Corporate Contract exists, it must be used.
One-off Purchasing	More than £100,000, but less than FTS threshold for goods and services	More than £100,000 but less than £400,000	Request for Quotation must be undertaken by the Commercial Service through the eTendering portal. A minimum of three firms to be invited to submit written quotations one of which should be a local firm, SME, or a Social Enterprise.

Strategic Purchasing	FTS threshold for goods and services or more	£400,000 or more	Options Appraisal must be undertaken by the Commercial Service. Any resulting procurement must go through the tendering portal.
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**15.4.** All procurements above the FTS threshold for goods and services and works must be advertised in accordance with Public Contracts Regulations 2015. The use of the Negotiated Procedure without Prior Publication may only be recommended in very specific circumstances contained in Part Two of the Code and with the approval of the Commercial Director for the Commercial Service.

**15.5.** For supplies, services and works below the FTS threshold which are subject to Section 20 of the Landlord and Tenants Act 1985, please refer to 'Section 20 Consultations and the Use of Nominated Suppliers' Rule in this Code and associated guidance in Part Two of this Code.

## **16. Contract Letting Thresholds**

**16.1.** The approval thresholds below set out the levels of approvals required by officers to proceed with the various phases of non-project related procurements and the award of contracts.

**16.2.** The following thresholds apply to the total contract value:

**Table 2 Contract Lettings Thresholds**

<b>Total Contract Value</b>	<b>Approval Process</b>
<b>£100,000 and below</b>	Options – Chief Officer Contract Award - Relevant Chief Officer/or an Officer with Delegated Authority from the Chief Officer.
<b>£100,000 - less than £2,000,000</b>	Options - Relevant Category Board Contract Award - Relevant Category Board
<b>£2,000,000 or more, but less than £4,000,000</b>	Options (Stage 1): Report for Relevant Category Board and Operational Property and Projects Sub) Committee for approval to proceed with a procurement and for the procurement strategy. Contract Award (Stage 2): Report for Relevant Category Board and Operational Property and Projects Sub Committee which receives final recommendation on contract award.
<b>£4,000,000 and above</b>	Options (Stage 1): Report for Relevant Category Board, Operational Property and Projects Sub Committee, and Finance Committee for approval to proceed with a procurement and for the procurement strategy. Contract Award (Stage 2): Report for Relevant Category Board, Operational Property and Projects Sub Committee, Finance Committee and Court of Common Council which receives final recommendation on contract award.

Different approval processes and thresholds apply to the procurement phases of projects. The project approval thresholds can be found on the [Project Team's SharePoint pages](#).

## **17. Corporate Contracts**

- 17.1. The Commercial Service maintains a range of [Corporate Contracts](#) for supplies, services and works that are commonly required by all or a wide range of the Corporation's departments. Officers must use Corporate Contracts to ensure value for money, efficiency and best practice.
- 17.2. Information relating to Corporate Contracts may be commercially sensitive and officers must not communicate it directly or indirectly to other external suppliers.

## **18. Concession Contracts**

- 18.1. Concession contracts must be undertaken in consultation with the Commercial Service, City Surveyor's, and Comptroller & City Solicitor's in accordance with the procedures set out in Part Two of this Code.

## **19. Creating a City of London Framework**

- 19.1. The procurement of frameworks are subject to the Procurement Thresholds Rule and the award decision is subject to the Contract Letting Thresholds Rule. Mini competitions or call-offs from such frameworks should be administered through the Commercial Service.
- 19.2. All tenders for the creation of Corporation frameworks must be undertaken by officers in the Commercial Service.

## **20. Using Frameworks created by External Contracting Authorities**

- 20.1. Before using an external framework for the first time, the Commercial Service will undertake a due diligence assessment of the benefits and risks, adopting a proportionate approach in accordance the guidance set out in Part Two of this Code.
- 20.2. The award of contracts arising from the use of external frameworks is subject to the Contract Letting Thresholds and Project Approval process where applicable.
- 20.3. Where applicable, relevant Responsible Procurement commitments and weighting should be included as part of a mini-competition and or award process.

## **21. Access Agreements**

- 21.1. Where use of a framework is conditional upon the Corporation first signing an Access Agreement (or similar) with the external contracting authority, such an agreement must be reviewed by the Commercial Service in accordance with the procedures Part Two of this Code and signed by the Commercial Director or delegated officer.

## **22. Police Collaborative Agreements**

- 22.1. Comptroller & City Solicitor's, the Commercial Service and the Chamberlain's Risk Management and Insurance Team must be consulted in relation to any police collaboration agreements. The terms and conditions for any proposed collaboration agreements must be vetted by the Comptroller & City Solicitor's department in accordance with provisions of Rule 36 'Contract Terms and Conditions'.
- 22.2. Approval for any collaboration will require approval from the Police Authority Board and the Commissioner of the City of London Police. Any agreement must be signed by the Commissioner and the Comptroller and City Solicitor or an Assistant City Solicitor on behalf of the Corporation in it's capacity as Police Authority.



## 23. Appointment of External Procurement and Legal Consultants

- 23.1. Officers wishing to appoint external consultants to assist with procurement projects must consult the Commercial Service before all such appointments are made.
- 23.2. The appointment of external legal counsel including solicitors and barristers is also subject to Comptroller & City Solicitor's department consultation and procedures.
- 23.3. Any resulting appointment must comply either with this Code in respect of a procurement in line with services thresholds or via the Human Resources Recruitment and Selection policy in respect of short-term contracts of employment or the appointment of temporary staff. All external consultants and companies appointed by the Corporation to assist with procurements must be advised of their obligation to comply with this Code's rules on Codes of Conduct and Conflicts of Interest.

## 24. Communication with Suppliers

- 24.1. The Commercial Service is responsible for managing all communications with suppliers during procurement projects via the Corporation's e-tendering portal. Officers should follow the advice and instructions of the Commercial Service. Failure to do so may compromise confidentiality and data protection obligations; give rise to a conflict of interest; and jeopardise the procurement.

## 25. Waivers

- 25.1. In special or exceptional circumstances identified in Part Two of the Code, the requirements of this Code may be waived provided one of the following authorisations has been received:

Table 3 Waiver Approval Thresholds

	Approval Required by
<b>£100,000 or Less</b>	No Waiver report is necessary. To be considered as part of the Procurement Authorisation Report. Please see Part 2 for more details.
<b>More than £100,000 Compliant</b>	Waiver to be considered as part of an options report in accordance with the Contract Letting Thresholds Rule
<b>More than £100,000 Non-Compliant</b>	Relevant Spend Committee for the department requesting the Commercial Service Waiver (and Operational Property and Projects Sub Committee for contracts let as part of projects).

- 25.2. Waivers that cannot wait for the next committee date can be approved via the urgent committee report process which is the Town Clerk in consultation with the Spend Committee Chairman and Deputy Chairman. All urgent waivers must come through the Commercial Service before going to committee clerks.
- 25.3. The award of a contract arising from a non-compliant waiver must be issued by the Commercial Service through the eTendering portal.
- 25.4. All non-compliant waivers granted will be reported quarterly to Finance Committee and

annually to relevant spend committees for information.

- 25.5. The requirement to obtain waivers for not using Corporate Contracts applies to all procurement values including purchases below £100,000.
- 25.6. Procurements over the FTS thresholds cannot legally be waived when the Corporation is acting in its capacity as a local authority or police authority. When acting in a capacity other than as a local authority, waivers for procurements over the FTS thresholds will not be considered unless the Comptroller & City Solicitor has provided written advice in accordance with rule 2.1.
- 25.7. Where applicable, relevant Responsible Procurement commitments should be considered and included in contracts awarded as part of the waiver process.

## **26. Competitive Procurement Exemptions**

- 26.1. There are limited instances where it is not necessary to seek a competitive tender or quotations. The approved list of exemptions to procurement is included in [Competitive Procurement Exemptions Policy](#).
- 26.2. The award of a contract arising as a result of Competitive Procurement Exemption may be subject to the approvals as per Contract Letting Thresholds rule. Please consult the Competitive Procurement Exemptions Policy for more information. Contracts issued as a result of an exemption should be included on the Commercial Service's Contract Register.
- 26.3. Where possible, relevant Responsible Procurement commitments should be considered and included as part of the contract award process as a result of an exemption.

<b>D. CONTRACT MANAGEMENT</b>
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## **27. Contract Management**

- 27.1. Contracts awarded following procurements undertaken by the Commercial Service will be managed by appropriate officers in each department directly for their own department, on behalf of a group of departments or, in the case of Corporate Contracts, the Corporation as a whole including any external organisations using the contract.
- 27.2. The Corporation's key suppliers known as Category A contracts are subject to regular assessments against the City's Corporate Supplier Performance Scorecard. The Commercial Service's Commercial Leads must be engaged to assist with completion of the scorecard and contract management for category A suppliers. Further information about contract categories is contained in Part Two of the code.

## **28. Contracts Register**

- 28.1. The Commercial Service is responsible for managing and maintaining an electronic register of all contracts awarded including those contracts awarded via a waiver or a framework by the Corporation or assigned to the Corporation by third parties.
- 28.2. After a contract has been awarded the officers and department responsible for managing the contract are also responsible for notifying the Commercial Service of any changes to the status of the contract including but not limited to contract extensions, contract value, scope, terminations and changes to contract management arrangements. Please note the following rules – Contract Extensions, Contract Variations, Changes in Identify of Suppliers and

Contract Terms and Conditions.

**29. Document Retention**

- 29.1. The Corporation’s regulations for the retention of tenders, quotations and contracts are set out in Part Two of the Corporation’s Financial Regulations.
- 29.2. The Commercial Service is responsible for maintaining a register of tenders and quotations and will keep records for six years.
- 29.3. Contracts awarded under seal for supplies and services at £250,000 or above and for works at £400,000 or above must be kept for 12 years from the date of final delivery or completion of the supply, services or works to which they relate. Contracts not under seal must be kept for six years from the date of final delivery or completion of the supply, services or works to which they relate.
- 29.4. Where the Comptroller & City Solicitor’s (C&CS) have not prepared contracts for execution or signature, the Commercial Service must provide to the C&CS Business Systems & Information Manager original or digitally signed copies of every contract it awards within 14 days of the contract being exchanged and signed by the parties. The 14 days will also apply to all contract variations, extensions and change requests which are prepared at a local level. The C&CS has its own internal procedures for those contracts and other documents it prepares. C&CS is responsible for the storage and archiving of the original contracts.

**30. Contract Extensions (Non-projects where contract terms allow for extension)**

- 30.1. Officers have the right to extend non-project related contracts if the contract terms allow for an extension and the requisite approval was obtained in accordance with the Contract Letting Thresholds (see rule 16 above). However, before exercising the right to extend, officers must also undertake a formal contract review for all contracts at a total value of £100,000 or more in conjunction with the Commercial Service to evaluate contract performance, value for money, delivery of responsible procurement commitments and alternative procurement opportunities.
- 30.2. The following thresholds and procedures apply to the review

**Table 4 Contract Extensions Approval Thresholds**

<b>Total Contract Value</b>	<b>Contract Review Procedure</b>	<b>Approval Procedure</b>
<b>£100,000 but less than £2,000,000</b>	Departmental Contract Manager and the Commercial Service Officer undertake joint review and produce a report with appropriate recommendations. The review should take place 6 months before the expiry of the minimum term.	Relevant Category Board or Commercial Service Team as delegated

<p><b>£2,000,000 but less than £4,000,000</b></p>	<p>Departmental Contract Manager and the Commercial Service Officer undertake joint review and produce a report with appropriate recommendations. The review should take place 9 months before the expiry of the minimum term.</p>	<p>Category Board and Operational Property and Projects Sub Committee</p>
<p><b>£4,000,000</b></p>	<p>Departmental Contract Manager and the Commercial Service Officer undertake joint review and produce a report with appropriate recommendations. The review should take place 9 months before the expiry of the minimum term.</p>	<p>Category Board, Operational Property and Projects Sub Committee, Finance Committee and Court of Common Council (unless Court of Common Council have approved the original contract award in accordance with the Contracts Lettings approval process with a recommendation to authorise the Operational Property and Projects Sub Committee to approve the use of contract extension provisions).</p>

### 31. Contract Variations

#### 31.1. Variations to Specification

Variations to specifications shall not take place after a contract award unless:

- There is scope within the contract (specification, terms and conditions or other schedule) to enable it to be modified
- the changes are compliant with Regulation 72 of PCR 2015; and or
- changes in law arise which place new statutory duties upon the Corporation of obligations upon the contractor which must be provided for within any specification; and or
- changes in policy arise which must be provided for within the specification.

Where a variation does not give rise to a change in contract value, the Commercial Service must be consulted who may undertake further consultation with C&CS before any variation to contract may be issued.

Where the variation gives rise to a change in contract value, the approval process contained in Increases in Contract Value rule will apply.

#### 31.2. Increases in Contract Value

Contract expenditure that will exceed the approved provision (not including existing extensions) after allowing for inflation by more than 20% or £400,000, whichever is the lowest, must be reviewed by the Commercial Service. Contracts awarded below FTS thresholds cannot legally be increased over the relevant thresholds.

For contracts originally awarded over FTS any increases in price cannot exceed 50% of the original contract value.

In addition to the Commercial Contract Management team review the following authorisation is

required:

**Table 5 Increases in Contract Value Approval Thresholds**

<b>New Total Contract Value*</b>	<b>Approval</b>
<b>£100,000 but less than £2,000,000</b>	Relevant Category Board
<b>£2,000,000 but less than £4,000,000</b>	Operational Property and Projects Sub Committee and any Committee(s) which considered the Contract Letting Report
<b>£4,000,000 +</b>	Operational Property and Projects Sub Committee, any Committee(s) which considered the Contract Letting Report and Court of Common Council

For contracts where known risks have been included on the project risk register and the additional budget has already been approved via the Project Gateway Approval Process, further approval must be sought via the Gateway Approval Process.

### **31.3. Alterations to contract terms and conditions**

A substantive alteration of the terms and conditions or the suspension or abrogation (cancellation) of the proper performance of any contract, or part or parts thereof, to which the Corporation is a party, shall be subject the same approval as laid out in Contract Letting Thresholds Rule.

### **31.4. Contract Termination**

The Commercial Service and C&CS must be consulted regarding termination of contracts over £100,000. Please see part two of the Code for more information.

## **32. Contracts procured by third parties, assigned or novated to the Corporation**

**32.1.** This Code does not apply to contracts which have been procured by a third party and assigned or novated to the Corporation following the acquisition by, or reversion to, the Corporation of long leasehold interests or the acquisition of freehold interests.

**32.2.** These contracts will be handled directly by the City Surveyor who shall ensure in consultation with C&CS that the required due diligence on the contracts is undertaken on any contracts which are to be assigned or novated to the Corporation following the completion of the commercial transaction.

**32.3.** The City Surveyor should advise the Commercial Service of such contracts to ensure they are included in the Contracts Register.

**32.4.** On the expiry of contracts procured by third parties which have been assigned or novated to the Corporation, where a Corporate Contract exists, the Corporate Contract must be used.

## **33. Changes in identity of Suppliers**

**33.1.** The Commercial Service must be consulted regarding the assignment or novation of contracts in accordance with the guidance and procedures in Part Two of this Code.

**33.2.** No novation agreement must be entered into until:  
(a) the terms have been agreed in consultation with Comptroller & City Solicitor's (C&CS);  
(b) the Chamberlain's department have been consulted on Financial Standing and Risk Management in accordance with rule 35;

- (c) where applicable the new contractor meets the mandatory qualitative selection criteria and any Responsible Procurement commitments already in place with the extant supplier or contractor and there are no material modifications made to the original contract;

If the novation satisfies A-C, no further approval is required. Commercial Contract Management team and C&CS will draft the necessary novation agreement. If there is a significant change to the risk profile due to the change of the supplier, approval will need to be obtained in accordance with Contract Letting Thresholds Rule.

- 33.3.** Where it is established that no assignment or novation has taken place but only a rebranding exercise following a company merger or acquisition, then a copy of the Change of Name Certificate must be provided to C&CS to place with the original contract.

#### **34. Contract Signatures**

- 34.1.** Chief Officers are authorised to sign contracts in accordance with Corporation's Scheme of Delegations having regard for approval requirements outlined in the Contract Letting Thresholds and any requirement for the contract to be executed as a deed. The signatory must ensure that there is an approved budget established before entering into a contract in accordance with the Corporation's Financial Regulations.

- 34.2.** C&CS is responsible for signing all contracts awarded of £250,000 or more for supplies or services and £400,000 or more for works. These contracts must be sealed by the Corporation and executed as a deed unless C&CS advise otherwise.

#### **35. Financial Standing and Risk Management**

- 35.1.** The Commercial Service in conjunction with the Chamberlain's Financial Division are responsible for ensuring that appropriate steps have been undertaken to appraise the financial standing of the contractor and any other risks for contracts with an estimated value over the current FTS threshold for supplies or services and valued £400,000 or more for works. The process for this is outlined in Part 2 of the Procurement Code.

#### **36. Contract Terms and Conditions**

- 36.1.** C&CS maintain standard templates of conditions of contract. In the absence of a suitable template, or in cases that are complex or novel, C&CS will advise on appropriate terms. All proposals involving non-Corporation standard terms and conditions must be submitted to C&CS for vetting in good time to enable C&CS to amend terms or substitute as necessary.

- 36.2.** Where a contractor will be responsible for processing personal data on behalf of the Corporation, contract terms should meet the requirements of Article 28 of the General Data Protection Regulation (GDPR) as defined in Part 2 of the Procurement Code.

#### **37. Standard Procurement Documents**

- 37.1.** The Commercial Service is responsible for developing and maintaining standard procurement documents to be used when conducting tenders or requests for quotations. Where a standard document exists, it must be used to ensure consistency and reduce the risk of a legal challenge.

#### **38. Disposal of goods**

- 38.1.** The Commercial Service are responsible for ensuring that the Corporation has a range of

services to ensure that goods which have been purchased and are no longer required are disposed of in ways which support probity, value for money, health and safety and sustainability. Guidance on the Corporation's disposal of goods system is contained in Part Two of the Code.

**38.2.** The disposal of any item of inventory shall comply with the Corporation's agreed disposals procedures.

**38.3.** Goods with an estimated disposal value of in excess of £5,000 must be approved by the appropriate spend committee.

### **39. Complaints about Police Contractors**

**39.1.** Contracts awarded by or for the City of London Police must take into consideration this Code, the [Independent Office for Police Conduct \(IOPC\) statutory guidance](#) and [The Independent Police Complaints Commission \(Complaints and Misconduct\) \(Contractors\) Regulations 2015](#).

### **40. References and the Promotion and Marketing of Suppliers**

**40.1.** Officers must refer all requests for supplier references to the Commercial Service who will issue a response after consultation with the appropriate contract manager.

**40.2.** Officers must also refer all requests for the promotion and marketing of suppliers to the Commercial Service who will decide whether the request should be approved.

## **E. TRANSACTIONAL FINANCE**

### **41. No PO No Pay Policy**

**41.1.** A valid purchase order (PO) must be issued to the supplier, in conjunction with Rule 15 Procurement Thresholds, before any work commences.

**41.2.** In a limited number of circumstances, exemptions may apply and are listed in the Purchase Order Exemption Policy. In these instances, an exemption code will act in place of a PO when invoices are received. Where appropriate, Officers should inform suppliers when an exemption to the No PO No Pay policy applies, so the exemption code can be included on the invoice.

### **42. Amendments to Purchase Orders**

**42.1.** Requests to amend Purchase Orders must be submitted to the Procurement Operations team in accordance with the guidance set out in Part Two of this Code. Where no separate contract is in place, regard must be had to Extension of Contract and Contract Variation Rules.

### **43. Prompt Payment**

**43.1.** The Corporation aims to pay undisputed invoices that quote a valid purchase order number (or approved exemption code) within 30 days of receipt of the invoice

### **44. Purchase Cards**

**44.1.** The Corporation provides a corporate Purchase Card (P-card) service for the procurement and payment of low value goods and services. The contract, associated systems, training and policy is managed by the Chamberlain's Department but operated and administered by departmental managers.

44.2. P-cards must be used and administered in accordance with the [Purchase Card Policy](#) and [user guide](#) in Part Two of this Code.

#### 45. **Supplier Creation (Oracle System)**

45.1. The Transactional Finance team in the Chamberlain's Department is responsible for supplier creation on Oracle in accordance with the guidance contained in Part Two of this Code.

#### 45.2. **E-Invoicing Policy**

The Corporation's [E-invoicing Policy](#) confirms electronic invoicing as the preferred method of receiving invoices. E-invoicing is an efficient and cost-effective method of receiving and processing invoices.

### F. RESPONSIBLE PROCUREMENT

#### 46. **Responsible Procurement Policy**

46.1. Officers must consider how to maximise social value and ensure risks to environmental sustainability and ethical sourcing are minimised when purchasing on behalf of the Corporation.

46.2. Responsible Procurement should be tailored on a case-by-case basis considering the commitments of the Responsible Procurement Policy against the contract value and length, market maturity and what is being procured.

46.3. All procurement procedures with a total contract value of £100,000 or more must allocate a minimum weighting of 15% of the overall score to responsible procurement. This includes call off contracts as a result of a framework agreement.

46.4. Specifications or briefs must be developed to further the aims of the Responsible Business Strategy and Responsible Procurement Policy commitments in accordance with the guidance contained in Part 2 of the Code.

46.5. All contracts below £100,000 must seek to advance the Responsible Procurement commitments in accordance with the guidance contained in Part 2 of the Code.

#### 47. **Climate Action**

47.1. All procurements must consider the targets of the Corporation's Climate Action Strategy in particular through purchased goods and services; buildings; transport; and climate resilience.

47.2. When a procurement will result in the use of energy, all officers must seek energy efficient or low carbon solutions.

47.3. As a minimum, officers must use the Government Buying Standards 'Mandatory' criteria whenever practicable the 'Best Practice' criteria, in the technical specifications, evaluation criteria and/or contract clauses for all relevant product categories. Where the Corporation has specified buying standards that go above these criteria they must be used.

#### 48. **Supplier Diversity and Local Procurement**

48.1. Officers are required to invite either a UK based SME, Social Enterprise, Diverse Supplier or a local supplier from one of the Local Procurement target boroughs to quote for all relevant contracts.



## **49. Equity and Diversity**

- 49.1.** Officers, Contractors and Sub-Contractors are required to adhere to [the Equality Act 2010](#) and the Public Sector [Equality Duty as part of](#) procurement activities.
- 49.2.** Officers should consider how social inclusion and under-representation of people with protected characteristics may be addressed as part of procurement and contract management processes.
- 49.3.** Sectors deemed high risk for equalities issues must include standard specification wording and should consider evaluating suppliers on active steps taken to embed equity, diversity and inclusion within their business and industry.

## **50. Living Wage Policy**

- 50.1.** The Corporation is an accredited Living Wage employer. There are two rates of Living Wage: one for those based in Greater London (**London Living Wage**) and another rate for the rest of the UK (**UK Living Wage**).
- 50.2.** All relevant contracts must comply with the Corporation's [Living Wage Policy](#).
- 50.3.** Officers must ensure that relevant suppliers are aware of and agree to comply with this policy at the time of award.
- 50.4.** Contract managers should make suppliers aware of the annual uplift announced in November each year and check compliance with the Living Wage Policy on an annual basis as a minimum.

## **51. Modern Slavery and Human Rights**

- 51.1.** All relevant contracts include the requirement for Contractors to abide by the requirements of the Modern Slavery Act 2015 and updates to modern slavery legislation. The Commercial Service must ensure that a valid URL is provided to a valid Modern Slavery Statement on the websites of all organisations in scope of legislative requirements.

Officers must have regard for high risk areas of modern slavery and other infringements on human rights as outlined in the Corporation's Modern Slavery Statement. Where applicable, standard wording contained in Part 2 of the Code should be included in specifications to ensure suppliers monitor and mitigate these risks in the supply chain. Contract managers should request evidence of monitoring and mitigation of these risks on an annual basis as a minimum.

## **52. Air Pollution**

- 52.1.** The City of London is an Air Quality Management Area as levels of air pollution exceed health based targets. Officers and contractors must observe and adhere to the current [City of London Air Quality Strategy](#).
- 52.2.** All officers must adhere to the Procurement Policy to support the Air Quality Strategy including the prohibition of diesel vehicles and the Transition to a Zero Emission Fleet Policy.
- 52.3.** For all contracts involving the use of vehicles, including delivery or construction vehicles, Officers must now include a menu of air pollution mitigation options from the list contained in Part Two, within the specification. The contractor will be asked to select one commitment as part of their offer. The menu should be adapted according to the nature of the contract.

### **53. Road Danger Reduction**

**53.1.** The Corporation has agreed clear targets for reducing casualties on its streets. Contracts involving vehicles will need to include FORS accreditation as outlined in Part Two of the Code.

### **54. Health & Safety**

**54.1.** The Corporation has a legal responsibility ensure the health and safety of employees, contractor's employees, and members of the public when on our sites or delivering our contracts. All suppliers delivering a contract with a clearly identifiable Health and Safety risks will need to complete a Health and Safety questionnaire or be Safety Schemes in Procurement (SSIP) accredited.

### **55. Biodiversity**

**55.1.** Officers must ensure that contractors do not degrade habitats hosting existing biodiversity, especially those listed in the Corporation's [Biodiversity Action Plan](#).

**55.2.** Over works FTS procurement threshold, officers must consider interventions to create habitats or resources for targets species, including green roofs, living walls, suitable plants and/or water sources.

DRAFT

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

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

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<p><b>Committees:</b> Streets and Walkways Sub - for decision Operational Property and Projects Sub - for decision</p>	<p><b>Dates:</b> 06 September 2022 26 September 2022</p>
<p><b>Subject:</b> Salisbury Square Development Highway Works</p> <p><b>Unique Project Identifier:</b> TBC</p>	<p><b>Gateway 2:</b> <b>Project Proposal</b> Regular</p>
<p><b>Report of:</b> Executive Director Environment</p> <p><b>Report Author:</b> Daniel Laybourn – City Transportation</p>	<p><b>For Decision</b></p>
<h1>PUBLIC</h1>	

## Recommendations

<p><b>1. Next steps and requested decisions</b></p>	<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>1. 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>2. Approve to commence the project;</li> <li>3. 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>4. Authorise officers to agree the works with the City Corporation as the Developer;</li> <li>5. 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>



Item	Reason	Funds/ Source of Funding	Cost (£)
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>

**Costed Risk Provision requested for this Gateway:** Not requested at this stage of the project although an uncosted risk register is included with this report in **Appendix 4.**

£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.

<b>3. Governance arrangements</b>	<p data-bbox="528 1496 1425 1534"><b>Spending Committee:</b> Streets and Walkways Sub-Committee</p> <p data-bbox="528 1547 1315 1621"><b>Senior Responsible Officer:</b> Leah Coburn, Policy and Projects, City Operations</p> <p data-bbox="528 1637 1401 1711"><b>Project Manager:</b> Daniel Laybourn, Policy and Projects, City Operations</p> <p data-bbox="528 1727 802 1765"><b>Project Board:</b> No</p>
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## Project Summary

<p><b>4. Context</b></p>	<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>
<p><b>5. Brief description of project</b></p>	<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>
<p><b>6. Consequences if project not approved</b></p>	<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>

<p><b>7. SMART project objectives</b></p>	<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>
<p><b>8. Key benefits</b></p>	<p>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.</p>
<p><b>9. Project category</b></p>	<p>4a. Fully reimbursable</p>
<p><b>10. Project priority</b></p>	<p>A. Essential</p>
<p><b>11. Notable exclusions</b></p>	<p>None.</p>

**Options Appraisal**

<p><b>12. Overview of options</b></p>	<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**

<p><b>13. Delivery period and key dates</b></p>	<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

<b>16. Total estimated cost</b>	<p><b>Likely cost range (excluding risk):</b> Between £3m - £4m</p> <p><b>Likely cost range (including risk):</b> Between £3.7 - £4.7m</p>									
<b>17. Funding strategy</b>	<p>Choose 1:</p> <p>All funding fully guaranteed</p>	<p>Choose 1:</p> <p>External - Funded wholly by contributions from external third parties</p> <table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <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 style="text-align: right;"><b>Total</b></td> <td><b>100,000</b></td> </tr> </tbody> </table> <p>£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.</p>	Funds/Sources of Funding	Cost (£)	Staff time fees (fully externally funded)	60,000	Professional fees (fully externally funded)	40,000	<b>Total</b>	<b>100,000</b>
Funds/Sources of Funding	Cost (£)									
Staff time fees (fully externally funded)	60,000									
Professional fees (fully externally funded)	40,000									
<b>Total</b>	<b>100,000</b>									

<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>	
<b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
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.*

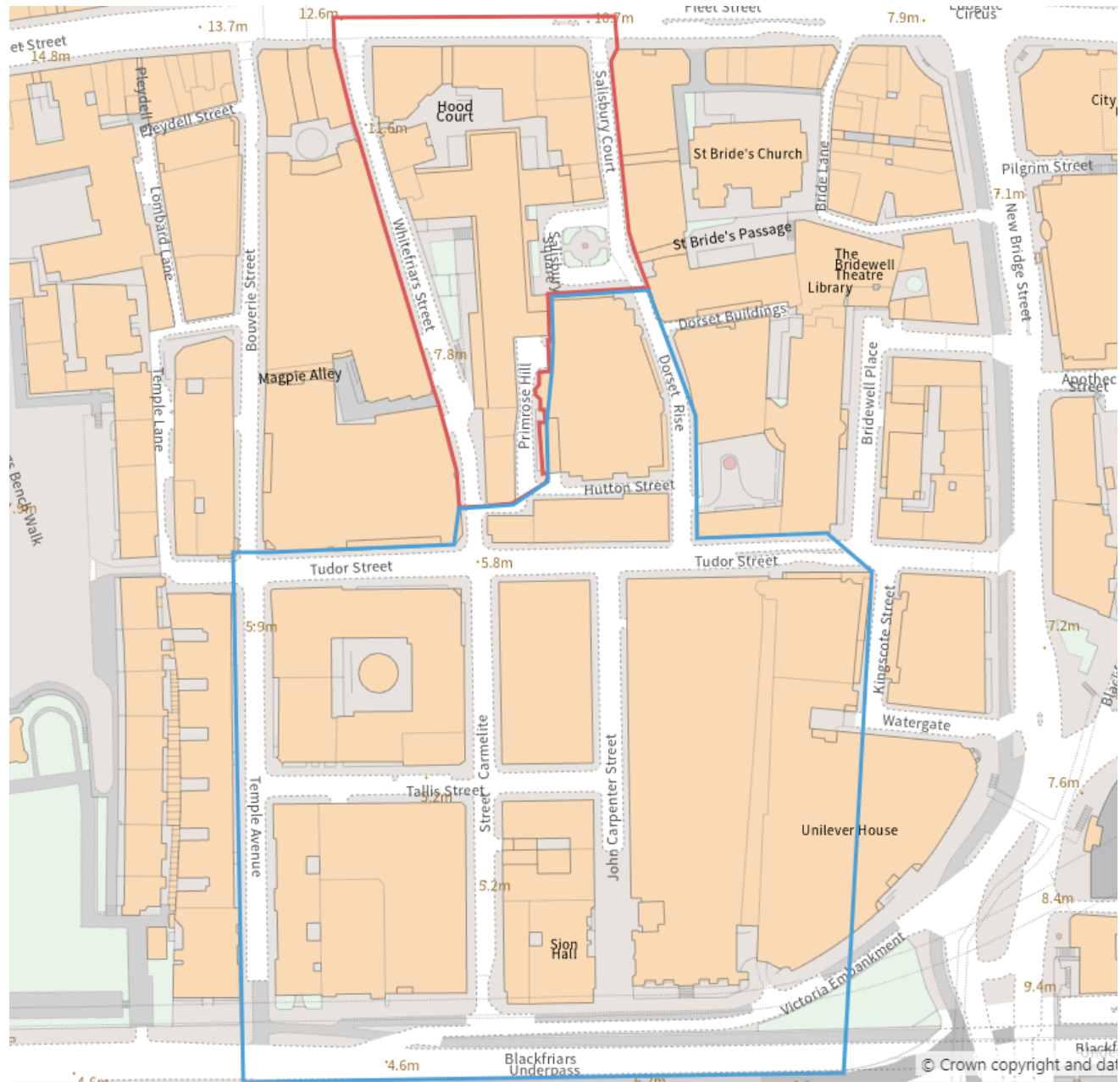
*Note that Chamberlains have prepared guidance on the preparation of Whole Life Costing (available on the corporate intranet).*

*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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### 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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**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  
Avg risk pre-mitigation  
Avg risk post-mitigation  
Red risks (open)  
Amber risks (open)  
Green risks (open)

Low
3.2
1.1
0
2
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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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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
3	4.0	£0.00	0	1	2

Issues (open)

0
---

Open Issues

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

All Issues

0
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All Issues

Cost to resolve all issues (on completion)

£0.00
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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**

Unique project identifier: **TBC**

PM's overall risk rating: **Low**

Total estimated cost (exec risk): **£ 4,000,000**

CRP requested this gateway: **£ -**

Total CRP used to date: **£ -**

Average unmitigated risk: **3.2**

Average mitigated risk score: **1.1**

Open Risks: **10**

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 workite 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	B - 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 4 - 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 required in good time before construction.
R3	2	(3) Reputation	GATE 1 TO 4 - 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	B - 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	B - 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	B - 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 in 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	B - 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	B - 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	B – 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.



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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				

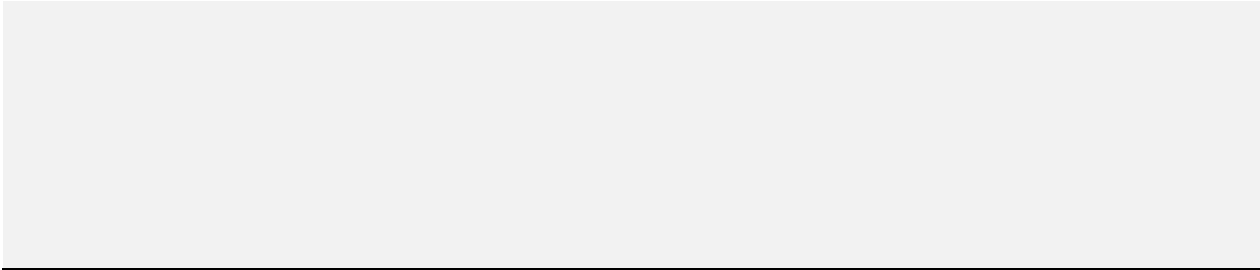
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project.

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





**Ownership & Action**

<b>Assumption owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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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

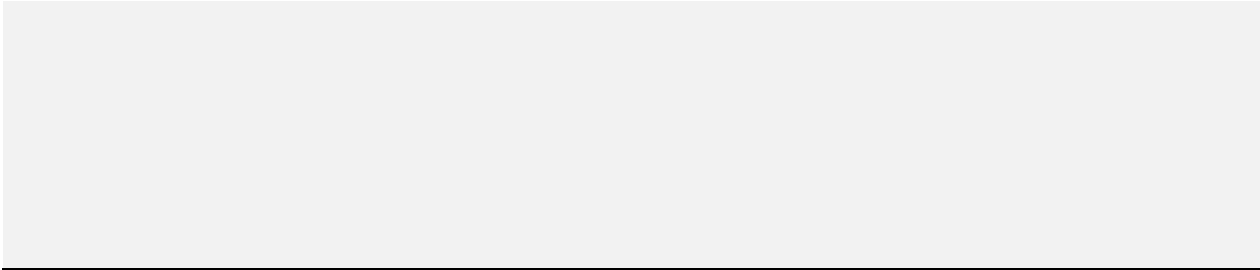
General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

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



**Ownership & Action**

<b>Dependency owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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# Agenda Item 7

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<p><b>Committees:</b>  Streets &amp; Walkways Sub - for decision  Operational Property &amp; Projects Sub - for decision</p>	<p><b>Dates:</b>  6 September 2022  26 September 2022</p>
<p><b>Subject:</b>  Combined Section 278 Project Initiation Report</p> <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> <p><b>Unique Project Identifiers:</b>  See above</p>	<p><b>Gateway 2:</b>  <b>Project Proposal</b></p>
<p><b>Report of:</b>  Director of Built Environment</p> <p><b>Report Author:</b>  Tom Noble</p>	<p><b>For Decision</b></p>
<h1>PUBLIC</h1>	

## Recommendations

<p><b>1. Next steps and requested decisions</b></p>	<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 border="1"> <thead> <tr> <th colspan="4" style="background-color: #e0e0e0;"><b>2 Aldermanbury Square</b></th> </tr> <tr> <th style="background-color: #e0e0e0;"><b>Item</b></th> <th style="background-color: #e0e0e0;"><b>Reason</b></th> <th style="background-color: #e0e0e0;"><b>Funds/ Source of Funding</b></th> <th style="background-color: #e0e0e0;"><b>Cost (£)</b></th> </tr> </thead> <tbody> <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> </tbody> </table>	<b>2 Aldermanbury Square</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	£35,000	Staff costs	Design work, commissioning	Section	£25,000
<b>2 Aldermanbury Square</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	£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>			<b>£50,000</b>
<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**

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<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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<p><b>16. Total estimated cost</b></p>	<p><b>Likely cost range (excluding risk):</b> £2,150,000  <b>Likely cost range (including risk):</b> £6,150,000</p> <p>Note that this is the total cost range across the five projects. Cost ranges for each individual project are contained in the Project Briefings.</p>	
<p><b>17. Funding strategy</b></p>	<p>Choose 1: All funding fully guaranteed</p>	<p>Choose 1: External - Funded wholly by contributions from external third parties</p> <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>
<p><b>18. Investment appraisal</b></p>	<p>Not applicable.</p>	
<p><b>19. Procurement strategy/route to market</b></p>	<p>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 &amp; Public Realm Framework or a competitive tender process in line with City Procurement regulations.</p>	
<p><b>20. Legal implications</b></p>	<p>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</p>	

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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

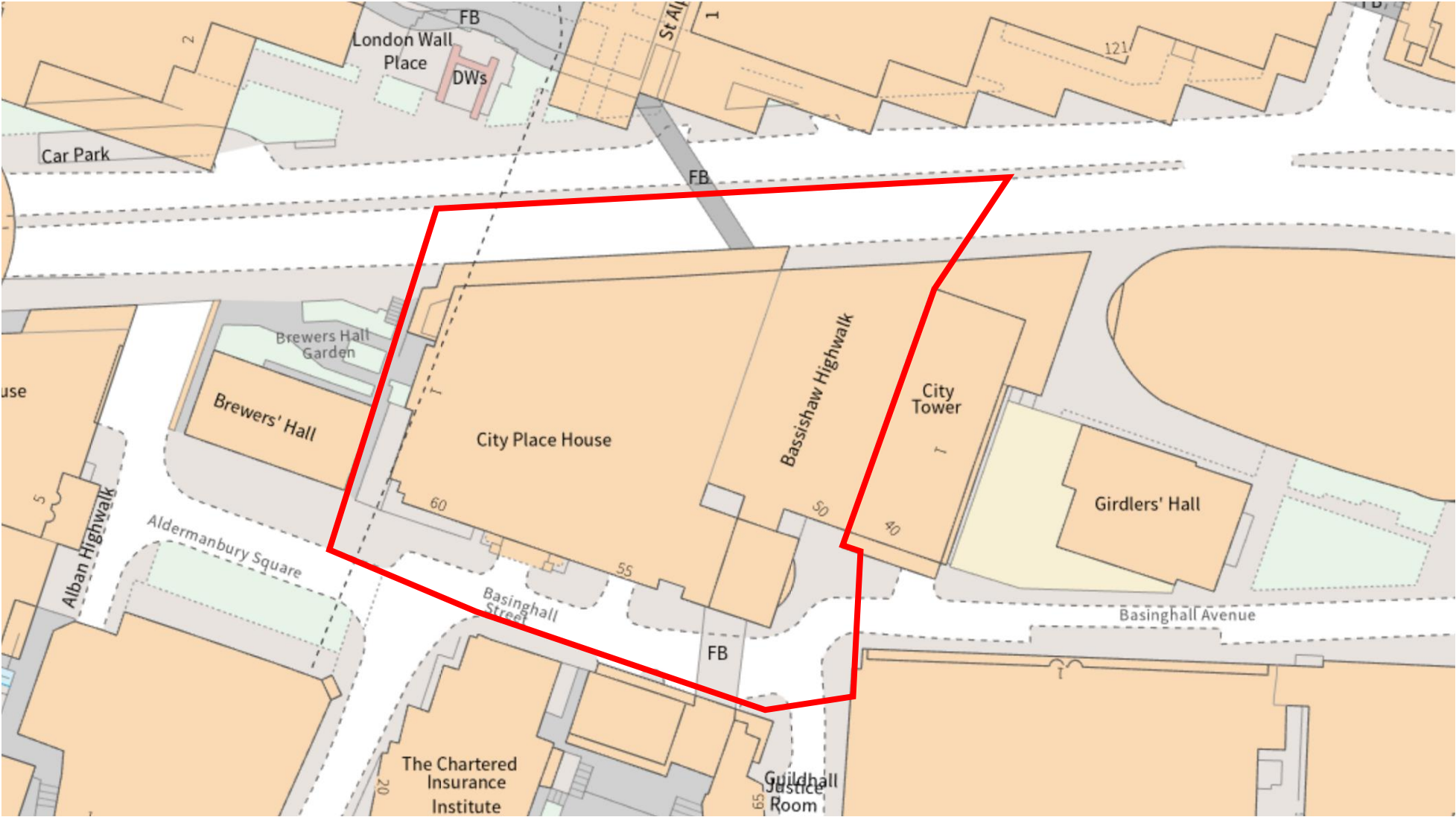
**Contact**

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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

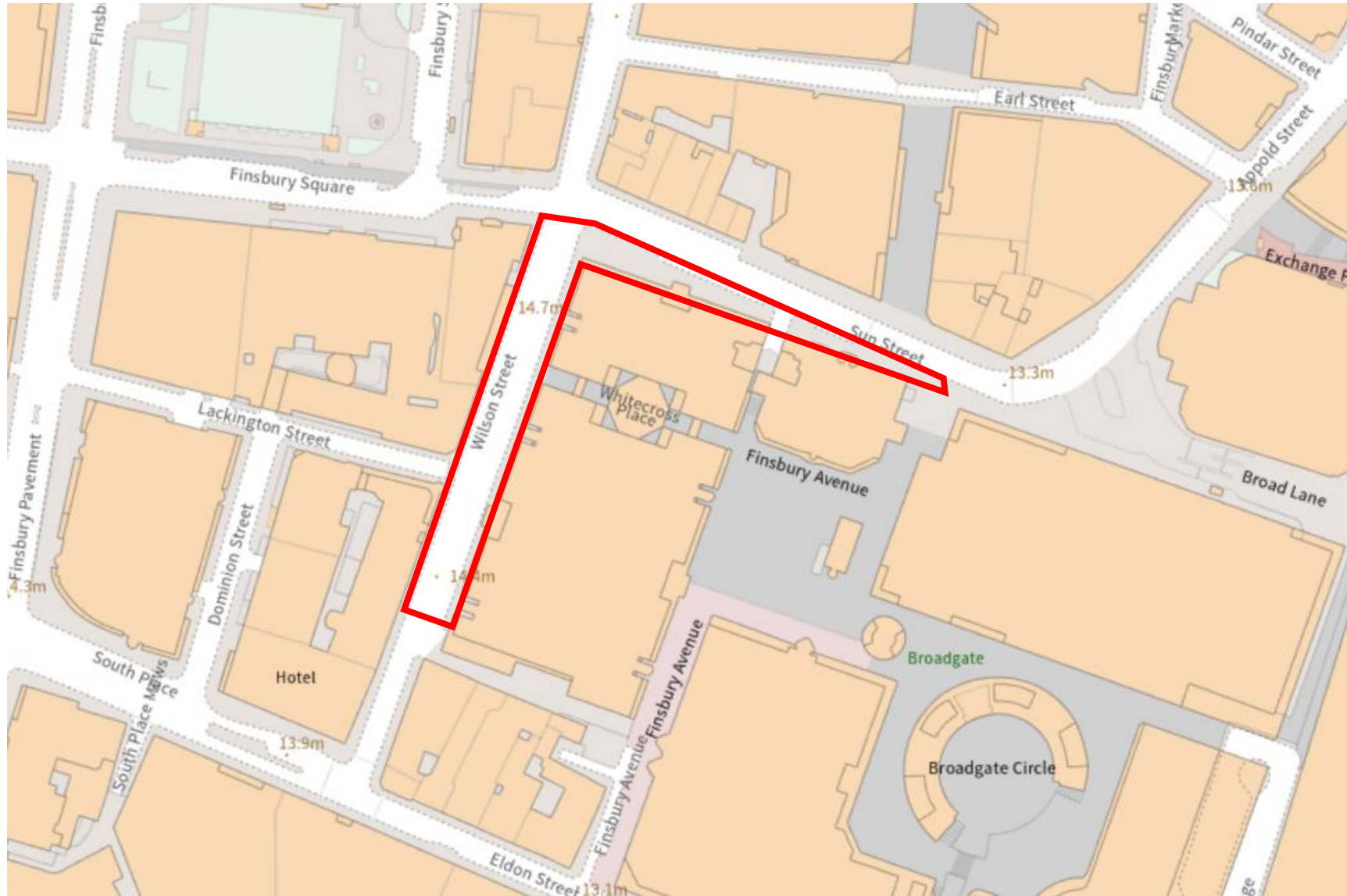


Project scope – 2 Aldermanbury



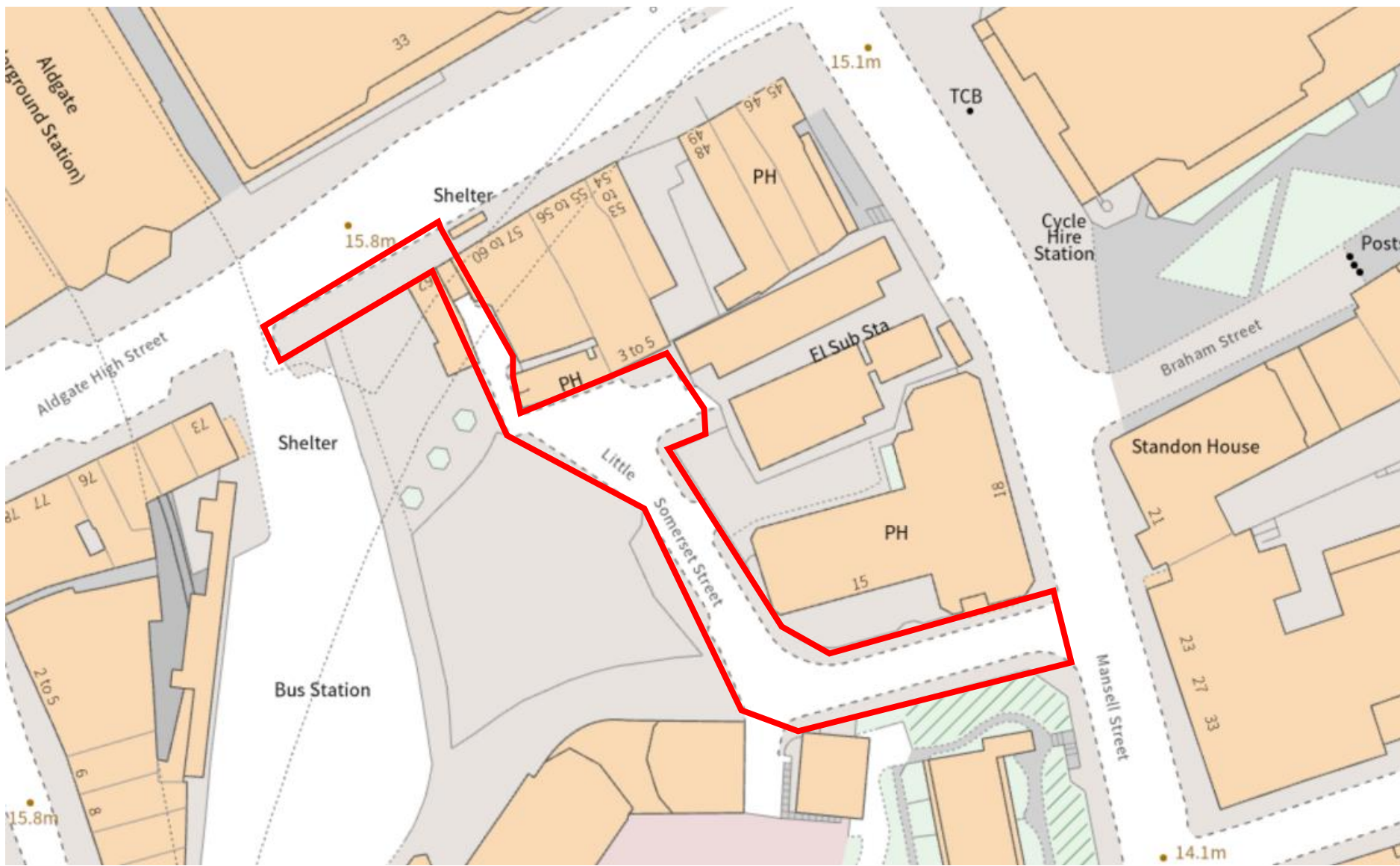
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Project scope – 2-3 Finsbury Avenue



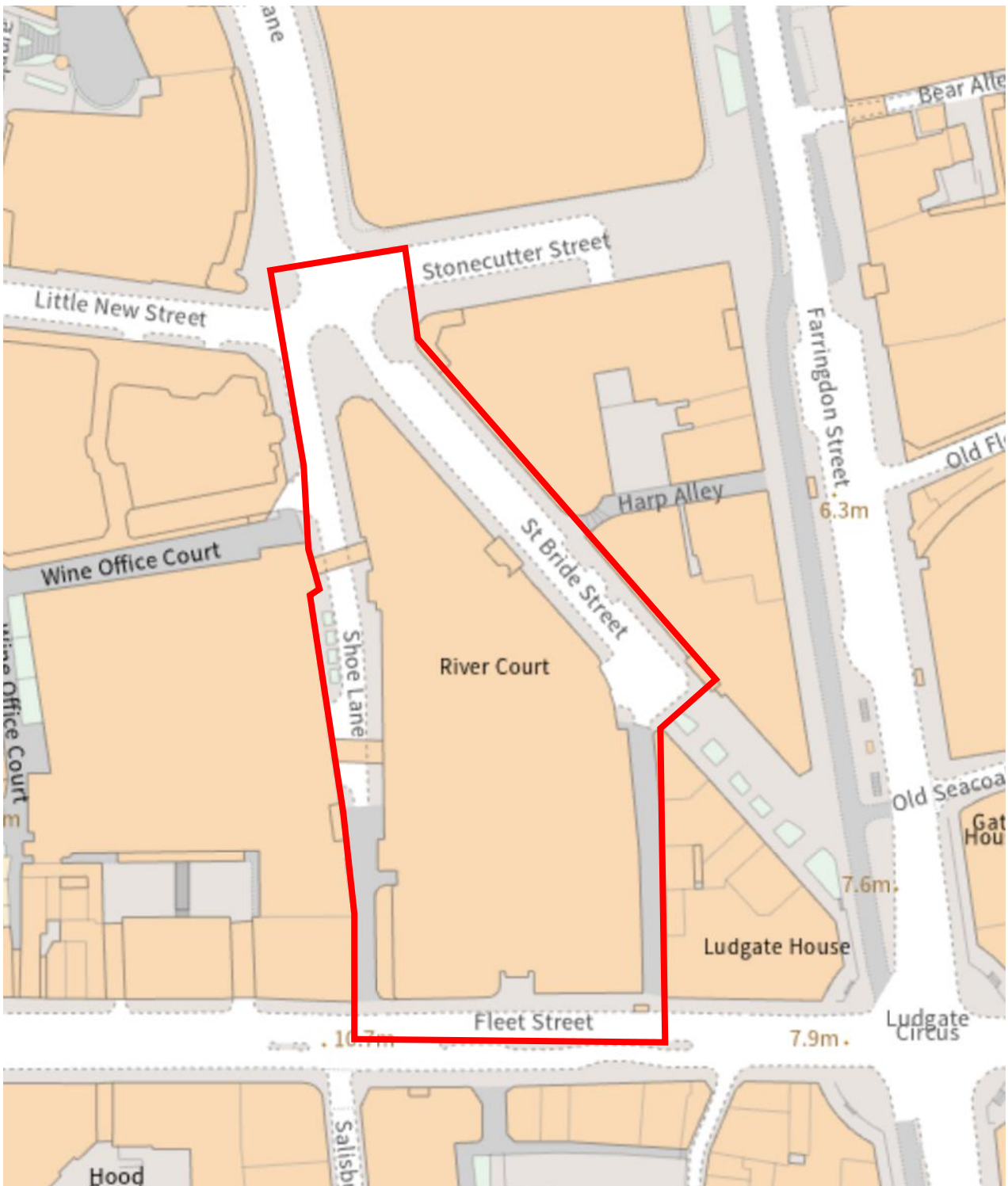
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Project scope – 60 Aldgate High Street



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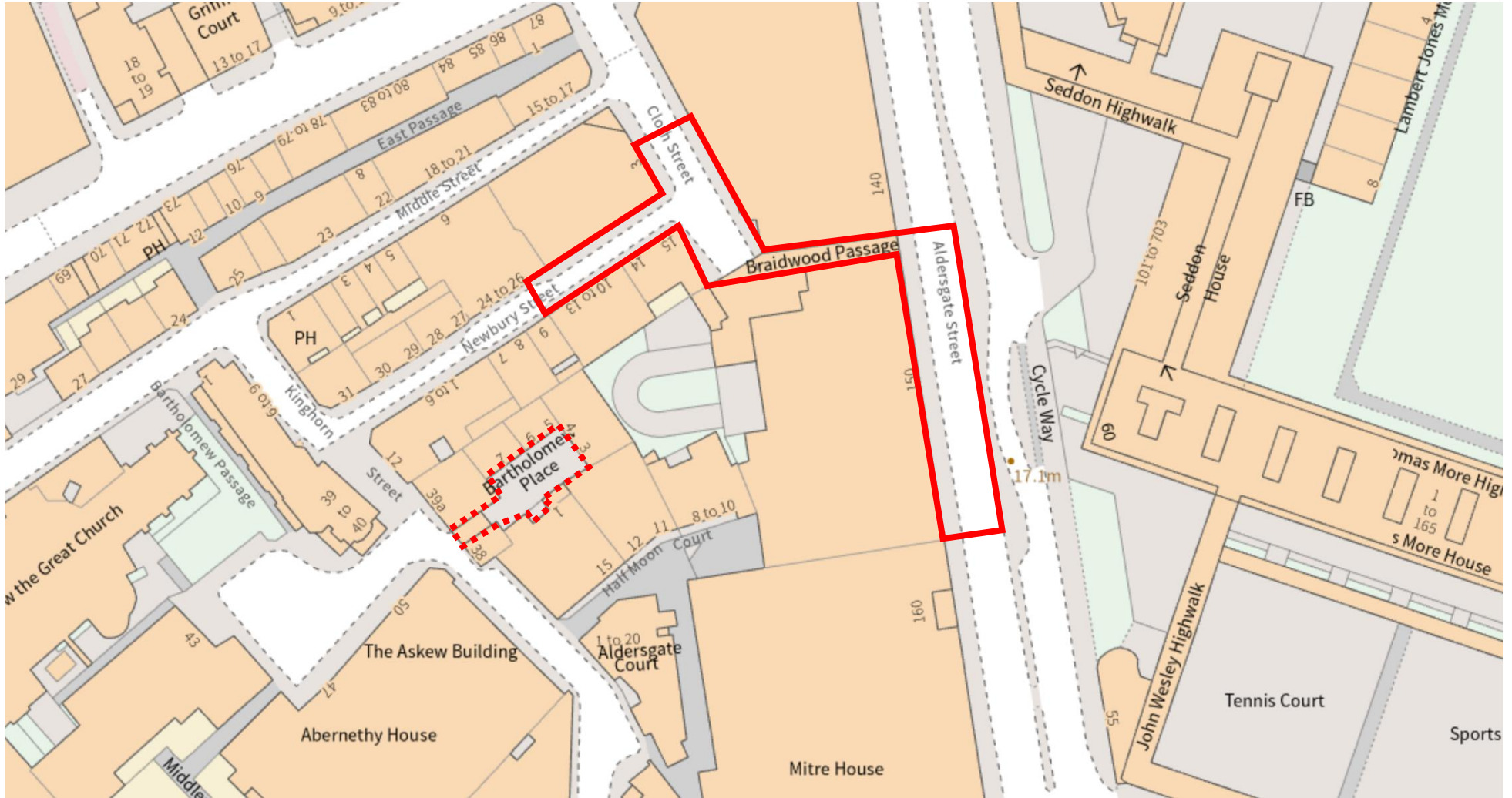
**Project scope – 120 Fleet Street**



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



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# 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>			
[1] People are safe and feel safe.			
[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.			
<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>
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: 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</b> <i>(if applicable)</i>	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	N	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N

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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>	
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
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> <i>(if applicable)</i>	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.            [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>	
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>
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



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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</b> <i>(if applicable)</i>	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>					
<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	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>	
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

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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 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

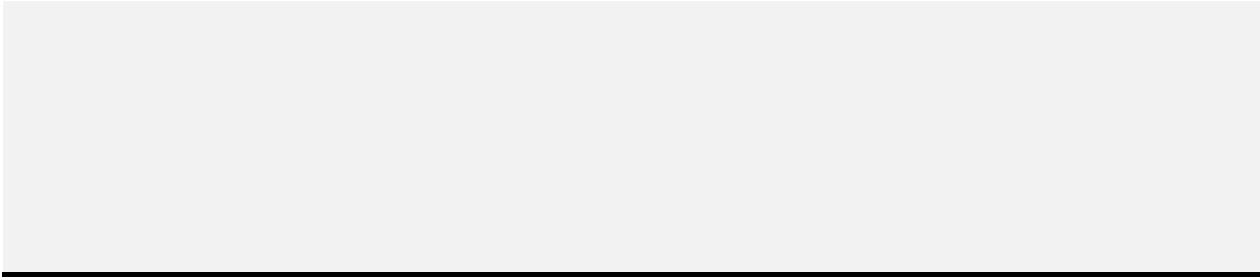
General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

# Log


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





**Ownership & Action**

<b>Dependency owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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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	B - 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 4 - 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	B - 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/and/or rewrite 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	B - 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 in 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	B - 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	B - 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	B - 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 Risks Register

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

Unique project identifier: **12360**

PM's overall risk rating: **Low**

Total estimated cost (exec risk): **£ 400,000**

CRP requested this gateway: **£ -**

Total CRP used to date: **£ -**

Average unmitigated risk: **3.5**

Average mitigated risk score: **1.2**

Open Risks: **10**

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	B - 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 4 - 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	B - 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	B - 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 in 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	B - 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	B - 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	B - 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 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										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	B - 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 4 - 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	B - 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/incomplete 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	B - 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 in 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	B - 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	B - 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	B - 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 Risks Register

Project Name: **150 Aldersgate Street S278**

Unique project identifier: **12362**

PM's overall risk rating: **Low**

Total estimated cost (exec risk): **£ 750,000**

CRP requested this gateway **£ -**  
 Total CRP used to date **£ -**

Average unmitigated risk **3.9**  
 Average mitigated risk score **1.2**

Open Risks **11**  
 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	B - 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 4 - 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	B - 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	B - 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 in 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	B - 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	B - 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	B - 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 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
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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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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
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Open Issues

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

All Issues

0
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All Issues

Cost to resolve all issues (on completion)

£0.00
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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

Unique project identifier: 12363

Total est cost (exc risk) £1000000

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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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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
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Open Issues

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

All Issues

0
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All Issues

Cost to resolve all issues (on completion)

£0.00
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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

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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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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
4	5.0	£0.00	0	2	2

Issues (open)

0
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Open Issues

Extreme	Major	Serious	Minor
0	0	0	0

All Issues

0
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All Issues

0	0	0	0
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Cost to resolve all issues (on completion)

£0.00
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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

Unique project identifier: 12360

Total est cost (exc risk) £400000

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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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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
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Open Issues

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

All Issues

0
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All Issues

Cost to resolve all issues (on completion)

£0.00
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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

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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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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
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Open Issues

Extreme	Major	Serious	Minor
0	0	0	0

All Issues

0
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All Issues

0	0	0	0
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Cost to resolve all issues (on completion)

£0.00
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Total CRP used to date

£0.00
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City of London: Projects Procedure Corporate Risks Register

Project Name: **2 Aldermanbury S278**

Unique project identifier: **12359**

PM's overall risk rating: **Low**

Total estimated cost (exec risk): **£ 1,500,000**

CRP requested this gateway: **£ -**

Total CRP used to date: **£ -**

Average unmitigated risk: **3.5**

Average mitigated risk score: **1.2**

Open Risks: **10**

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)
R1	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of workite 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	B - 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 4 - 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, IIL, 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	B - 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 resources 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	B - 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	B - 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	B - Fairly Confident	* Engage with the Traffic Management team of 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	B - 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 Risks Register

Project Name: **150 Aldersgate Street S278**

Unique project identifier: **12362**

PM's overall risk rating: **Low**

Total estimated cost (exec risk): **£ 750,000**

CRP requested this gateway: **£ -**

Total CRP used to date: **£ -**

Average unmitigated risk: **3.9**

Average mitigated risk score: **1.2**

Open Risks: **11**

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)
R1	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of workite 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	B - 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 4 - 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, IIL, 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	B - 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	B - 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 in 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	B - 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	B - Fairly Confident	* Engage with the Traffic Management team of 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	B - 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 Risks Register

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

Unique project identifier: **12360**

PM's overall risk rating: **Low**

Total estimated cost (exec risk): **£ 400,000**

CRP requested this gateway: **£ -**

Total CRP used to date: **£ -**

Average unmitigated risk: **3.5**

Average mitigated risk score: **1.2**

Open Risks: **10**

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)
R1	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of workite 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	B - 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 4 - 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, IIL, 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	B - 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	B - 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 in 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	B - 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	B - Fairly Confident	* Engage with the Traffic Management team of 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	B - 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 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					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)
R1	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of workite 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	B - 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 4 - 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, IIL, 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	B - 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 resources 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	B - 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 in 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	B - 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	B - Fairly Confident	* Engage with the Traffic Management team of 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	B - 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 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											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)
R1	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of workite 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	B - 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 4 - 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, IIL, 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	B - 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 resources 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	B - 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 in 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	B - 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	B - Fairly Confident	* Engage with the Traffic Management team of 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	B - 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 Assumptions Log

Project Name:

**2 Aldermanbury S278**

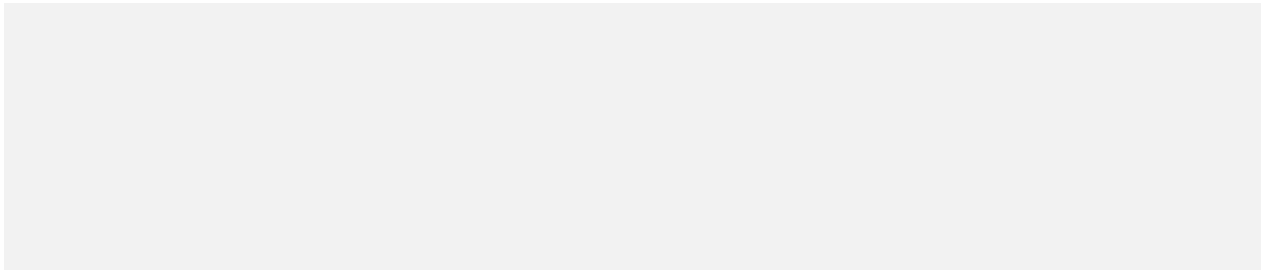
Unique project identifier:

**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				
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A.15				





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 Assumptions Log

Project Name: **150 Aldersgate Street S278**

Unique project identifier: **12362**

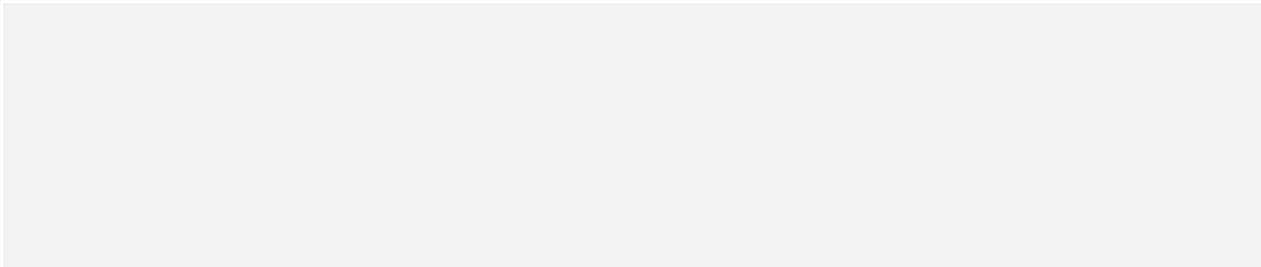
A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



**Ownership & Action**

<b>Assumption owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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# City of London: Projects Procedure Corporate Assumptions Lo

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

Unique project identifier: **12360**

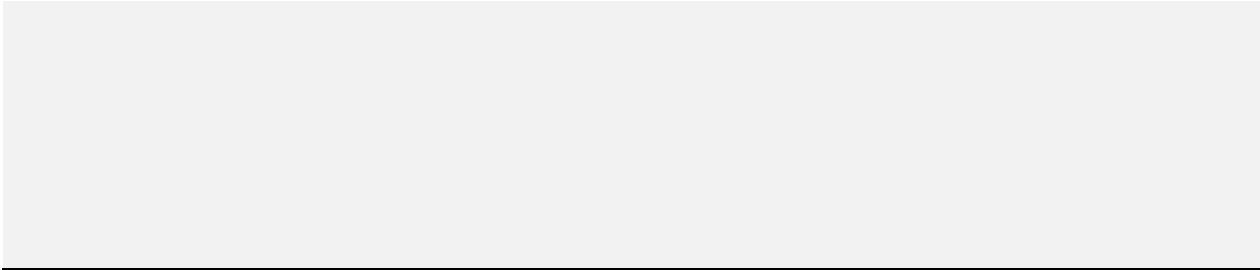
A list of any factors that you are assuming to be in place that will contribute to the successful result of your p

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



**Ownership & Action**

<b>Assumption owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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# City of London: Projects Procedure Corporate Assumptions Log

Project Name:

**2-3 Finsbury Avenue S278**

Unique project identifier:

**12363**

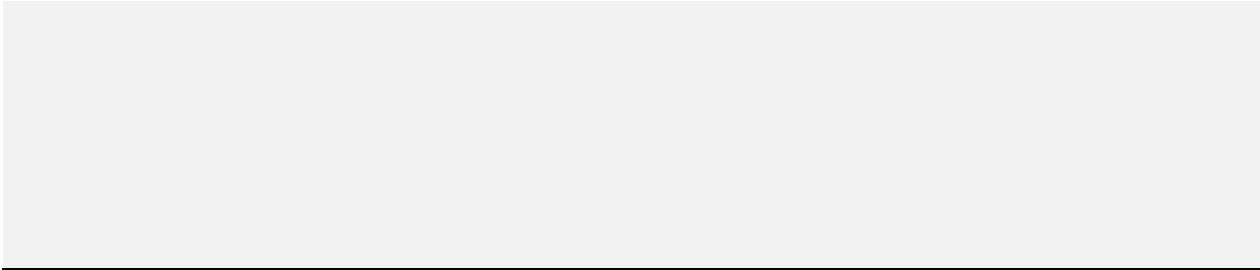
A list of any factors that you are assuming to be in place that will contribute to the successful result of your project.

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



**Ownership & Action**

<b>Assumption owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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# City of London: Projects Procedure Corporate Assumptions Log

Project Name:

**120 Fleet Street S278**

Unique project identifier:

**12361**

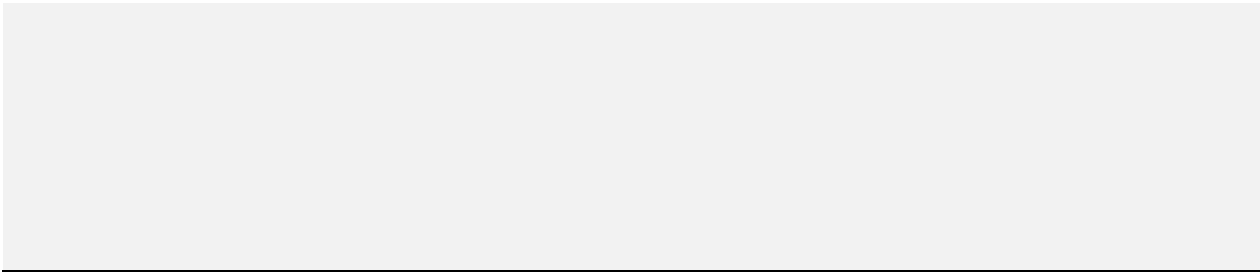
A list of any factors that you are assuming to be in place that will contribute to the successful result of your project

General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
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Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



**Ownership & Action**

<b>Assumption owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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# City of London: Projects Procedure Corporate Dependencies

Project Name:

**2 Aldermanbury S278**

Unique project identifier:

**12359**

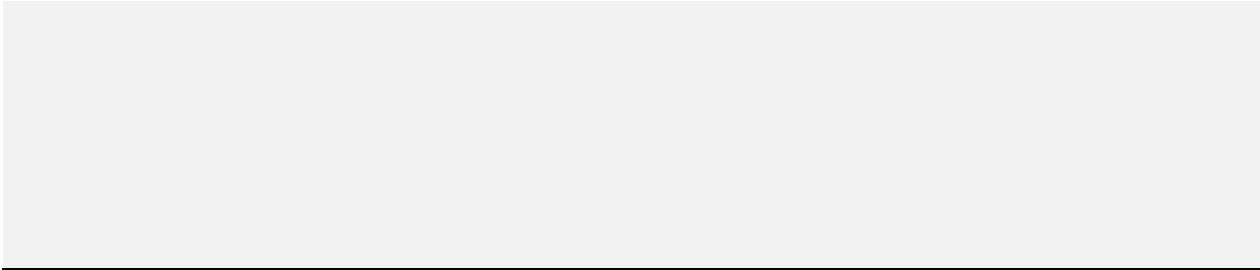
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



**Ownership & Action**

<b>Dependency owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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# City of London: Projects Procedure Corporate Dependencies

Project Name: **150 Aldersgate Street S278**

Unique project identifier: **12362**

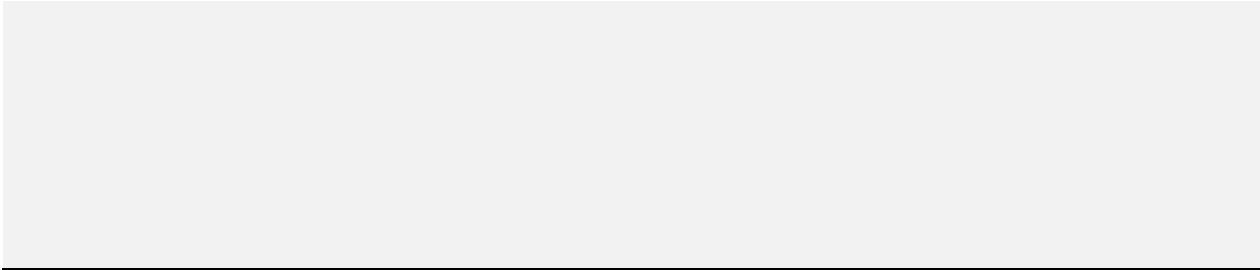
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
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D.2				
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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 Dependencies

Project Name:

**2-3 Finsbury Avenue S278**

Unique project identifier:

**12363**

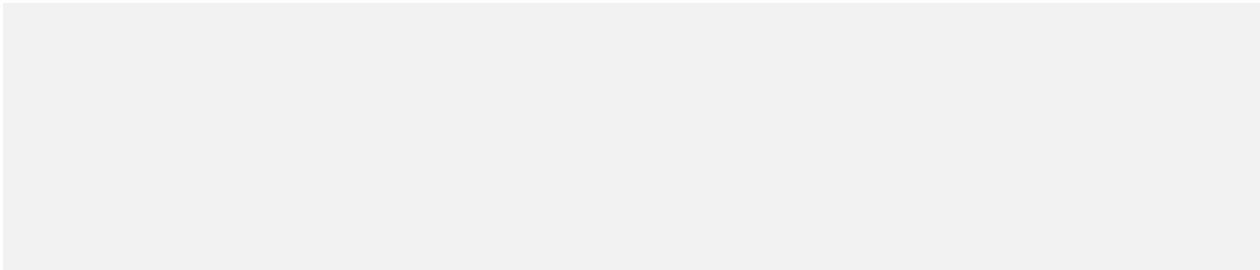
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



**Ownership & Action**

<b>Dependency owner (Named Officer or External Party)</b>	<b>Action dependencies</b>	<b>Status</b>	<b>Date Closed</b>	<b>Comment(s)</b>

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# City of London: Projects Procedure Corporate Dependencies

Project Name:

**120 Fleet Street S278**

Unique project identifier:

**12361**

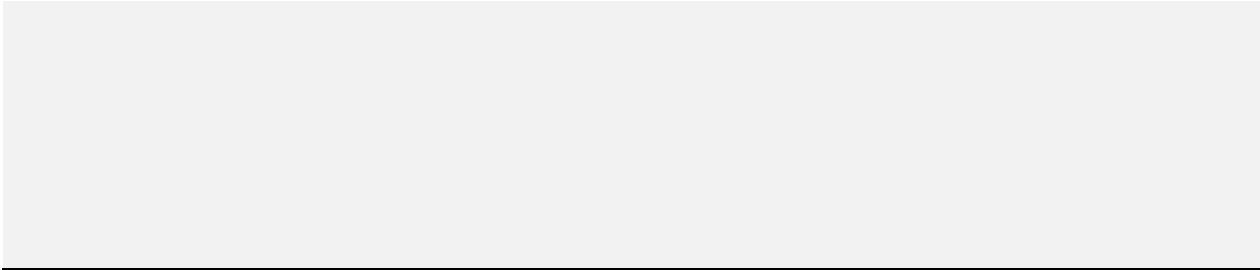
A list of any event or work that are either dependent on the result of your project, or your project will depend

General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
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D.5				
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D.7				
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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 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				
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D.9				
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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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<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:                  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 style="margin: 0;">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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are prepared to make an additional, voluntary financial contribution to part-fund the public space, and this is currently being negotiated.

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.

There is therefore the potential for significant financial contributions from the developments at the northern and southern ends of the project area.

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.

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.

**Current status:** 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.

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.

Detailed cost estimation work has been undertaken to provide updated costs to Members, as previous reports relied on estimates prepared in 2014.

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.

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.

**RAG Status:** Amber (Amber at last report to Committee)

	<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>
<p><b>2. Next steps and requested decisions</b></p>	<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>
<p><b>3. Resource requirements to</b></p>	<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>			<b>1,235,942</b>
	<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>

building developments, whilst ensuring they meet the project's objectives.

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.

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:

- introducing two-way working on Newgate Street and part of St Martin Le Grand
- reversing the direction of traffic flow on Angel Street
- redesigning the Newgate/St Martin Le Grand/New Change junction
- introducing new sets of traffic signals
- relocating coach parking and bus stops
- re-aligned footways and improved cycling facilities

#### Option assessment

Each option has been assessed against the project's objectives:

- To reduce casualties towards the Vision Zero target
- 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 admire and enjoy
- To ensure buildings and public spaces are protected

The options have also been tested against other important criteria including:

- the impact on the wider highway network in traffic terms and bus journey times
- how each assists the delivery of the City's strategies and initiatives including Destination City, the Transport Strategy and the Climate Action Strategy
- the potential external funding contribution

#### Summary of options

The Options Matrix at the end of this report provides more details on each option and its assessment. Indicative plans for each

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 queuing 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 queuing 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>
<p><b>5. Recommendation</b></p>	<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 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>
<p><b>6. Risk</b></p>	<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>
<p><b>7. Procurement approach</b></p>	<p>The project will continue to be developed in-house by the City Operations Policy &amp; Projects and Highways teams. Specialist support will be procured via the Transportation and Public Realm Framework Contract which includes three consultancies.</p>

### 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

### Contact

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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>				

Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
	<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>				

Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
	<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>				
<p><b>5. Stakeholders and consultees</b></p>	<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>				
<p><b>6. Assessment against project objectives</b></p>	<p><b>KEY</b> ✓✓✓ very positive    ✓✓ positive    ✓ slightly positive    - neutral        * slightly negative    ** negative    *** very negative</p>				

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
<ul style="list-style-type: none"> <li>To reduce casualties towards Vision Zero target</li> </ul>	✓✓✓	✓✓✓	✓✓	✓✓	✓
<ul style="list-style-type: none"> <li>To ensure buildings and public spaces are protected</li> </ul>	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
<ul style="list-style-type: none"> <li>Improve pedestrian comfort levels</li> </ul>	✓✓✓	✓✓✓	✓✓	✓✓	✓
<ul style="list-style-type: none"> <li>To improve air quality by reducing NO2 levels</li> </ul>	✓✓✓	✓✓✓	✓✓	✓✓	✓
<ul style="list-style-type: none"> <li>To create new public spaces</li> </ul>	✓✓✓	✓✓✓	✓✓	✓✓	✓
<ul style="list-style-type: none"> <li>Improve the quality of the public realm to create streets and public spaces for people to securely</li> </ul>	✓✓✓	✓✓✓	✓✓	✓✓	✓

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
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>	<p>-</p> <ul style="list-style-type: none"> <li>Proposed Rotunda junction predicted to operate within capacity.</li> </ul>	<p>xx</p> <ul style="list-style-type: none"> <li>Proposed Rotunda junction predicted to be significantly over</li> </ul>	<p>-</p> <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>	<p>-</p> <ul style="list-style-type: none"> <li>Proposed Rotunda junction to operate within capacity. Introduction of</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>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>



Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
	<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>			
<p><b>7. Benefits of option</b></p>	<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>

Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
	<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>

Option Summary	Option 1	Option 2	Option 3	Option 4	Option 5
	<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 sth 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>

<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>Existing coach parking on St Martin Le Grand needs to be relocated</li> </ul>	Green Spaces Strategy <ul style="list-style-type: none"> <li>Existing coach parking on St Martin Le Grand needs to be relocated</li> </ul>	<i>Climate Action Strategy or the Cool Streets and Green Spaces Strategy.</i> <ul style="list-style-type: none"> <li>Existing coach parking on St Martin Le Grand needs to be relocated</li> </ul>	<i>Cheapside Area Strategy, Climate Action Strategy or the Cool Streets and Green Spaces Strategy</i>
<b>Resource Implications</b>					
<b>9. Total estimated cost</b>	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
<b>10. Funding strategy</b>	OSPR, CIL, S278, S106				
<b>11. Investment appraisal</b>	N/A				

<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>12. Estimated capital value/return</b>	N/A				
<b>13. Ongoing revenue implications</b>	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.				
<b>14. Affordability</b>	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.
<b>15. Legal implications</b>	<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>		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.		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.

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
<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	6.9	Open Risks	15
Unique project identifier:	11377	Total estimated cost (exc risk):	£ 22,000,000	Total CRP used to date	£ -	Average mitigated risk score	4.8	Closed Risks	0

General risk classification										Mitigation actions							Ownership & Action					Comment(s)	
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)		Date Closed OR/Realised & moved to Issues
R1	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 budgeted 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 in 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 in 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	£0.00		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 agreement 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 impact 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	B – 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	B – 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	B – 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	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	£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	B – 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					
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R62								£0.00				£0.00			£0.00		£0.00					
R63								£0.00				£0.00			£0.00		£0.00					
R64								£0.00				£0.00			£0.00		£0.00					
R65								£0.00				£0.00			£0.00		£0.00					
R66								£0.00				£0.00			£0.00		£0.00					
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R68								£0.00				£0.00			£0.00		£0.00					
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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					
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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					



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<b>Table 1: Expenditure to Date - St Paul's Gyratory - 16800278</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
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>

<b>Table 2: Budget Adjustment Required - St Paul's Gyratory - 16800278</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Adjustment Required (£)</b>	<b>Revised Budget (£)</b>
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>

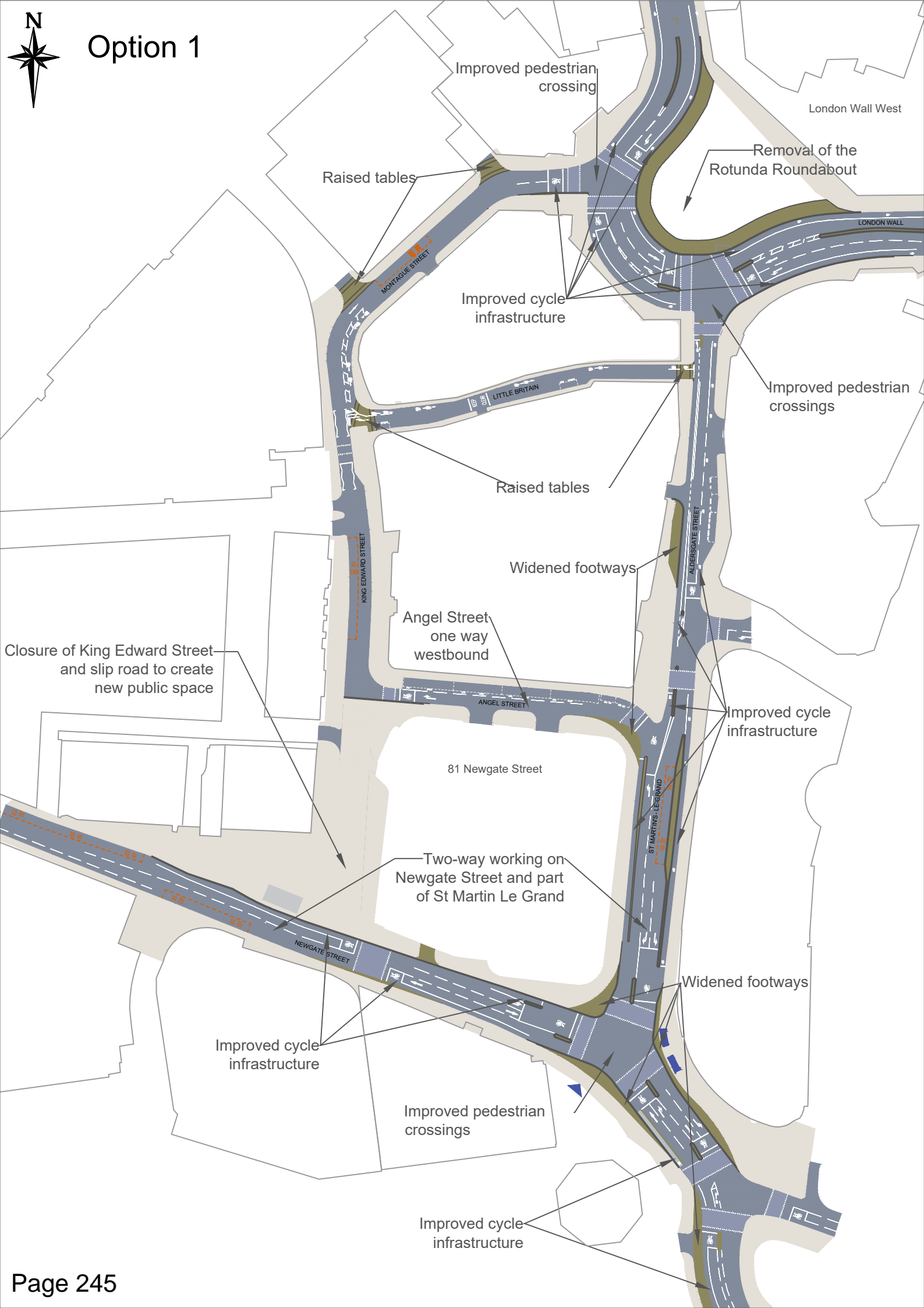
<b>Table 3: Funding Strategy</b>	
<b>Funding Sources</b>	<b>Amount (£)</b>
TfL - LIP FY 2014/15	65,442
TfL - LIP FY 2017/18	50,000
S106 - 04/00958/FULL - Austral House - LCEIW	341,000
S106 - 10/00832/FULEIA - London Wall Place - Transportation	224,000
City Fund - Capital Bid 2022/23	555,500
<b>TOTAL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

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# Option 1



Improved pedestrian crossing

London Wall West

Removal of the Rotunda Roundabout

Raised tables

Improved cycle infrastructure

Improved pedestrian crossings

Raised tables

Widened footways

Angel Street one way westbound

Improved cycle infrastructure

Closure of King Edward Street and slip road to create new public space

81 Newgate Street

Two-way working on Newgate Street and part of St Martin Le Grand

Widened footways

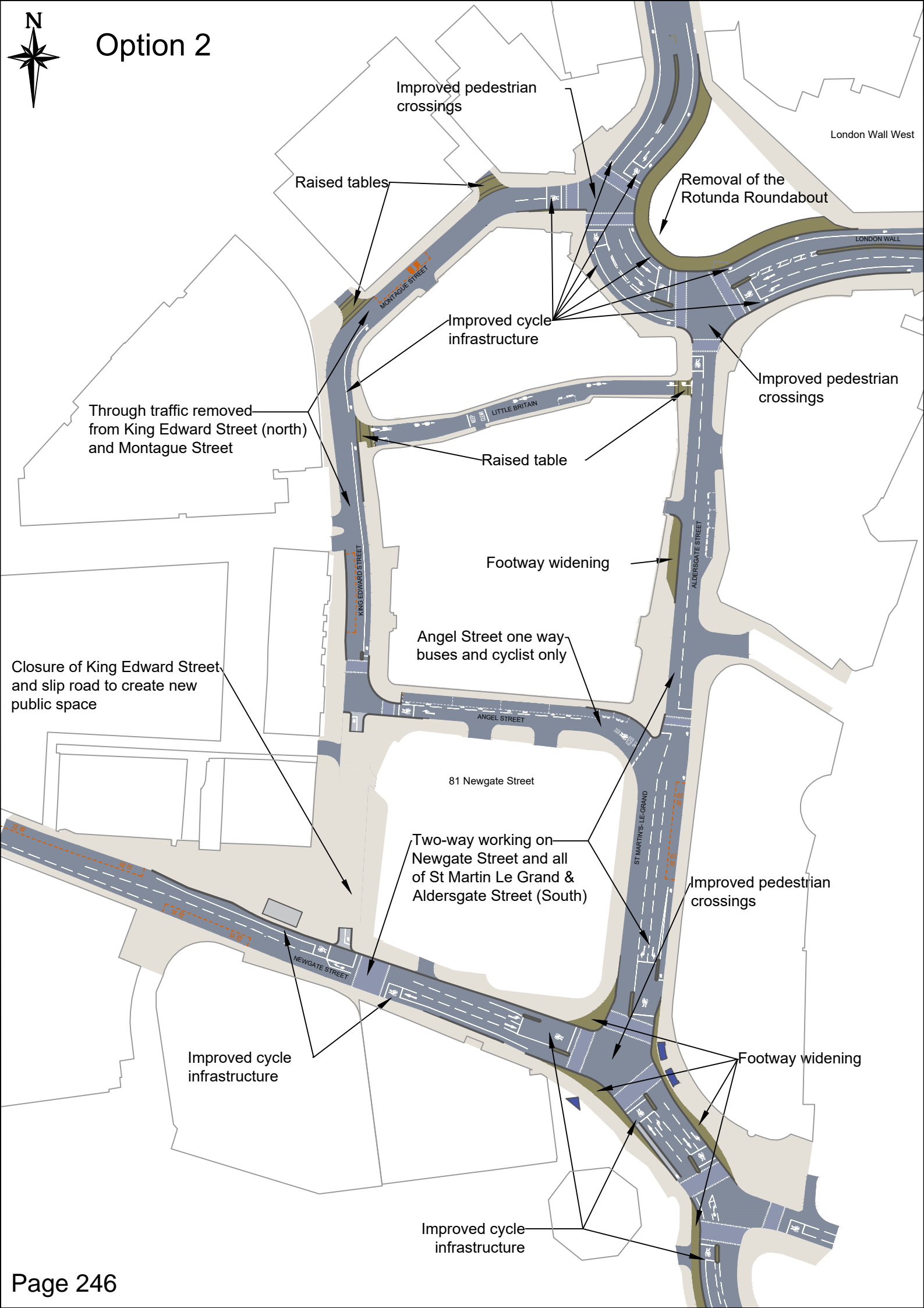
Improved cycle infrastructure

Improved pedestrian crossings

Improved cycle infrastructure



# Option 2



Improved pedestrian crossings

London Wall West

Raised tables

Removal of the Rotunda Roundabout

Improved cycle infrastructure

Through traffic removed from King Edward Street (north) and Montague Street

Improved pedestrian crossings

Raised table

Footway widening

Angel Street one way buses and cyclist only

Closure of King Edward Street and slip road to create new public space

81 Newgate Street

Two-way working on Newgate Street and all of St Martin Le Grand & Aldersgate Street (South)

Improved pedestrian crossings

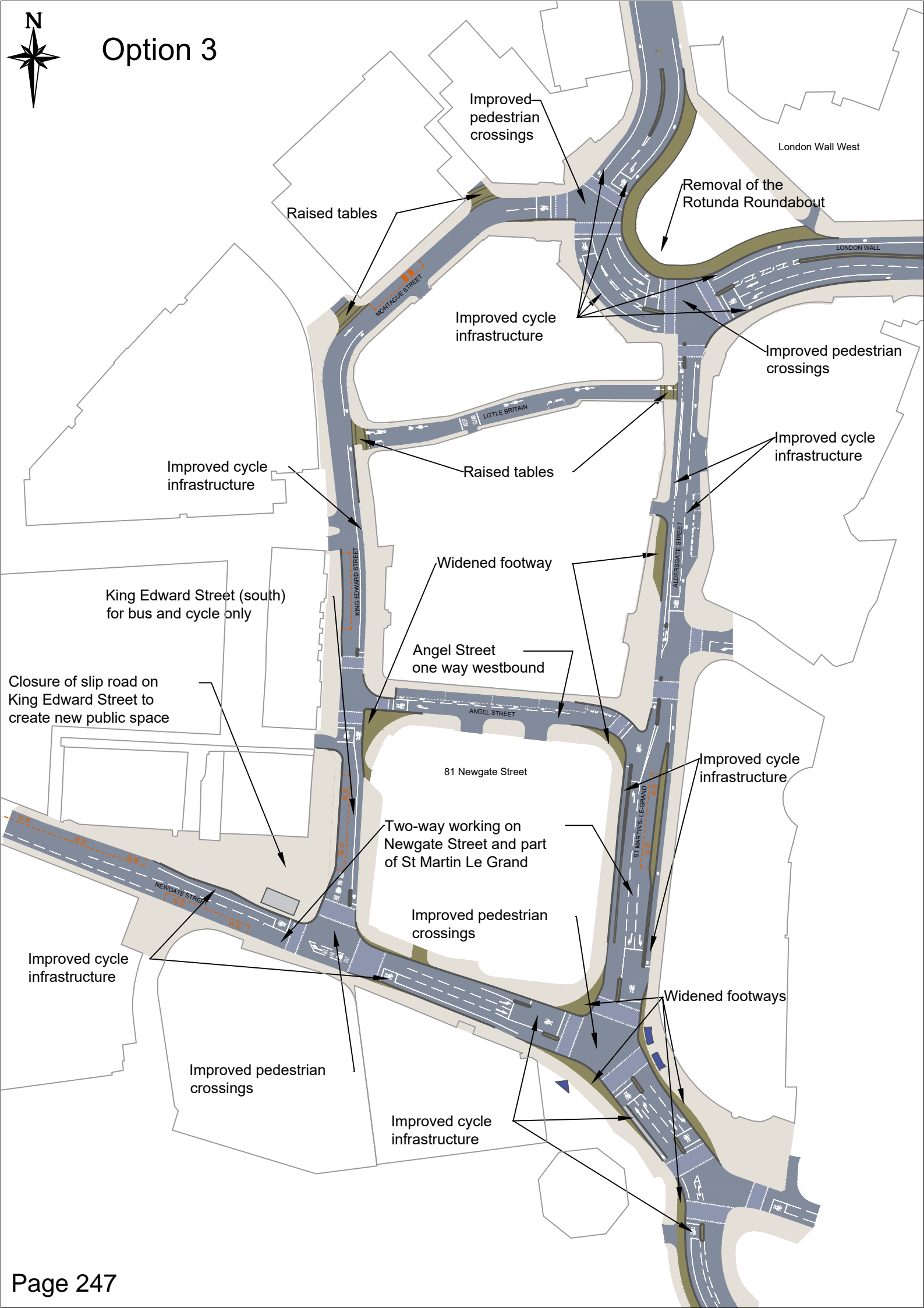
Improved cycle infrastructure

Footway widening

Improved cycle infrastructure



# Option 3



Improved pedestrian crossings

London Wall West

Removal of the Rotunda Roundabout

Raised tables

Improved cycle infrastructure

Improved pedestrian crossings

Improved cycle infrastructure

Raised tables

Improved cycle infrastructure

King Edward Street (south) for bus and cycle only

Widened footway

Angel Street one way westbound

Closure of slip road on King Edward Street to create new public space

81 Newgate Street

Improved cycle infrastructure

Two-way working on Newgate Street and part of St Martin Le Grand

Improved pedestrian crossings

Improved cycle infrastructure

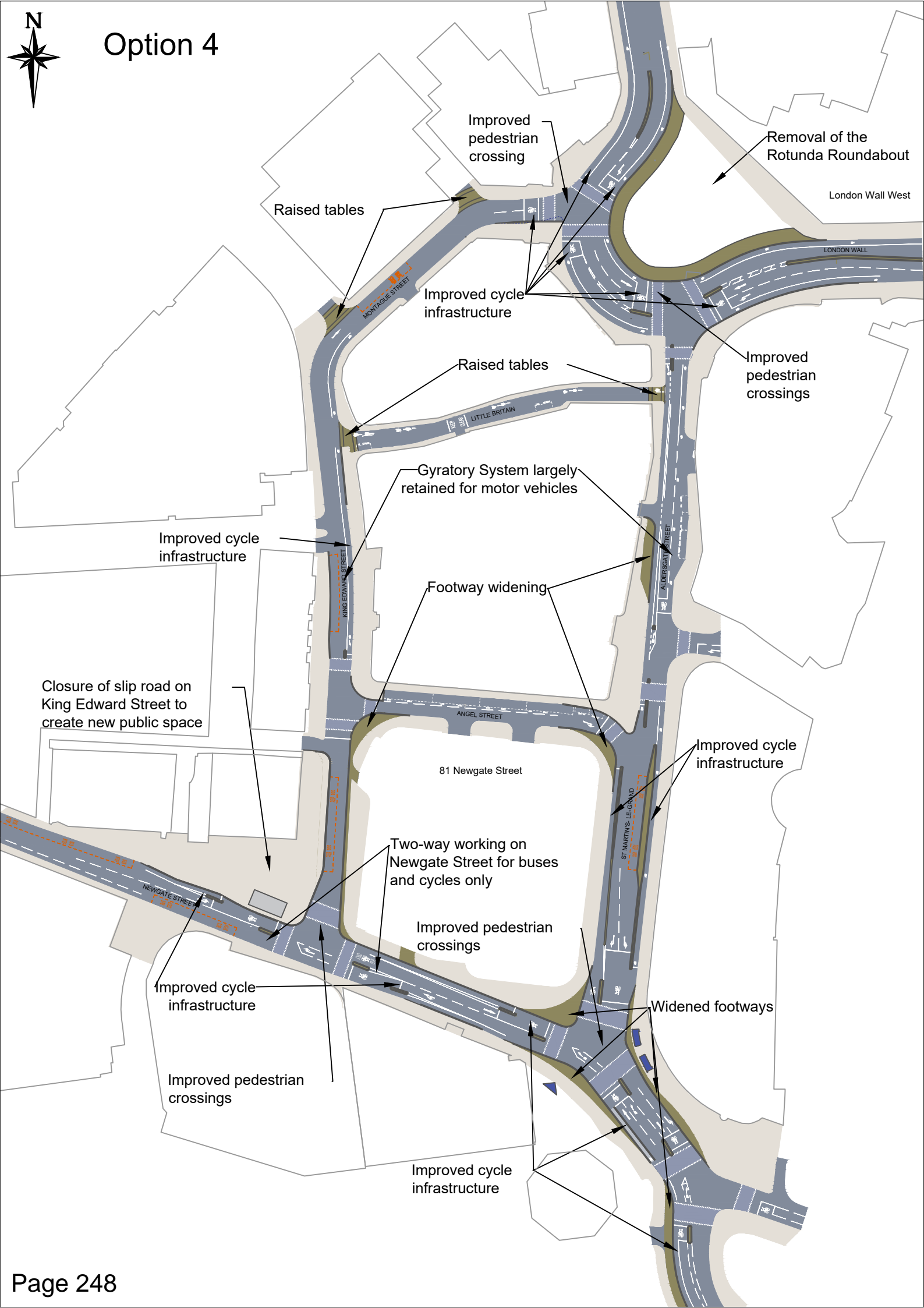
Widened footways

Improved pedestrian crossings

Improved cycle infrastructure



# Option 4



Improved pedestrian crossing

Removal of the Rotunda Roundabout

London Wall West

LONDON WALL

Raised tables

Improved cycle infrastructure

Improved pedestrian crossings

Raised tables

Gyratory System largely retained for motor vehicles

Improved cycle infrastructure

Footway widening

Closure of slip road on King Edward Street to create new public space

Improved cycle infrastructure

81 Newgate Street

Two-way working on Newgate Street for buses and cycles only

Improved pedestrian crossings

Improved cycle infrastructure

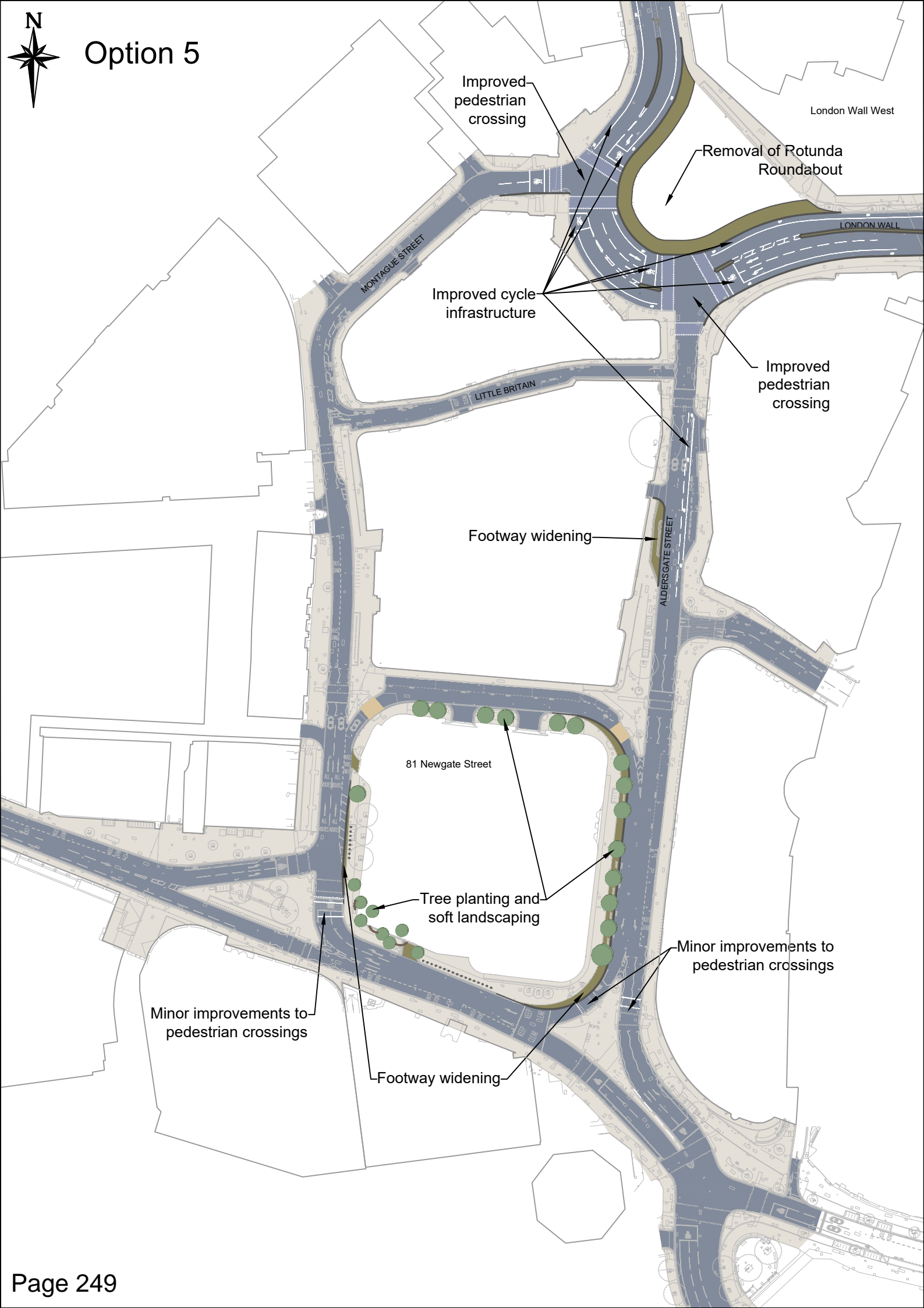
Widened footways

Improved pedestrian crossings

Improved cycle infrastructure



# 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

LONDON WALL WEST

LONDON WALL

ALDERSGATE STREET

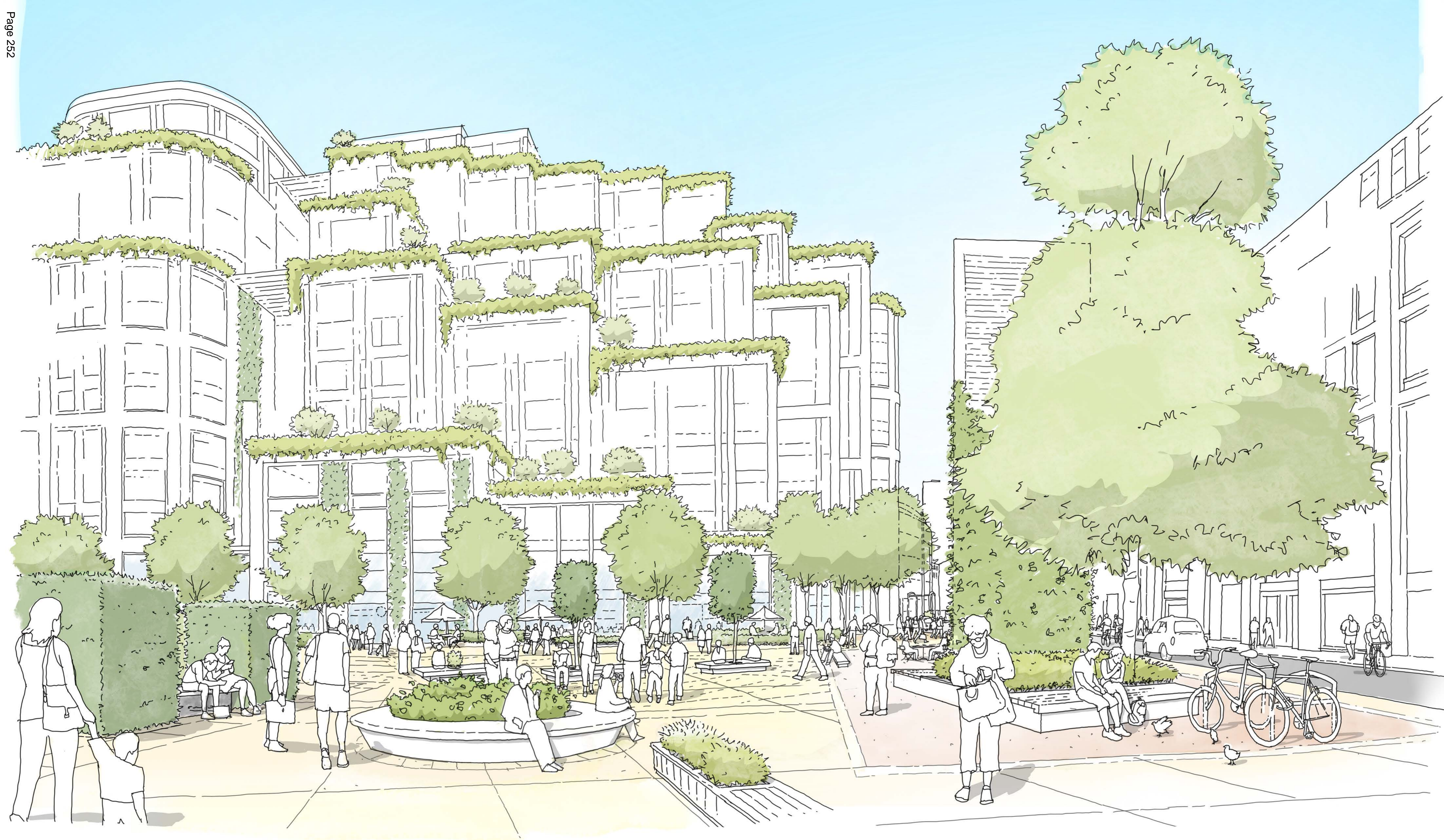
MONTAGUE STREET

LITTLE BRITAIN

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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

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>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>
<h2 style="margin: 0;">PUBLIC</h2>	

<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>
<p><b>2. Requested decisions</b></p>	<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>1. <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>2. 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>3. Note the revised Project Budget of £6,842,930 including risk (subject to recommendation 2 being approved) <ol style="list-style-type: none"> <li>a. This is made up of £6,176,432 excluding risk, and the current risk provision of £666,498,</li> </ol> </li> <li>4. Note the minimum total estimated cost of the project to deliver the base scheme has increased to £6.17m (excluding risk);</li> <li>5. 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>a. 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>6. 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>

**Costed Risk Provision requested for this Gateway: £666,498** (funded 562,598 at the moment) (as detailed in the Risk Register – Appendix 2)

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>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>
<p><b>4. Issue description</b></p>	<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

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.

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.
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.
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.
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.

#### Public Realm Enhancements

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

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.

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)
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.
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.'
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.
22. The proposed prioritisation list of public realm enhancements is explained in detail below (section 5).

#### Traffic and Timing mix

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.
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.
25. It is anticipated that a report on progress of the review will be submitted in the new year. Cost implications of the

	<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>
<p><b>5. Options</b></p>	<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>

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.

- 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.
- 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.
- 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.

#### Mansion House

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.

#### Queen Victoria Street

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.

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

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) ~~Gateway 4 – September/October 2020 (was March/April 2020)~~
- 2) ~~Gateway 4c December 2020/January 2021 (received February 2021)~~
- 3) ~~Gateway 5 – September/October 2021 (was March April 2021). (received in December 2021)~~
- 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.

## Appendix 1

*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*

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	11.9
Avg risk post-mitigation	7.9
Red risks (open)	2
Amber risks (open)	4
Green risks (open)	2

	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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£1,121,500.00	0%
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" "

Costed risk post-mitigation (open)

£636,498.00	0%
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" "

Costed Risk Provision requested

£666,498.00	0%
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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
0	0.0	£0.00	0	0	0
3	5.0	£81,000.00	0	2	1

Issues (open)	1
All Issues	1

	Extreme	Major	Serious	Minor
Open Issues	1	0	0	0
All Issues	1	0	0	0

Cost to resolve all issues (on completion)	£423,502.00
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Total CRP used to date	£423,502.00
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City of London: Projects Procedure Corporate Risks Register

Project Name: <b>All Change at Bank</b>	PM's overall risk rating: <b>Medium</b>	CRP requested this gateway: <b>£ 666,498</b>	Average unmitigated risk: <b>11.9</b>	Open Risks: <b>11</b>
Unique project identifier: <b>11401</b>	Total estimated cost (exec risk): <b>£ 6,842,930</b>	Total CRP used to date: <b>£ 423,502</b>	Average mitigated risk score: <b>7.9</b>	Closed Risks: <b>5</b>

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	4	(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	5	(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	(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 busiesses that have not been engaging these last few months to ensure they understand 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 estiamted 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		nothing over and above anticipated le
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 and 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	4	(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	6	£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	5	(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	Gillian Howard		
R15	4	(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



## Appendix 3: Financial Tables

<b>Table 1: Spend to Date</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
<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>

<b>Table 2: Resources required to reach the next Gateway</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Additional Resources Required (£)</b>	<b>Revised Budget (£)</b>
<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>

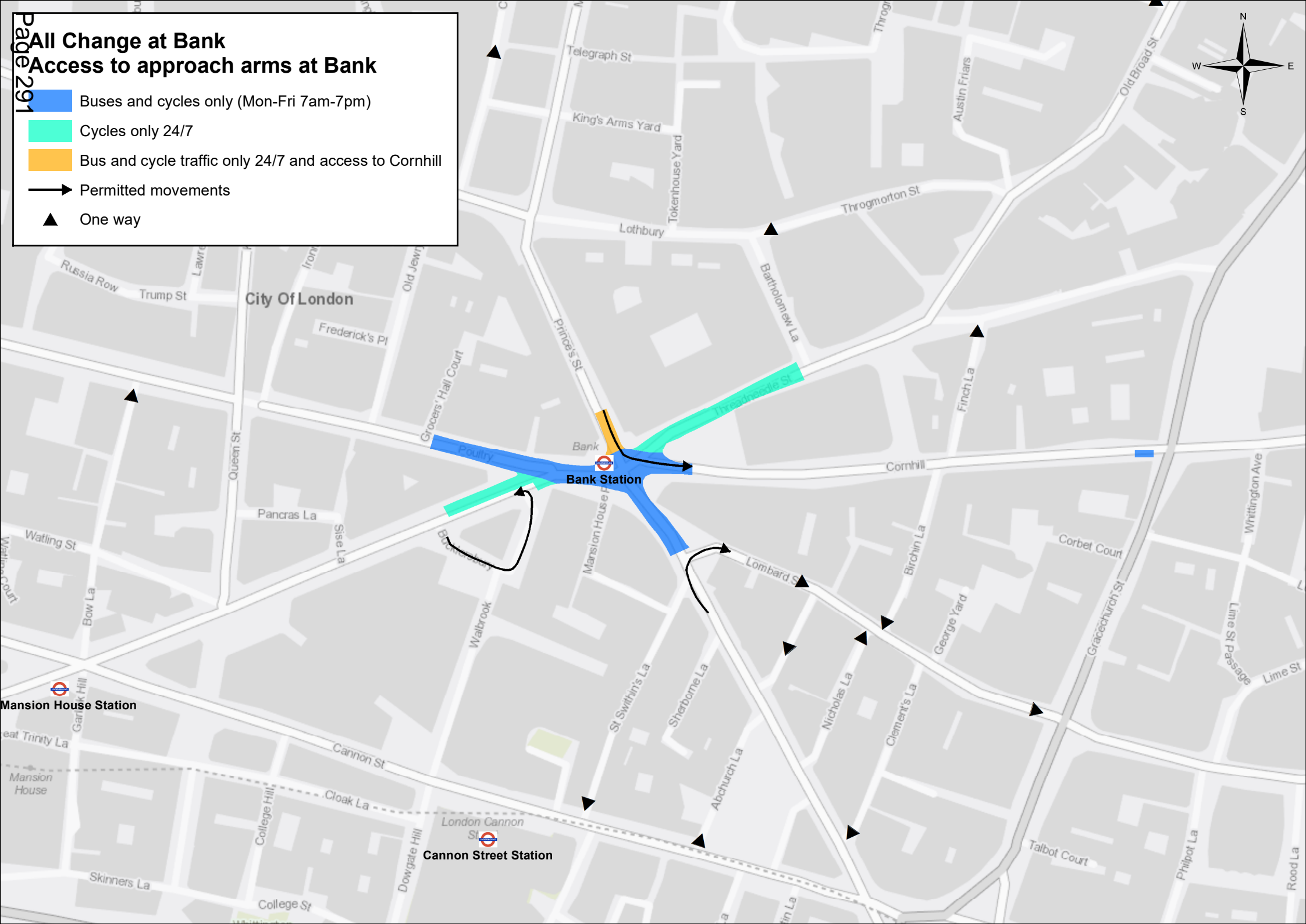
<b>Table 3: Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
TfL LIP FY 2014/15	250,909	-	250,909
TfL LIP FY 2015/16	154,000	-	154,000
TfL LIP FY 2016/17	200,000	-	200,000
TfL LIP FY 2017/18	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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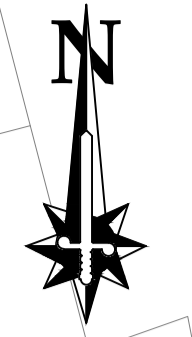
**All Change at Bank**  
**Access to approach arms at Bank**

- 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


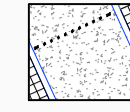
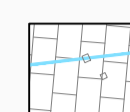














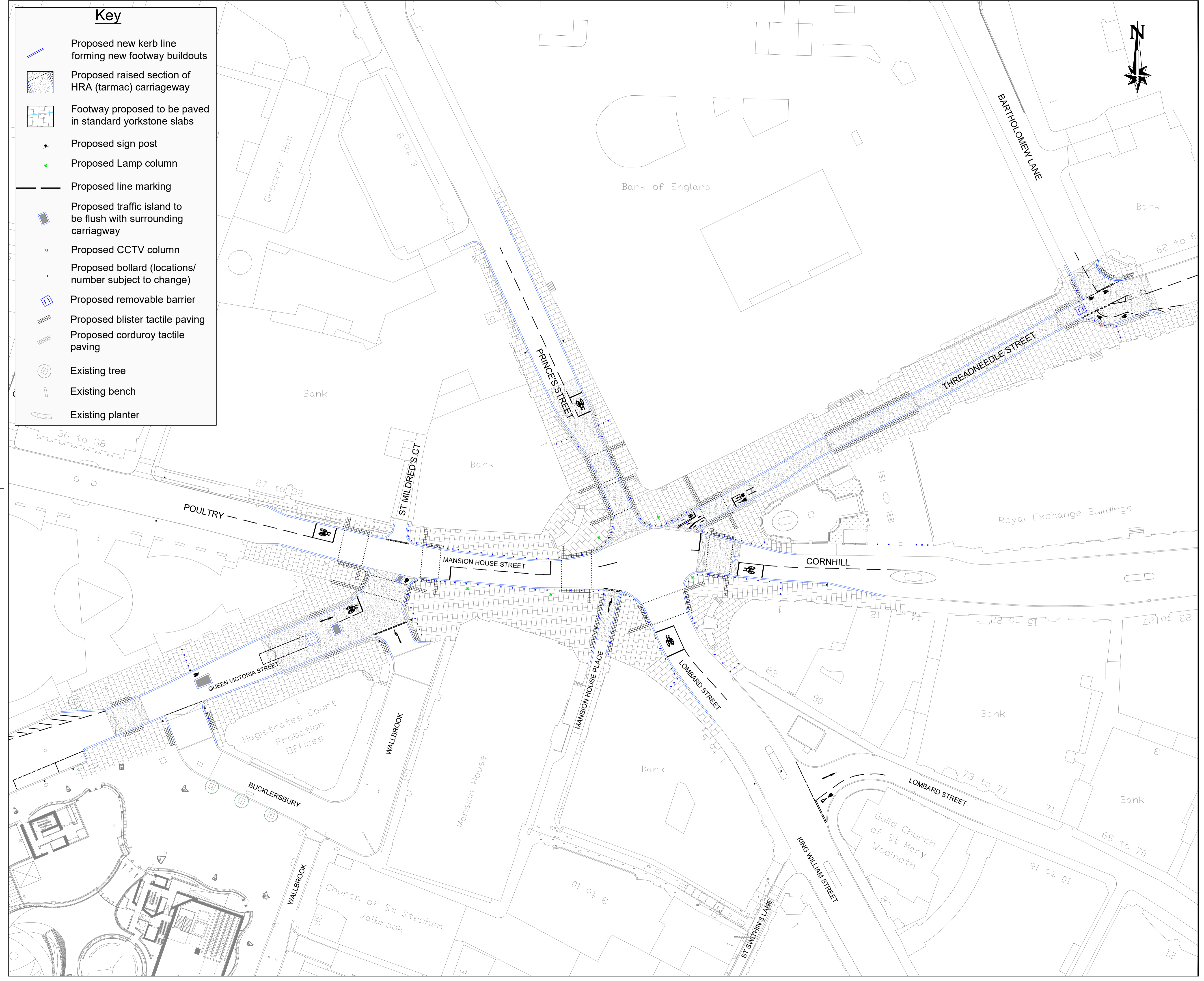
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### Key

-  Proposed new kerb line forming new footway buildouts
-  Proposed raised section of HRA (tarmac) carriageway
-  Footway proposed to be paved in standard yorkstone slabs
-  Proposed sign post
-  Proposed Lamp column
-  Proposed line marking
-  Proposed traffic island to be flush with surrounding carriageway
-  Proposed CCTV column
-  Proposed bollard (locations/number subject to change)
-  Proposed removable barrier
-  Proposed blister tactile paving
-  Proposed corduroy tactile paving
-  Existing tree
-  Existing bench
-  Existing planter



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## Appendix 5 – Public realm priority list

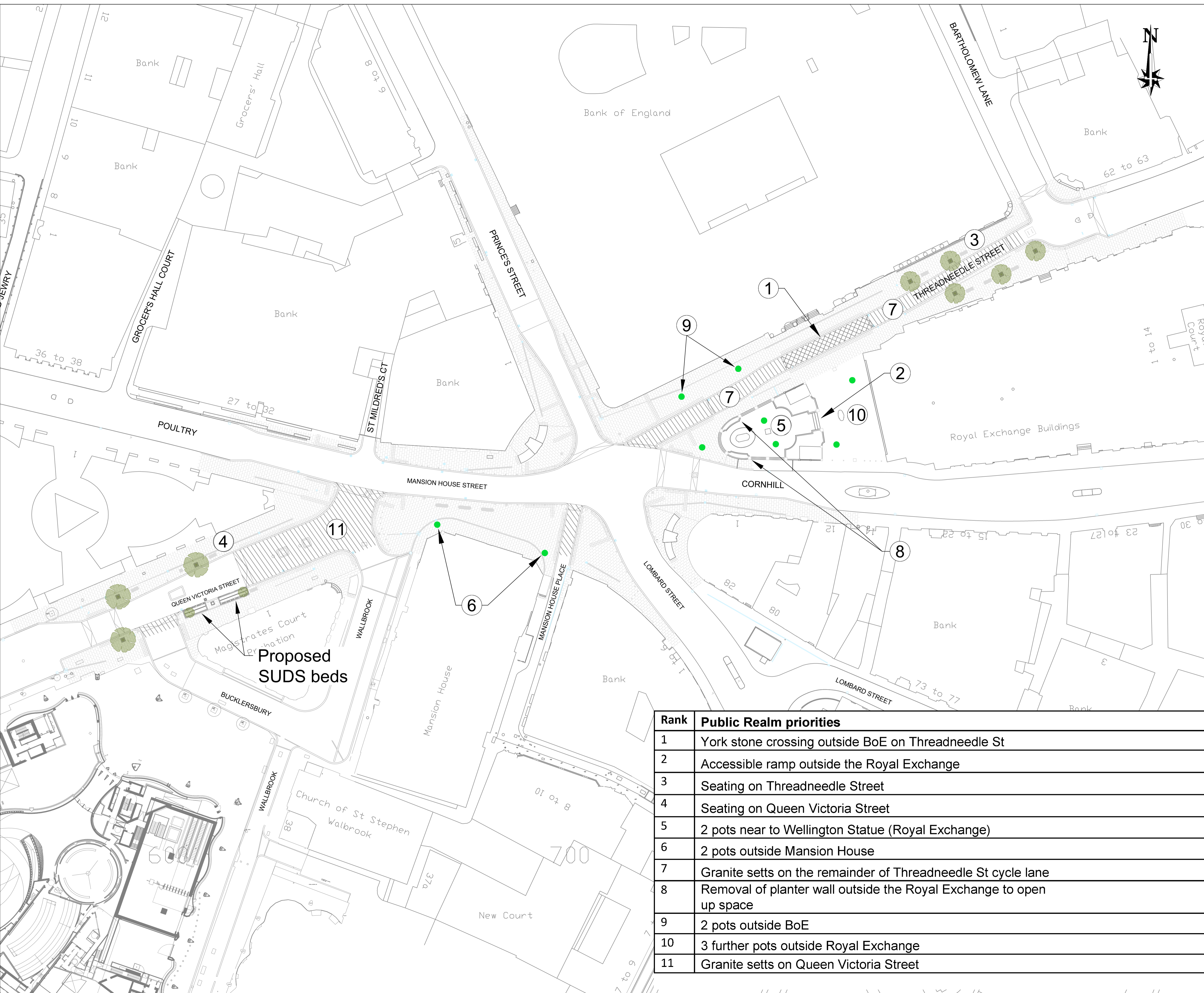
	<b>Public realm priority list</b>	<b>Cost</b>	<b>Comments</b>
1	York stone crossing outside BoE on Threadneedle Street.	£13,500	This crossing aligns with the BoE entrance (Grade I Listed) and therefore a high standard finish is essential to accentuate the historic and listed buildings in this location. 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>		

Appendix 5 – Public realm priority list

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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

Proposed SUDS beds

Rank	Public Realm priorities
1	York stone 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	2 pots near to Wellington Statue (Royal Exchange)
6	2 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	2 pots outside BoE
10	3 further pots outside Royal Exchange
11	Granite setts on Queen Victoria Street

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> LONDON			
SHEET 1 of 1 Date: July 22 Designed by: Checked by:			
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Scale & Drawing Size:	Revision:	Drawing No:	
NTS	--	100/16100287/ACB/PRP	

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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 (for Phase 1 and 2, see main report)</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> 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>

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	<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>

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	<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>

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	<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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<b>Email Address</b>	<a href="mailto:kristian.turner@cityoflondon.gov.uk">kristian.turner@cityoflondon.gov.uk</a>

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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

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<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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Appendix 2 Finance tables

<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>

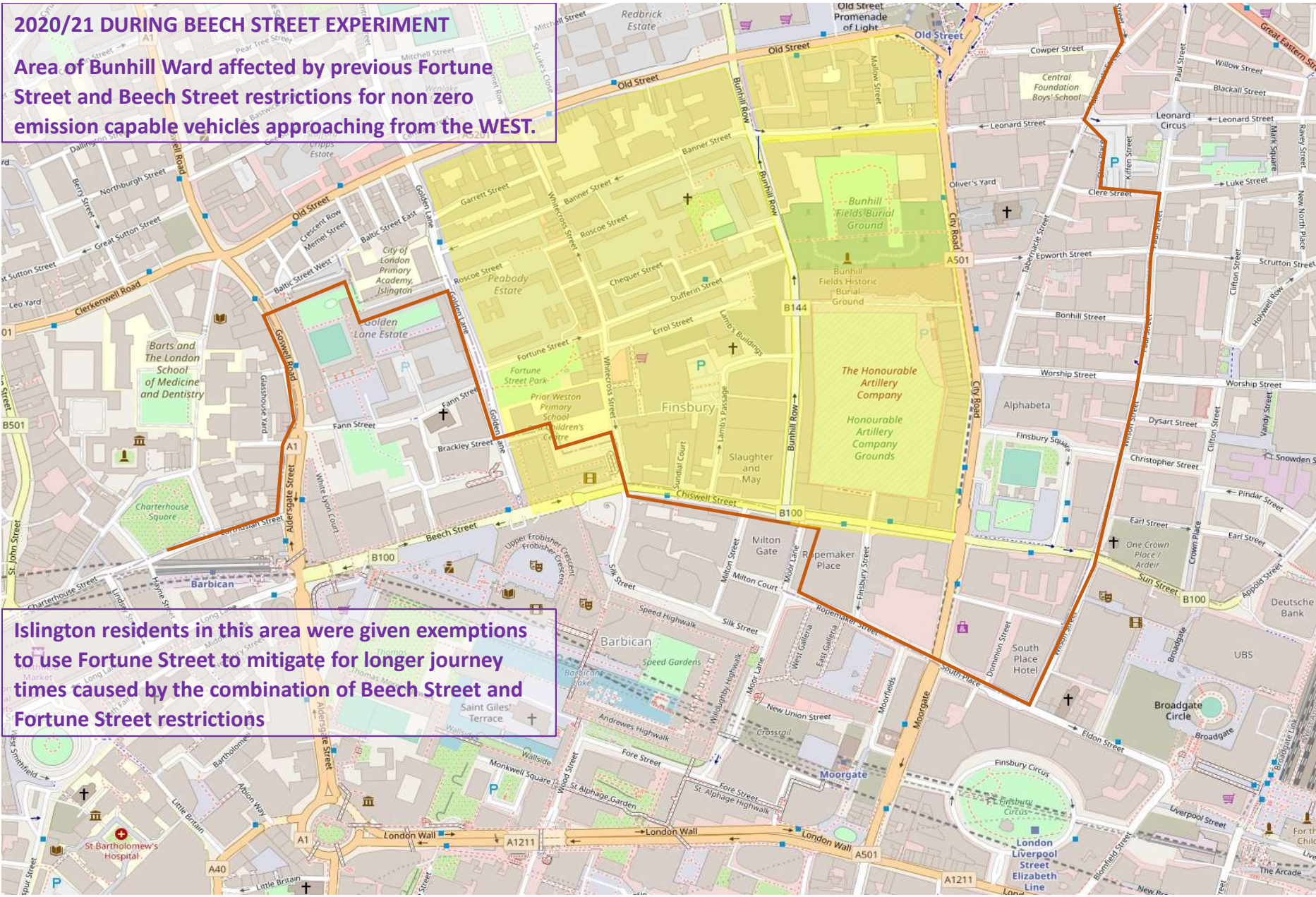
<b>Table 2: Expenditure to date - Beech St Transport Improvements - 16100423</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
Env Servs Staff Costs	85,016	74,018	10,998
Legal Staff Costs	60,000	56,188	3,812
P&T Staff Costs	576,250	520,900	55,350
P&T Fees	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>

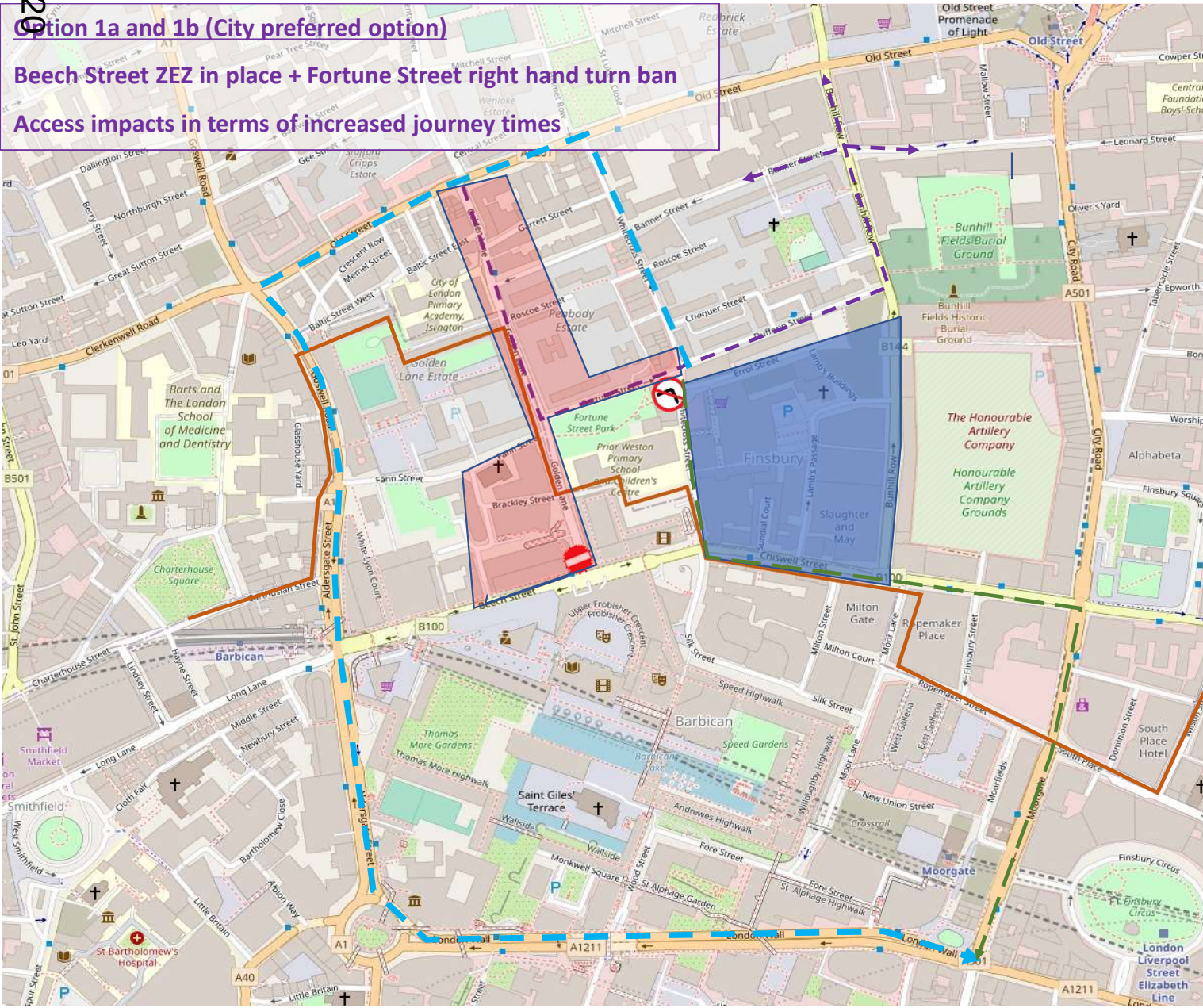
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**2020/21 DURING BEECH STREET EXPERIMENT**  
**Area of Bunhill Ward affected by previous Fortune Street and Beech Street restrictions for non zero emission capable vehicles approaching from the WEST.**






**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

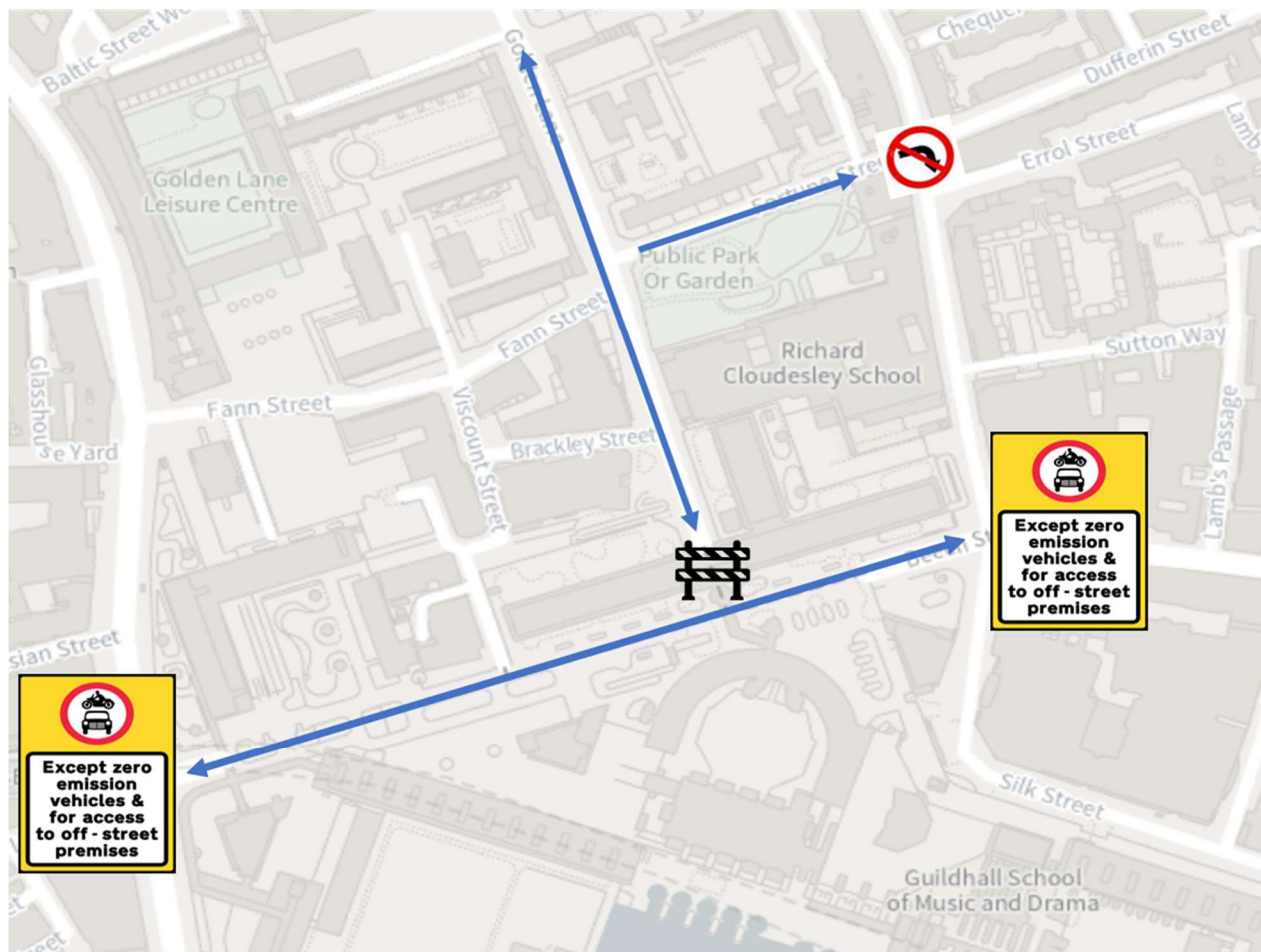
-  Vehicles approaching from the WEST able to access properties via this route, entering the area from Golden Lane
-  Vehicles approaching from the WEST could not use Fortune Street and turn right onto Whitecross Street to get to this area in blue and instead must approach from the east via London Wall
-  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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Appendix 5 – Option detail



### OPTION 1a



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

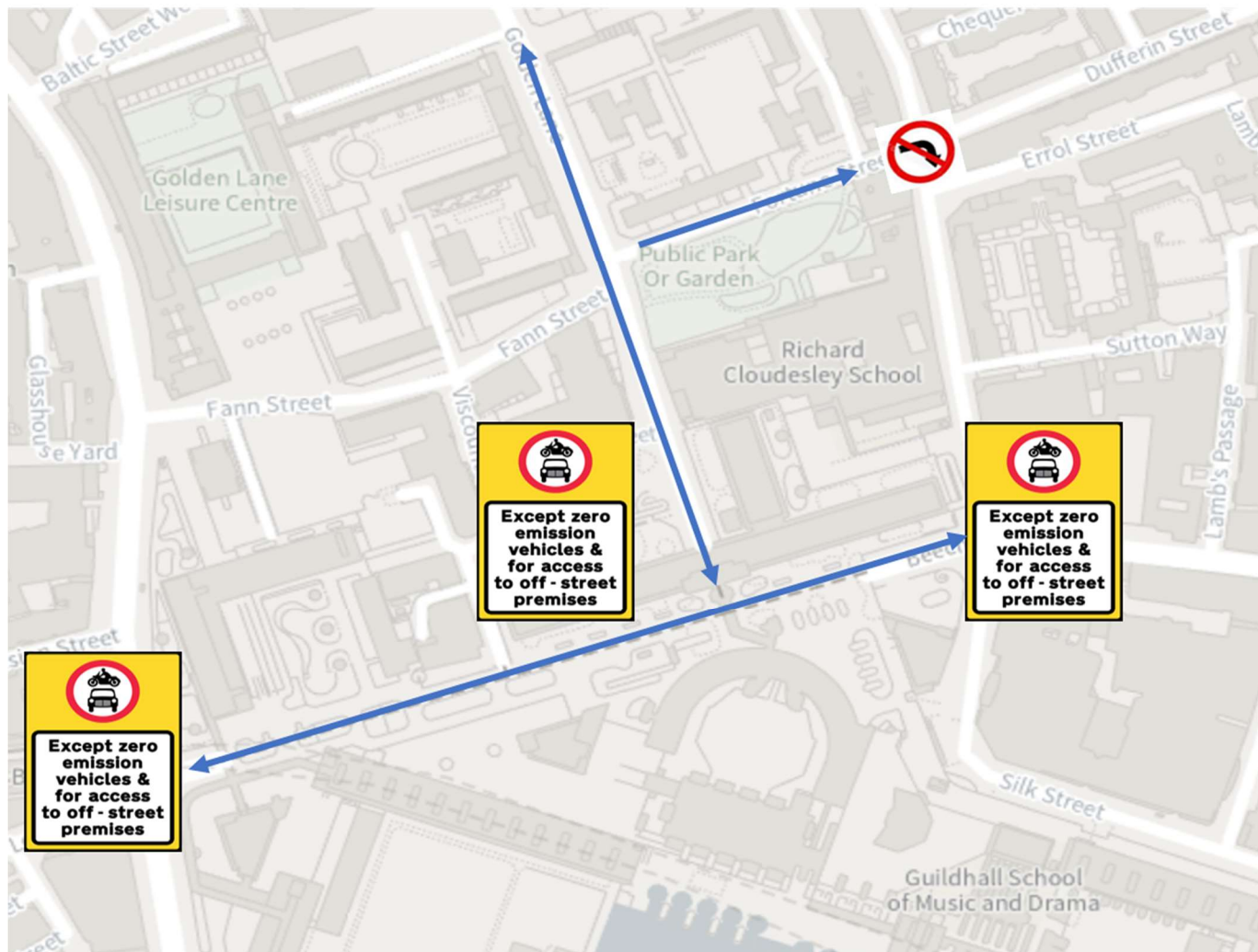
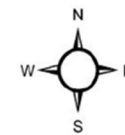


Golden Lane at the junction with Beech Street closed to all motorised vehicles.



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

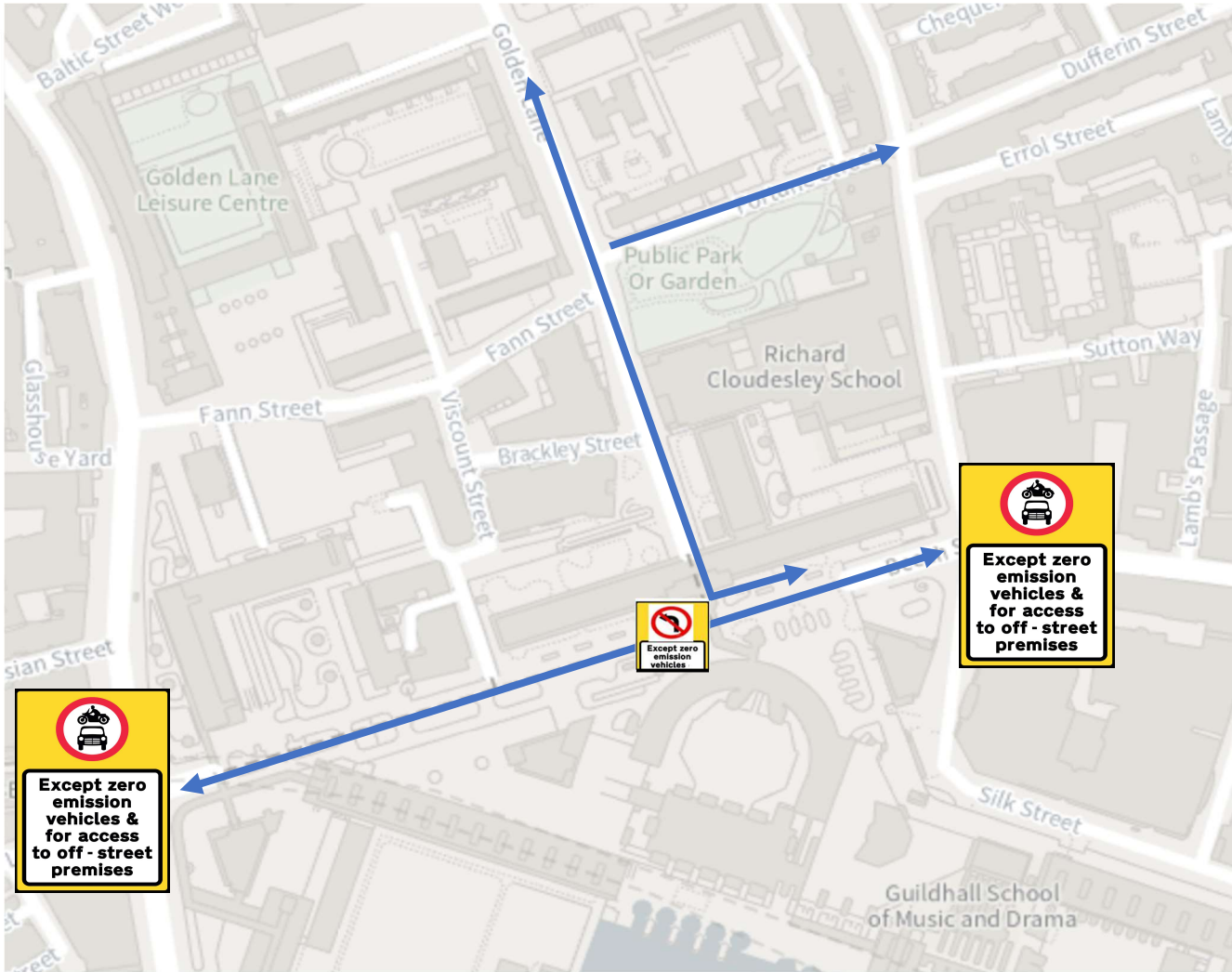
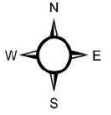




### OPTION 1b

-  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 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>
<p><b>2. Next steps and requested decisions</b></p>	<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>
<p><b>3. Key conclusions</b></p>	<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>	The following elements of the Healthy Streets Plan were procured: <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>	Internal stakeholders were engaged throughout the project via the City Cluster Officer Working Group. <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>

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	<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

<b>13. Budget</b>	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td> <p>Estimated cost (including risk): £350,000</p> <p>Estimated cost (excluding risk): £350,000</p> </td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	<p>Estimated cost (including risk): £350,000</p> <p>Estimated cost (excluding risk): £350,000</p>																					
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v. April 2019

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<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> <ol 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> </ol> <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>						

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	<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**

<p><b>17. Positive reflections</b></p>	<p>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)</p>
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	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

<b>Report Author</b>	Leah Coburn
<b>Email Address</b>	leah.coburn@cityoflondon.gov.uk

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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
				<b>3A Staff Costs Total</b>		<b>26,622.00</b>	<b>26,621.08</b>	<b>0.00</b>	<b>0.00</b>
		16800411	City Cluster Healthy Streets	3A Staff Costs	P&T Staff Costs	38,278.00	38,277.29	0.00	0.00
	<b>3A Staff Costs Total</b>			<b>38,278.00</b>	<b>38,277.29</b>	<b>0.00</b>	<b>0.00</b>		
			Fees	P&T Fees	236,856.00	236,715.63	0.00	0.00	
			<b>Fees Total</b>		<b>236,856.00</b>	<b>236,715.63</b>	<b>0.00</b>	<b>0.00</b>	
	<b>16800411 Total</b>						<b>301,756.00</b>	<b>301,614.00</b>	<b>0.00</b>
<b>L5-City Cluster &amp; Fenchurch Street Healthy Street Plan Total</b>						<b>301,756.00</b>	<b>301,614.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total</b>						<b>301,756.00</b>	<b>301,614.00</b>	<b>0.00</b>	<b>0.00</b>

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
<b>26,622.00</b>	<b>26,621.08</b>	<b>0.00</b>	<b>0.00</b>	<b>26,621.08</b>	<b>0.92</b>
38,278.00	38,277.29	0.00	0.00	38,277.29	0.71
<b>38,278.00</b>	<b>38,277.29</b>	<b>0.00</b>	<b>0.00</b>	<b>38,277.29</b>	<b>0.71</b>
236,856.00	236,715.63	0.00	0.00	236,715.63	140.37
<b>236,856.00</b>	<b>236,715.63</b>	<b>0.00</b>	<b>0.00</b>	<b>236,715.63</b>	<b>140.37</b>
<b>301,756.00</b>	<b>301,614.00</b>	<b>0.00</b>	<b>0.00</b>	<b>301,614.00</b>	<b>142.00</b>
<b>301,756.00</b>	<b>301,614.00</b>	<b>0.00</b>	<b>0.00</b>	<b>301,614.00</b>	<b>142.00</b>
<b>301,756.00</b>	<b>301,614.00</b>	<b>0.00</b>	<b>0.00</b>	<b>301,614.00</b>	<b>142.00</b>

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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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<p><b>Committees:</b></p> <p>Streets and Walkways sub- committee – <i>For decision</i></p> <p>Operational Property and Projects Sub – <i>For decision</i></p>	<p><b>Dates:</b></p> <p>5 July 2022</p> <p>26 September 2022</p>
<p><b>Subject:</b>  <b>City Cluster - Wellbeing and Climate Resilience programme: Green Streets project</b></p> <p><b>Unique Project Identifier:</b>  <i>PV Project ID</i></p>	<p>Regular  <b>Gateway 4 Issues Report</b></p>
<p><b>Report of:</b>          Executive Director, Environment</p> <p><b>Report Author:</b>          Maria Herrera</p>	<p><b>For Decision</b></p>
<h1 style="margin: 0;">PUBLIC</h1>	

<p><b>1. Status update</b></p>	<p><u>Context:</u></p> <p>The implementation of the City Cluster Vision is divided between three programmes focused on:</p> <ol style="list-style-type: none"> <li>1) Pedestrian priority and traffic reduction,</li> <li>2) Well-being and climate resilience, and,</li> <li>3) Activation and engagement.</li> </ol> <p>Each programme will deliver complementary improvements, in response to the highest priorities in the area, and are being developed in close collaboration with local stakeholders. Officers have worked closely with the EC BID to understand the needs of the area at this challenging time and have developed designs that will assist post-pandemic recovery by providing attractive spaces to meet and spend time outdoors.</p> <p><u>Green Streets project description:</u></p> <ul style="list-style-type: none"> <li>○ The Green Streets project is one of seven projects within the Wellbeing and Climate Resilience Programme</li> </ul>
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(Gateway 4 approval, April 2021), and is focused on the creation of a greener more welcoming environment, increased climate change mitigation measures and contributing towards an improved walking experience and wellbeing.

**RAG Status:** Green (as last report to committee at Programme level)

**Risk Status:** Low (as last report to committee)

**Total Estimated Cost of Project (excluding risk),** £350,000-£400,000.

**Change in Total Estimated Cost of Project (excluding risk):** Increase of £150k since Gateway 3 approval as a result of the external funding contribution.

**Funding Source:** A 50% contribution from the EC BID has been confirmed, with the other 50% contribution from the Section 106 Agreement of 40 Leadenhall Street and 52-54 Lime Street projects.

**Spend to Date:** Fees to date have primarily been funded directly by the EC BID. The City Corporation has contributed £7,000 in fees towards the design development of the project. City staff costs have been funded as part of the overall City Cluster Wellbeing and Climate Change resilience programme management.

**Costed Risk Provision Utilised:** NA



<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Light)</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Approve the change in scope and funding strategy as set out in this report.</li> <li>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.</li> <li>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).</li> <li>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.</li> </ol>																												
<p><b>3. Budget</b></p>	<p>Table 1. Well-being and Climate Change resilience programme spend to date. Involves the development of seven projects within the programme.</p> <p>The available funds are sufficient to reach Gateway 5.</p> <table border="1" data-bbox="528 1460 1433 1984"> <thead> <tr> <th colspan="4"><b>Table 1: Spend to Date - City Cluster Vision - Well-being &amp; Climate Change - 16800437</b></th> </tr> <tr> <th><b>Description</b></th> <th><b>Approved Budget (£)</b></th> <th><b>Expenditure (£)</b></th> <th><b>Balance (£)</b></th> </tr> </thead> <tbody> <tr> <td>Env Servs Staff Costs</td> <td>29,000</td> <td>11,502</td> <td>17,498</td> </tr> <tr> <td>Open Spaces Staff Costs</td> <td>14,000</td> <td>2,845</td> <td>11,155</td> </tr> <tr> <td>P&amp;T Staff Costs</td> <td>85,000</td> <td>81,397</td> <td>3,603</td> </tr> <tr> <td>P&amp;T Fees</td> <td>57,000</td> <td>53,914</td> <td>3,086</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>185,000</b></td> <td><b>149,659</b></td> <td><b>35,342</b></td> </tr> </tbody> </table>	<b>Table 1: Spend to Date - City Cluster Vision - Well-being &amp; Climate Change - 16800437</b>				<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>	Env Servs Staff Costs	29,000	11,502	17,498	Open Spaces Staff Costs	14,000	2,845	11,155	P&T Staff Costs	85,000	81,397	3,603	P&T Fees	57,000	53,914	3,086	<b>TOTAL</b>	<b>185,000</b>	<b>149,659</b>	<b>35,342</b>
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	<p>The overall programme budget was approved in April 2021 at between £1.4 and £1.5M for the delivery of seven projects within the programme.</p> <p>The scope of the Green Streets project has been increased to take account of the aspirations of the recently established EC BID. This includes funding from the BID of £175,000, resulting in a total estimated project cost of £350-400k (see Section 4 below).</p> <p>As a result, Members should note that the overall cost of the Wellbeing and Climate Resilience Programme will increase. A programme level update report is intended to be submitted in September, to provide an overview on all workstreams.</p>
<p><b>4. Issue Description</b></p>	<p><b>4.1. Scope change:</b></p> <p>At Gateway 4, seven projects were approved to be taken forward as part of the delivery of the Wellbeing and Climate resilience programme. The projects were organised in three themes as follows:</p> <p>Improvements to existing public spaces:</p> <ol style="list-style-type: none"> <li>1. St Helen’s Bishopsgate churchyard:</li> <li>2. St Andrew Undershaft churchyard</li> <li>3. Jubilee Gardens</li> </ol> <p>Green streets:</p> <ol style="list-style-type: none"> <li>4. Creechurch Lane - Stoney Lane (interim greening measures)</li> <li>5. Philpot Lane - Rood Lane (interim greening measures)</li> </ol> <p>Climate Change Resilience measures</p> <ol style="list-style-type: none"> <li>6. Bevis Marks and Houndsditch; Pilot Sustainable urban drainage (Suds) scheme</li> <li>7. Area wide tree planting</li> </ol> <p>4.2 The Green Streets project initially consisted of interim greening measures (in locations listed above), to deliver a welcoming and attractive urban environment in the short-term. Proposals considered at Gateway 4 included installation of parklets, planters and seating, building on the measures delivered as part of the City Corporation’s Covid19 recovery strategy.</p> <p>However, this scope is proposed to be revised in response to the objectives of the EC BID to include longer lasting green interventions alongside seating in more locations in the City Cluster. This will result in a more sustainable and impactful outcome. The proposed locations are set out in 4.4 below.</p>

4.3 A high-quality design has been developed by architects WMB studio. The materials chosen for the modular seating and planting units are natural and durable and minimal maintenance is anticipated. The materials considered for the units are robust and long lasting. The units will be fabricated using terracotta and reclaimed timber for the seats. The modules have been designed to be movable and arranged in different configurations in response to specific site conditions. The aim is for the seating and planting units to be reused across the area in other public realm improvements.

A resilient planting palette will be selected to ensure plants are suitable for the site conditions. Please see designs in the appendix 3.

4.4 The Green Streets project will now deliver installations in the following locations:

Sites proposed at Gateway 4:

1. Rood Lane
2. Creechurch Lane north
3. Philpot Lane: a temporary intervention has been installed at this location as part of the Covid-19 recovery measures. This will be evaluated further to consider stakeholder needs, traffic movement and dependencies with nearby developments.

Additional sites proposed:

4. Lime Street
  5. Fen Court north
  6. Mark Lane / Great Tower Street
  7. Mark Lane north
  8. Fenchurch Place (London Street)
  9. St Margaret Pattens courtyard
- See plan attached in Appendix 3.

4.5 A joint funding strategy has been agreed with the EC BID which has enabled the scope to be expanded. The EC BID has committed to funding £175,000 for the delivery of the Green Streets project. The City Corporation's contribution will be from S106 receipts that were committed to this programme at Gateway 4.

4.6 A prototype installation is planned to be commissioned by the EC BID to finalise manufacturing details and reduce risk for future installations. It is proposed that the City Corporation will cover the cost of the soft landscaping for the prototype, utilising existing funds from the Cool Streets and Greening Programme.

	<p>The aim is to install a prototype in September to review and test the design ahead of rolling out the wider project by the end of 2022.</p> <p>4.7 The maintenance costs of the installations will be covered by the EC BID through a maintenance agreement to be finalised at the next stage. This will include an allowance for the occasional movement or relocation of the installations. This will be detailed in the Gateway 5 report (delegated to the Director of Environment) in the autumn. The Gateway 5 report will also include an assessment of pavement width and impact on Pedestrian Comfort Levels to ensure there is still sufficient width available for people walking.</p>
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### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Risk Register
<b>Appendix 3</b>	Project summary; visuals and plans

### **Contact**

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# Project Coversheet

## [1] Ownership & Status

**UPI:**

**Core Project Name:** City Cluster - Well-being and Climate Resilience programme: Green Streets project

**Programme Affiliation** (if applicable):

**Project Manager:** Maria Herrera

**Definition of need:** Project scope increased due to additional external funding being secured

**Key measures of success:**

1. Project prototype is delivered successfully in September.
2. Design details are agreed and approved by funding partner.
3. Project objectives are achieved, and stakeholders are supportive.

**Expected timeframe for the project delivery:** July-December 2022

**Key Milestones:**

1. *Production of prototype and signoff design.*
2. *Gateway 5 report is submitted in September.*
3. *Implementation of all sites completed by December 2022*

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

Target completion timescales is connected to the production of the prototype to ensure the design is successful and reduce risk.

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

Not yet. The funding partner (EC BID) intend to promote the project in the Autumn 2022.

## [2] Finance and Costed Risk

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

**'Project Briefing' programme report**

**City Cluster Area –Delivery Plan, as approved by:**

Planning and Transportation Committee – For decision, 14 July 2020

Streets and Walkways Sub – For decision, 07 July 2020

Projects Sub – For decision, 30 July 2020

Open Spaces Committee - For information, 14 July 2020

- Total Estimated Cost (excluding risk): £2.4-2.9m delivery of the initial three years of work (2020-23)
- Costed Risk Against the Project: NA
- Estimated Programme Dates: 2020-2023 for the overall programme which consists of several projects across three workstreams.

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<p>Scope/Design Change and Impact: The delivery of the programme was set out within three work programmes:</p> <ol style="list-style-type: none"> <li>1. Pedestrian Priority and traffic reduction</li> <li>2. Well-being and Climate Change resilience</li> <li>3. Activation and Engagement</li> </ol>
<p><b>City Cluster Area – Wellbeing and Climate Change resilience programme implementation (2021-2024) Gateway 3, as approved by:</b></p> <p>Planning and Transportation Committee – For decision-14 July 2020  Streets and Walkways Sub – For decision – 07 July 2020  Projects Sub – For decision – 30 July 2020  Open Spaces Committee - For information – 14 July 2020</p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £750-850k for the projects within the programme.</li> <li>• Estimated Programme Dates: 2020-25</li> </ul> <p>Scope/Design Change and Impact: Projects within the programme have been developed further and this reflects the increase in overall estimated costs. External funding has been taken into account in the estimated programme costs.</p>
<p><b>City Cluster Area – Wellbeing and Climate Change resilience programme implementation (2021-2024) Gateway 4, as approved by:</b></p> <p>Open Spaces Committee - For decision – 27 April 2021  Streets and Walkways Sub Committee – For decision – 29 April 2021  Projects Sub Committee– For decision – 17 May 2021</p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk): £1.4-£1.5 for the projects within the programme.</li> <li>• Resources to reach next Gateway (excluding risk): within project budget as set out in report.</li> <li>• Spend to date: £149,659 on this programme only (June 2021).</li> <li>• Costed Risk Against the Project: NA</li> <li>• Estimated Programme Dates:2021-24</li> </ul> <p>Scope/Design Change and Impact: Detailed project scope has been presented with seven projects proposed to be taken forward to gateway 5. The Green Streets project is one of the projects within the programme.</p>
<p>‘Authority to start Work’ G5 report (as approved by PSC xx/yy/zz):</p> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk):</li> <li>• Resources to reach next Gateway (excluding risk)</li> <li>• Spend to date:</li> <li>• Costed Risk Against the Project:</li> </ul>

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- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]:**<Current Range>  
**Programme Affiliation [£]:**<(If applicable) What is the estimated total programme cost including this project:>

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City of London: Projects Procedure Corporate Risks Register

Project Name: **Green Streets - City Cluster Well being and Climate**

PM's overall risk rating: **Low**

CRP requested this gateway

Average unmitigated risk **7.1**

Open Risks **8**

Unique project identifier: **NA**

Total estimated cost (exc risk): **£ 350,000**

Total CRP used to date **£ -**

Average mitigated risk score **5.5**

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	5	(10) Physical	Project prototype not delivered by September 2022	Delivery impacted by manufacturing delays of units	Possible	Major	12	£0.00			The design team are working with suppliers to ensure the sample is produced in time for installation in September. Ensure payment for the production of the sample is actioned promptly.	£0.00	Possible	Serious	£0.00	6	£0.00		05/05/2022	DBE			
R2	5	(10) Physical	Trees cannot be planted due to a lack of depth or utilities.	Site conditions may impact the ability to plant trees.	Possible	Minor	3	£0.00			The consideration for street trees in one location has been considered and subject to a trial hole to investigate ground conditions. Alternative locations have been identified as part of another workstream.	£0.00	Possible	Minor	£0.00	3	£0.00		05/05/2022	DBE			
R3	5	(10) Physical	Bespoke design fails and planters cannot be manufactured.	The project requires the procurement of bespoke planters with a specialist supplier.	Possible	Major	12	£0.00			The design team are working with the suppliers to review design details and a prototype will be manufactured to rectify any design issues.	£0.00	Possible	Major	£0.00	12	£0.00		05/05/2022	DBE			Throughout the design process the design team has visited the manufacturer premises and assurance has been provided in terms of quality and experience of the selected supplier. Alternative materials have also been evaluated and could be
R4	5	(10) Physical	Works cost increase due to appointment of new term contractor.	FM Conway have been appointed as the new City's term contractor, an increase on rates is expected.	Likely	Serious	8	£0.00			The budget has taken this increase into consideration and the project can be adjusted to be delivered within the available budget.	£0.00	Likely	Serious	£0.00	8	£0.00		05/05/2022	DBE			
R5		(4) Contractual/Partnership	Delays to the Procurement of products	A significant delay to the receipt of orders will impact the programme for implementation	Possible	Serious	6	£0.00			To establish procurement route at Gateway 5 stage to ensure suppliers and stakeholders are aware of the issue.	£0.00	Possible	Serious	£0.00	6	£0.00		05/05/2022	DBE			
R6		(4) Contractual/Partnership	Sites for intervention become unavailable due to nearby construction sites.	The sites that have been selected for the implementation of the project have been evaluated based on site conditions, access and impacts of nearby developments.	Unlikely	Major	8	£0.00			The project has been developed taking into account site conditions and available areas for intervention, alternative sites can be evaluated if required.	£0.00	Possible	Minor	£0.00	3	£0.00		05/05/2022	DBE			
R7		(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers	Unlikely	Minor	2	£0.00			All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Delivery of the project is unlikely to cause noise issues as the units are self standing.	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/05/2022	DBE			
R8		(5) H&S/Wellbeing	Funding sources are not available in time for orders to be placed.	Availability of funding is crucial for the delivery of the sample installation in September and the subsequent implementation of the rest of the interventions.	Possible	Serious	6	£0.00			CoL officers are working on committee report approvals in line with Corporate procedure. The EC BID (funding partner) have agreed the contribution to fund the project.	£0.00	Unlikely	Serious	£0.00	4	£0.00		15/03/2020	DBE			

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### Appendix 3. City Cluster Programme overview

The City Cluster delivery framework is structured around three programmes and focused on the implementation of the City Cluster Vision.

This work supports objectives set out in the Transport Strategy, Climate Action Strategy and Destination City report.

The three programmes are:

**Programme 1:**  
**Pedestrian priority & traffic reduction**

Ensure pedestrian routes can accommodate the projected increases in pedestrians and cyclists flows by rebalancing the street capacity.

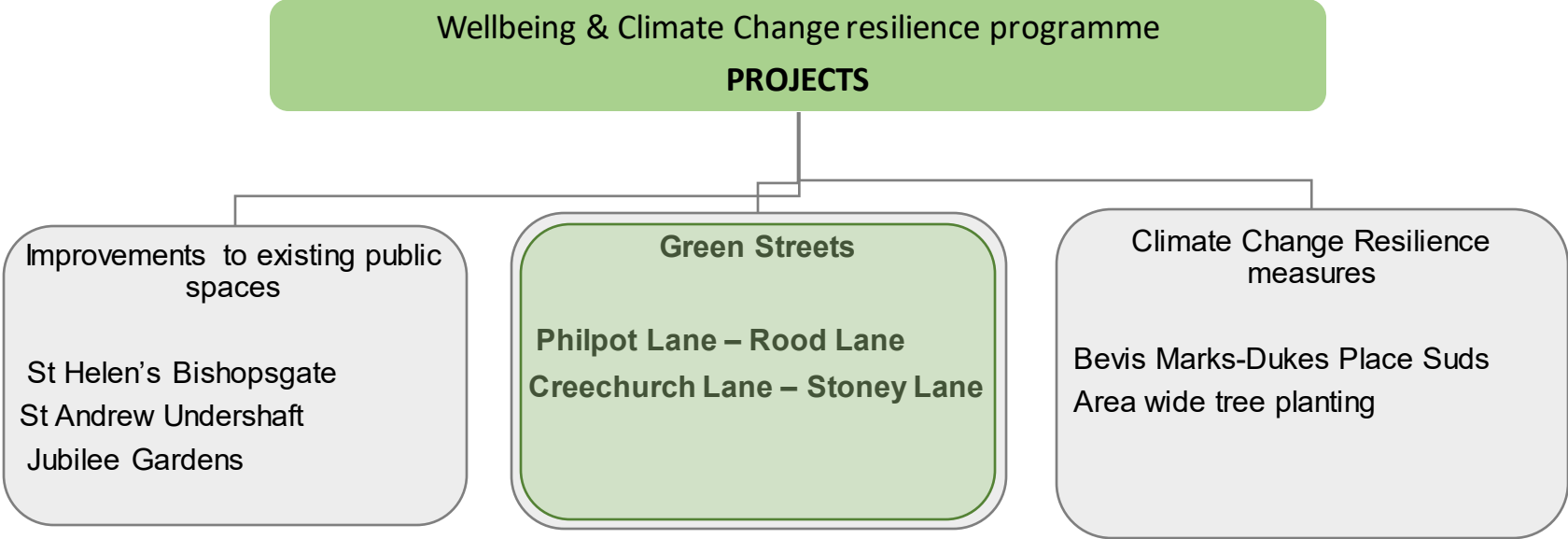
**Programme 2:**  
**Well-being & Climate change resilience**

Promote the improvement of public spaces and introduce greenery to deliver an attractive environment.

**Programme 3:**  
**Activation & engagement**

Deliver public places that are welcoming and inclusive; and encourage public participation and social engagement.

**Appendix 3. City Cluster - Wellbeing and Climate Change resilience Programme**



Green Streets.  
Project summary



**Location plan; EC BID area.**

- Proposed sites for installations:
1. St Margaret Pattens courtyard
  2. Rood Lane
  3. Lime Street
  4. Fen Court north
  5. Mark Lane / Great Tower Street
  6. Mark Lane north
  7. Fenchurch Place
  8. Creechurch Lane north
  9. Philpot Lane: existing parklet



## Concept design.



## CLUSTERS

The Pentile provides versatility and allows tailoring to specific sites. The physical model shown opposite is set up in the form of a Parklet (single sided seating with planters forming a buffer to the road). The plan drawing below illustrates how this would be applied at the site in front of WeWork. A deck would be required to bring the level of the ground up to be at least flush with the pavement.

The image immediately to the left illustrates one of the smaller clusters that we recommend are distributed on 'incidental' locations throughout the Eastern City area to reinforce the idea of a connected network or trail of interventions. This 4 pentile cluster could be any combination of seats and planters, to suit the location.



# Detail. Seating units and modules



Terracotta base with timber seat







## Materials

- Terracotta base
- Sustainable timber seats
- Resilient planting palette



**Example installations.**



Terracotta base with timber seat

<b>Committee(s):</b> Operational Property and Projects Sub Committee	<b>Dated:</b> 26 September 2022
<b>Subject:</b> Climate Action Strategy - Purchased Goods and Services Project Plan Update	<b>Public</b> <b>Appendix Non-Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	2, 5, 11, 12
<b>Report of:</b> Emma Moore, Chief Operating Officer	<b>For Information</b>
<b>Report author:</b> Lisa Moore, Responsible Procurement Manager	

## Summary

The Purchased Goods and Services (PGS) project plan of the Climate Action Strategy (CAS), aims to improve supplier's performance in delivering low carbon and sustainable contracts. PGS plans to introduce a category measurement of supplier emissions that will inform engagement, help set targets and increase performance management. The project focuses on working with our top emitting suppliers and seeks to embed low carbon procurement practices and sustainable procurement standards throughout our purchasing decisions.

The focus this year has been engagement with both internal stakeholders and suppliers raising climate action on agendas and getting commitment to take action. We are working on several projects to help capture carbon reductions as moving away from proxy values in carbon emissions data reporting is proving to be a challenge due to lack of information from the supply chain.

## Recommendation(s)

- Members are asked to note the report.

## Main Report

### Background

1. The carbon footprint exercise that accompanied the development of the CAS from FY 2018/19, identified PGS as the third largest area for carbon emissions in the City Corporation's Scope 3 measurements. Work under the CAS PGS project plan will improve supplier's performance in delivering low carbon and wider sustainable products and services on our contracts. It will also introduce a measurement of supplier emissions by category to inform decision making.
2. Initially, the PGS project plan focuses on the top 25 suppliers to get the greatest carbon return on effort invested and to update procurement standards so we may reduce carbon emissions quicker than the current Government Buying Standards. The latter will be balanced against commitments to SMEs.

### Current Position

3. The PGS project plan outlines five main aims. Members are asked to note the aims and the update against each:

**Implement the Carbon Net Zero Procurement Plan; FY 2022 – 2024 “Does your organisation have a net zero carbon target?”**

4. This has been included in tenders over £100,000 since April 2022. The responses have been very positive. The information received indicates that climate action is on the radar of businesses throughout the supply chain including SMEs. The market appears to be working proactively on climate action and further ahead than we anticipated so we are reviewing the net zero carbon plan (NZCP) for suppliers to see if timelines can be brought forward. The next step in the plan will be to introduce a standard weighting tied to the PGS KPI on carbon metrics.

**Work with our supply chain to embed Climate Action KPIs into the supply chain through focus on the most impactful contracts.**

5. Engagement with our Top 25 suppliers has been a key activity this year with more than 40 meetings held with suppliers. The PGS team worked with an external consultant to map the first ‘Top 25’ set based on proxy data and carbon intensity with a view to have representation from each category in PGS remit. See appendix for the list of Top 25 suppliers. This list will be reviewed annually after the carbon footprinting exercise to ensure we are working with the most relevant suppliers to advance the project plan objectives.
6. Through discussions with our Top 25 suppliers several carbon reduction projects are being explored which include swapping to low carbon goods or machinery. More details can be found in appendix one which has been put in the non-public papers for commercial reasons.

**Focusing on the most impactful contracts, migrate away from proxy values to track carbon performance more accurately.**

7. While we are finding suppliers are more engaged than expected on climate action in general, proxy data (data calculated using spend with a supplier against an industry standard carbon emissions factor) is still largely used across the PGS supply chain. The one exception in our Top 25 is the corporate print supplier.

The requirement to help us move away from proxy and provide more accurate data is being included in relevant new contracts such as the Integrated Facilities Management contracts and we are engaging the current Top 25, but it is proving to be a challenge. We do not expect this to change significantly this year, but will keep exploring options for more accurate data such as ‘top down’ metrics which may be useful for service contracts. That approach may allow us to apportion a percentage of a company’s own carbon emissions footprint based on City Corporation activity rather than rely on spend.

**Develop low carbon, green and circular criteria, and standards to help decouple carbon from spend.**

8. An in-house tool is in development to ‘read’ our spend data and produce reports on our most carbon intensive (by way of volume) goods and services. The information will be used to engage with category boards.

9. A specification is being drafted to procure a consultant to write options after this scoping exercise. The current timeline for this project would see implementation of the outputs in FY 23/24.
10. PGS are currently supporting the Environment department on a review of materials used in the public realm which use whole life cycle analysis materials performance data on cost, carbon emissions and ethical sourcing. We will also be engaging with officers on low carbon trials in the second half of this year.

**Ensure this project plan promotes a Just Transition for worker's rights and livelihoods e.g. we do not want to perpetuate use of zero hours contracts, worker's paying for their own retraining or modern slavery.**

11. It is essential that we keep people and human rights in focus while carrying out this project plan. An equalities impact assessment has been carried out for the year two plan with no negative impacts from the work planned.
12. The supplier action plan includes a section for suppliers to declare any high risk areas under the Just Transition principles for suggested innovations or pilots which will be checked by the PGS team before going ahead.
13. The PGS team are undertaking a review of high risk areas for modern slavery in our domestic and global supply chains against the response to climate action. A training session will be delivered to the climate action leads and commercial services team in Q3 to support the Just Transition aim of the project plan.
14. The London Responsible Procurement Network, of which the City Corporation is a founding member and sits on the steering group, will be hosting a meeting in October on Modern Slavery and the response to Climate Action.

### **Key Performance Indicators**

15. Four key performance indicators have been set for this project plan:
  - % spend on suppliers with SBTi targets or equivalent Paris aligned target – 32% for FY 21/22 which increased from 27% for FY 20/21 and 15% in 19/20
  - Number of Top 25 contracts with action plans signed off – Currently zero, but that is due to the action plan still being in draft form.
  - % spend on contracts with a carbon metric integrated – this is not currently known, but will be tracked by end of Q3.
  - Annual carbon footprint from PG&S – FY21/22 footprint exercise complete and going through external verification process in September 2022
16. We are still using proxy data to inform our carbon foot-printing exercises. A change to the scope of PGS has meant a jump in the carbon emissions associated with this project plan. There has been an overall reduction from the baseline year, but until we can decouple from proxy spend we are relying on individual projects to show true carbon reduction.
17. While not a key metric at the moment, PGS has been working closely with Heart of the City (HoTC) to support the SMEs in our supply chain. A small number of our

Top 25 suppliers are SMEs so we are expanding to the Top 50 for future engagement. We've had one of the SMEs in our Top 25 sign up to HoTC's programme.

### **Corporate & Strategic Implications**

18.

- Strategic implications – Efforts to improve environmental sustainability supports the Corporate Plan, Responsible Business Strategy, RP Policy and CAS.
- Financial implications – City Procurement's efficiency and savings targets have consistently been met even as requirements for responsible procurement outcomes have been continuously strengthened since 2016.
- Resource implications – No additional resource implications as a result of this paper.
- Legal implications – Procurement regulations are considered before implementing changes as a result of the PGS project plan.
- Risk implications – Delays in initial recruitment have slowed progress on the project plan but this is not likely to have an impact on achieving the net zero target by 2040.
- Equalities implications – No equalities implications have been identified to date, but we will continue to monitor and assess at least annually.
- Climate implications – The work outlined in this paper is directly supporting CAS
- Security implications – No security implications have been identified.

### **Conclusion**

19. Engagement with internal stakeholders and key suppliers has been the headline in the first half of this year. We hope that this partnership working approach can show carbon reduction as well as cost savings on our contracts.

### **Appendix – CAS PGS Top 25 Suppliers**

**Lisa Moore, Responsible Procurement Manager, City Procurement**

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