



Streets and Walkways Sub (Planning and Transportation) Committee

Date: TUESDAY, 26 SEPTEMBER 2023

Time: 1.45 pm

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

Members:

Graham Packham (Chairman)	Deputy Alastair Moss
John Edwards (Deputy Chairman)	Aldерwoman Susan Pearson
Deputy Randall Anderson	Ian Seaton
Deputy Marianne Fredericks	Paul Martinelli, Finance Committee (Ex-Officio Member)
Deputy Shravan Joshi	Oliver Sells KC (Ex-Officio Member)
Deputy Charles Edward Lord	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

To agree the public minutes of the meeting held on 4 July 2023.

For Decision
(Pages 5 - 16)

4. **100 MINORIES: 278 HIGHWAY WORKS (PHASE 1), AND PUBLIC REALM ENHANCEMENTS (CRESCENT) (PHASE 2)**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 17 - 50)

5. **CITY CLUSTER AREA - PROGRAMME UPDATE (INCLUDING LEADENHALL STREET IMPROVEMENTS)**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 51 - 100)

6. **CREECHURCH LANE AREA IMPROVEMENTS (CITY CLUSTER PROGRAMME)**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 101 - 118)

7. **ST PAUL'S CATHEDRAL EXTERNAL RE-LIGHTING**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 119 - 162)

8. **MANSION HOUSE STATION ENVIRONS - LITTLE TRINITY LANE PUBLIC REALM ENHANCEMENTS**
Report of the Interim Executive Director, Environment.

For Decision
(Pages 163 - 188)
9. **WIDEGATE STREET BARRIER AND OPERATION S278**
Report of the Interim Executive Director, Environment.

For Decision
(Pages 189 - 196)
10. **ALLOCATION OF RING-FENCED S106 DEPOSITS TO PROJECTS AND PROGRAMMES**
Report of the Interim Executive Director, Environment.

For Decision
(Pages 197 - 206)
11. **COMBINED SECTION 278 PROJECT INITIATION REPORT**
Report of the Interim Executive Director, Environment.

For Decision
(Pages 207 - 274)
12. **COMMEMORATIVE BENCHES AND TREES POLICY**
Report of the Interim Executive Director, Environment.

For Decision
(Pages 275 - 286)
13. **22 BISHOPSGATE PUBLIC REALM PROJECT**
Report of the Interim Executive Director, Environment.

For Decision
(Pages 287 - 296)
14. **35 VINE STREET SECTION 278 HIGHWAY WORKS**
Report of the Executive Director, Environment.

For Decision
(Pages 297 - 308)

15. **CREED COURT S.278**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 309 - 318)

16. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Decision
(Pages 319 - 322)

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

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

19. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-public Agenda

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

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

STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE

Tuesday, 4 July 2023

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Tuesday, 4 July 2023 at 1.45 pm

Present

Members:

Deputy Graham Packham (Chairman)
John Edwards (Deputy Chairman)
Deputy Randall Anderson
Deputy Marianne Fredericks
Deputy Shravan Joshi
Alderman Susan Pearson
Ian Seaton
Alderman Ian David Luder (Ex-Officio Member)
Paul Martinelli (Ex-Officio Member)

Officers:

Zoe Lewis	-	Town Clerk's Department
Luke Major	-	Town Clerk's Department
Simon Bradbury	-	Environment Department
Gillian Howard	-	Environment Department
Ian Hughes	-	Environment Department
Beth Humphrey	-	Environment Department
Joe Kingston	-	Environment Department
Daniel Laybourn	-	Environment Department
Sam Lee	-	Environment Department
Bruce McVean	-	Environment Department
Paul Monaghan	-	Environment Department
Kristian Turner	-	Environment Department
Giacomo Vecia	-	Environment Department

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Alastair Moss.

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

There were no declarations of interest.

3. MINUTES

RESOLVED, That the public minutes of the meeting of 23 May 2023 be approved as an accurate record of the proceedings subject to an addition being

made to the discussion on Item 5 in relation to commercial Apps being used to report issues. (see below).

Matters Arising

Rerouting of Number 11 Bus

In response to a Member's question, an Officer stated that he was not aware of the Policy Chairman having received a response from TfL to his letter about changes to the Number 11 bus route. The Officer would check this. The Member suggested that if a response had not been received, a letter be sent to a senior officer at TfL for a response. In response to the Chairman's question, the Member advised that the bus had been rerouted and the letter was requesting it be routed back to the previous route.

Use of Commercial Apps to Report Issues

In response to the amendment to the minutes of 23 May 2023, an Officer stated that there were a number of routes which complaints, reports and queries came through and this was being streamlined. There was no intention to develop a City App and the preferred approach would be to leverage 3rd party smartphone Apps as the primary reporting channel.

4. **BEECH STREET TRANSPORTATION AND PUBLIC REALM PROJECT (PHASE 1 - ZERO EMISSION SCHEME)**

The Sub-Committee considered a report of the Executive Director, Environment which was a Gateway 5 report informing Members on the results of the public consultation and seeking approval for the recommended option. An Officer stated that the linked Gateway 3 report for the Healthy Neighbourhood Plan was Item 5 on the agenda.

Members were informed that there were two distinct options for consideration. Option 1 would make the zero-emissions scheme permanent. Option 2 was recommended by Officers. This option was not to make the zero-emissions scheme permanent with Beech Street and Golden Lane continuing to operate as currently.

The Officer stated that the traffic had returned to 2019 levels, even though traffic across the City was at 85% of 2019 levels. Two-thirds of the Beech Street traffic was through-traffic that did not stop. Air quality had been measured for 12 months across 2022 and it showed a marginal breach of the national legal limits. The value was now 41 micrograms of Nitrogen dioxide (NO₂) per metre cubed.

Members were informed that the consultation results showed an even split between those who were supportive and not supportive of the proposals.

The Officer outlined the reasons why Officers supported Option 2. He informed Members that the air quality breach was marginal and was a significant improvement on the 2019 levels which were over 60 micrograms of NO₂ per cubic metre. There was an expectation that as air quality in London improved, as electric vehicle take up increased the tunnel air quality would continue to improve. There were disbenefits to some residents in terms of access and

deliveries with the previous zero-emission scheme and support amongst City residents was only 46%.

Members were provided with a revised Appendix 2 which corrected errors on some of the budgeted figures. They were advised the overall budget remained the same.

A Member commented on the traffic data in relation to Fore Street and stated that this road had been closed for much of the year which would have affected the figures. The Officer stated that he would check if a road closure was in place at the time the traffic count was undertaken.

A Member stated that the report showed the benefit of the Ultra Low Emission Zone (ULEZ) scheme and that was a significant contributor to air quality improvement in Beech Street and elsewhere and that an enhancement of the scrappage scheme would reduce the number of more polluting non-compliant vehicles using the roads.

A Member asked about the reuse of cameras. An Officer stated that they would be repurposed for the enforcement of the City-wide HGV restriction. In response to a Member's question about the costs of the cameras, an Officer stated that they cost between £12,500 and £15,000 each.

A Member stated he was in support of the wider scheme and if it was not possible to advance this with Islington Council in the near future, Officers should see how to proceed within the City boundaries.

A Member asked about exposure and stated that as people did not spend much time in the tunnel, their exposure would be lower, whereas there were more issues with polluted areas outside of the tunnel where people spent more time. An Officer stated that there was an hourly limit for nitrogen dioxide which was 200 micrograms per cubic meter. She advised that in general, people would walk along, rather than spend time on Beech Street. Anywhere that averaged out to over 60 micrograms per cubic metre per year was concerning from a health perspective. The Officer stated that Appendix 9 of the report showed the diffusion tube data. The nitrogen dioxide monitors were close to the roadside and a tool developed by the Department of Environment, Food and Rural Affairs showed nitrogen dioxide levels dropped off with distance from roads i.e. towards the facades of buildings in which people spent more time.

A Member commented on the Golden Lane flats which were built over the pavement with their windows at the kerb line. The Officer stated that there was still distance to be factored in in terms of height, as NO_x concentrations reduced when measured at increasing heights above roads. A study had been undertaken with some residents of the Barbican and Golden Lane estate. Residents across both estates were asked to measure air pollution using diffusion tubes in their doorways and balconies and this had shown an average decrease in air pollution of 46% between 2014 to 2022.

A Member stated that working with Islington Council would benefit the area as pollution was a cross borough issue and taking a micro-project perspective would not work.

A Member stated that of those who responded to the consultation, 54% of the City residents opposed the proposal opposed to 45% of non-residents. However, many of the respondents had opposed it as they said the scheme did not do enough to reduce traffic and air quality.

A Member commented that in some cities, air quality measurements were taken before approval of residential planning applications and before residents moved in. This was not currently undertaken in the City and it was suggested that this could be added to the checklist of considerations.

A Member stated that the most heavily congested areas in the City were alongside social housing. She stated that Mansell Street Estate and the Golden Lane Estate had a high concentration of residents, including children and Golden Lane had two schools. The Member stated that air pollution was damaging to young children and their brain development. She considered that more should be done in the wider area and traffic should be reduced along Golden Lane.

RESOLVED - That the Sub-Committee

1. Agree Option 2 – to not make the zero-emission scheme permanent, with Beech Street and Golden Lane continuing to operate as currently;
 2. Note that work would continue with LB Islington to develop the Barbican, Bunhill and Golden Lane Healthy Neighbourhood Plan;
 3. Approve the adjusted project budget (Revised Appendix 2 of the Officer report);
 4. Approve the updated Costed Risk Register (Appendix 4 of the Officer report); and
 5. Be provided with the report of the residential study of air quality.
5. **BARBICAN AND GOLDEN LANE HEALTHY STREETS PLAN**
The Sub-Committee considered a Gateway 3 report of the Executive Director, Environment which asked Members to note the feedback from the public engagements run in parallel with the Beech Street consultation. The report also sought approval for increasing the project budget to continue to develop the plan with Islington Council.

Members were advised there had been 189 respondents to the consultation, making 895 comments in total.

In response to questions from a Member about the programme, progress to date and when the project would be delivered, an Officer stated that there

would be an initial meeting with Islington to set out the programme. It was estimated it would take 8-12 months to fully develop the plan including any required traffic modelling, and working with TfL if there were any implications on bus journey times etc.

In response to the Chairman's questions about how the project would be staffed and the methodology for joint project oversight and reporting, an Officer stated that both the City governance and committee processes would be followed and in Islington, their governance and committee processes would be followed. Concepts and ideas would be developed at a work shop. Islington had a dedicated half time Officer, and with the budget increase, the City would have resources to progress this through the next 12 months with a dedicated project manager. The Chairman stated that these details must be worked out at the start of the project and agreed with elected members in both Local Authorities to avoid any unnecessary complexity, delay and expense.

A Member suggested that the Chairman and Deputy Chairman have an initial meeting with Officers and the relevant Cabinet Member at Islington Council and Councillors from Bunhill ward so there was Member level agreement in the methodology to be followed and the outcomes to be achieved. There could then be further meetings at interim stages. He suggested these meetings could help avoid unnecessary delays and expense.

A Member asked about the air quality measures. An Officer stated that whilst Particulate Matter (PM) 2.5 and PM 10 were still measured at multiple locations across the square mile, they were not considered targets in any specific project due to the nature of PM dispersing much more than Nitrogen Dioxide (NO₂). Members were informed that 96% of the PM in the square mile came from other boroughs and even outside the country so there was little control over it. NO₂ was a target as it could be controlled within a few metres of its source.

A Member asked whether PM should be a target, as vehicles, especially electric vehicles, emitted particulate matter. He raised concern that this was damaging for health, especially as the particulate matter dispersed. The Officer stated that there was no way to measure it as a target. Although the number of vehicles could be measured, there was no way of ascertaining whether the source was local. The Chairman asked if a pan-London approach would be helpful in addressing this. The Officer stated that a pan-London approach would be beneficial but there was also a need for a national approach and an international approach. An Officer stated that the City had its own strategic approach and there was a London-wide strategic approach to not just have cleaner vehicles on the roads, but also fewer vehicles on the roads.

A Member asked whether the consultation process and the plan development would consider all options including Beech Street potentially being a zero-emissions street. The Officer stated that Beech Street and Chiswell Street attracted a lot of traffic as an east-west route. Traffic had returned to 2019 levels on Beech Street and this was likely to be for a variety of reasons. It was likely that a traffic restriction measure would be necessary. There were fewer

people walking on Beech Street than in 2019 and the southern footway was rated F in terms of pedestrian comfort so was below the targets in the Transport Strategy. The Officer confirmed work would need to be done but this would not necessarily be through a zero-emissions street.

RESOLVED - That the Sub-Committee

1. Note the change in the project name and the extent of the project area from Gateway 2 as shown in Figure 1 of the Officer report;
2. Note the findings of the Public Engagement;
3. Approve joint working with Islington Council to develop the Healthy Neighbourhood Plan; and
4. Approve the budget increase of £109,000 from £141,00 to £250,000 to reach the next Gateway, funded from the City Fund CIL receipts as detailed in Table 3 Appendix 3 of the Officer report.

6. **ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS**

The Sub-Committee considered a Gateway 6 Outcome report of the Executive Director, Environment.

The Chairman commented on the successful outcome of the project and stated that there were several learning points which could be usefully applied to the Newgate Square project.

A Member stated that the partnership approach in this project was positive. This included support from TfL of £8m. The Member stated that this was one of the largest projects the City had undertaken. There was also a side project to transform Aldgate and The Minories. She stated the contractors had dealt well when walls and burial sites were found whilst digging and there had been problems filling in the underpasses. The Member stated that Officers had reacted in a dynamic way to keep the programme on track. The Member raised concerns about the Pavilion but stated these were outside the remit of the Sub-Committee. She stated that the project had transformed the area and residents on the east side of the city now had a yard in which to hold events and bring the community together. She thanked Officers and Members on the Streets and Walkways Sub-Committee at the time and stated she would welcome more of this type of project.

RESOLVED – That the Sub-Committee

1. Note and approve the content of the outcome report;
2. Authorise Officers to complete the final account for the project;
3. Note that the unspent Section 106 funds were to be reallocated to other projects in accordance with the requirements of their related legal agreements and a separate report would be brought to Members that sets out details of the proposed reallocations; and

4. Agree to close the project.

7. **EXTENDED REVIEW OF DOCKLESS OPERATOR LIME**

Members considered a report of the Executive Director, Environment, which outlined the results of the extended review into dockless operator, Lime.

Members were informed that a review had taken place of both dockless operators, Lime and Human Forest following complaints regarding their performance around their operations in the City. In January 2023, it was decided to reapprove Human Forest to continue operating in the City but to extend the review into Lime to assess whether they were able to meet the City's standards and requirements.

The Officer stated that the report summarised the results of the extended review and recommended that following a satisfactory review and extensive engagement with Lime, that Lime be approved to continue to operate in the City whilst maintaining ongoing performance reviews. This approach would enable further engagement and for work to be undertaken to improve operations in the City, especially whilst awaiting additional powers in the form of primary legislation to help regulate the industry. Members were informed that the report and recommendations did not propose any changes to the current approach to dockless cycles more generally, other than to recommend a limited trial of allowing users to end their journeys in some Sheffield stands and bike racks.

There was concern expressed from a Member that the City was judging the performance of the dockless cycle-hire vendors using statistics provided by the vendors themselves, and whether there was independent verification of their performance from Officers. An officer responded that Officer verification would be the ideal, but there were constraints due to the Officer time required for this.

In response to a Member's question about the Key Performance Indicators (KPIs), the Officer stated that Officers had worked with Human Forest and Lime to set agreed KPIs and they had also carried over some KPIs used in the pan-London e-scooter trial. The Member raised concern about their methodology of reporting based on anecdotal observations of Lime bikes being left for extended periods of time but stated that working with Lime should be beneficial. He stated that if additional powers in the form of primary legislation were introduced, there should be a discussion about how these would be used.

A Member stated that he supported the use of Sheffield stands and bike racks as this would provide more opportunities for people to park the bikes correctly. Another Member raised concern that although there were often spaces in the cycle stands, they were not in the places that Lime bikes were likely to be left. She stated that the survey of the usage of existing bike stands was important to ensure that commuters had the opportunity to park near their workplace or meeting place. An Officer stated that an independent auditor would undertake this work and it would be funded by the operators. Strict requirements would be set for what was considered spare capacity in a Sheffield stand as sufficient space should be retained for regular users. There was also a risk that the

stands could reach capacity and that dockless bikes would then be parked in adjacent spaces. Therefore, locations would be chosen carefully based on data.

A Member suggested that more car parking spaces could be turned into space for bike stands. An Officer stated that consideration was being given to moving the location of some of some of the existing bays to more desirable locations without the loss of a car parking space, by swapping bays. The Officer stated that, as outlined in the report, it was proposed to install additional bays in adjacent or underutilised carriageway space. Further discussion would be required to identify additional space and how these bays would be funded. Work was taking place with operators to identify voluntary financial contributions to recover the costs of installing the bays.

A Member stated that there were likely to be some residents undertaking monitoring.

A Member commented on bikes being left along the boundaries with Islington and Tower Hamlets and also around tourist sites such as the Tower of London. She asked how often a user had to repeatedly park inappropriately in order to be banned. An Officer stated that Human Forest and Lime had both outlined their banning process. Both involved a warning in the first instance and then an escalating fine over several instances of inappropriate parking, followed by a ban on the next instance. The ban would be for Lime's entire network internationally. Human Forest had a similar process but fewer instances of inappropriate parking to be banned. Lime had provided statistics on bans and this was a significant number.

A Member raised concern that once the extension had been approved, performance could decrease. This could present particular difficulties for those with sight disabilities, mobility difficulties or those with pushchairs or wheelchairs. She stated that operators should pay for the parking spaces for their bikes, move the bikes quickly and have a method for people to report bikes left in inappropriate locations. The Officer informed Members that voluntary financial contributions were being sought but there was no formal contractual arrangement with them. The approval status could be rescinded at any time if performance was not considered to be satisfactory under the ongoing performance reviews. However, this would not necessarily prohibit them for operating in the City. Continuing to engage and influence Lime should lead to improvements.

The Chairman stated that he and the Chairman of Planning and Transportation Committee had met with Lime and believed that they were taking effective action to address the issues. He advocated continuing to work with them.

RESOLVED – That the Sub-Committee

1. Agree to renew Lime's operational status in the City, subject to ongoing performance reviews.

2. Agree the limited use of Sheffield stands and City bike parking racks as additional dockless parking on a trial basis.

8. **TFL'S PROPOSALS FOR ARTHUR STREET**

The Sub-Committee considered a report of the Executive Director, Environment which outlined TfL's proposals for Arthur Street.

The Officer stated that Arthur Street had been closed since 2015 to facilitate the Bank Station capacity upgrade. Since this time, users had had to use alternative options and travel routes and there had not been any significant issues with this. There was now the opportunity to consider whether or not Arthur Street should be reopened back to vehicles.

Members were informed that in the last year, Officers had had been in discussions with TfL to discuss the proposals to improve the Junction at King William Street. This would involve closing it to all vehicles except pedal cycles and emergency services vehicles. There had also been discussions about the junction at Upper Thames Street. The proposal also included a re-routing of the 344 bus route but since the report was written, TfL had decided that the southbound route could remain on Southwark Bridge but the northbound route would be re-routed to London Bridge.

A Member raised concern about the potential of the existing scheme to damage Southwark Bridge and asked if the Bridge House Estates had been fully consulted. An Officer stated that they had been consulted and there was concern about the structure of the bridge because of the additional traffic and heavy goods vehicles that might divert across to Southwark Bridge. The Officer assessment was that the volume of vehicles of 18 tonnes or over, likely to divert onto Southwark Bridge, was minimal and therefore on balance Officers considered that the impacts and benefits of the scheme outweighed the disbenefits.

An Officer raised concern about Heavy Goods Vehicles (HGVs) using Tower Bridge. Although there was no breakdown of HGVs diverting onto other bridges, they created a disproportionate wearing effect. Looking at the routes available for HGVs to cross the river and travel eastwards, these were limited and becoming more difficult, especially as they also had to avoid Central London.

The Chairman stated that this reinforced the desirability of repurposing the cameras at Beech Street for the monitoring and enforcement of HGVs that should not be entering the City.

A Member asked if the layout of the road would allow the road to be used if it needed to be e.g. if there was an incident further down Lower Thames Street and the traffic needed to be moved, whether it could be opened and utilised. The Member also asked if it could be used for abnormal loads when required. An Officer stated that under normal circumstances, using the road as an abnormal route should be avoided due to the impact with pedestrians crossing and cycle traffic but if these abnormal loads were random and off-peak, this should be possible. There could, however, be an issue with how much space would have

to be redesigned to accommodate these vehicles especially if they required large turning circles. As the road was being designed to allow for emergency use, it would be able to be used in the event of diversions but these should be kept to a minimum.

An officer stated that non-standard vehicles such as big low loaders and mobile cranes had to notify their route each time they used it so there was not a standard route as the whole route had to be approved. Southwark Bridge was not a preferred one but the weight limit was unrestricted so it could take every abnormal movement. The Officer informed Members that the city was often a destination but it was also a route from the east where much of the equipment was stored, to the centre and south and west of London. Many of these vehicles came through the City on Upper and Lower Thames Street. Many of them had to go into Westminster to get across the river whereas using London Bridge and Arthur Street would be a simpler route.

An Officer stated that the Bridge House Estate Board could challenge the recommended traffic order once the consultation process began. The Officer also stated that before TfL decided Arthur Street should be shut, they undertook modelling work as outlined in the report. They had predicted that Blackfriars Bridge would take most of the diverted traffic and negligible traffic would be diverted to Tower Bridge.

In response to a Member's question. An Officer stated that Blackfriars Bridge was suitable for accommodating all vehicles and that Blackfriars, Southwark and London Bridges could take all normal road going vehicles. In order of capacity for abnormal vehicles, Southwark Bridge was the least capable, then Blackfriars Bridge with London Bridge able to take any vehicle. Blackfriars Bridge was a north-south route as it was not possible to get onto Upper and Lower Thames Street without going through the local network. Southwark Bridge had a high proportion of normal HGVs going across it because they could turn right or left along Upper and Lower Thames Street.

When the City agreed to the loss of Arthur Street prior to Bank Station works, the benefit to the City was that all the HGVs delivering to that site would enter along Upper and Lower Thames Street and turn right into Arthur Street with no impact to the City network. At the time there were no restrictions on the heavier vehicles and abnormal vehicles using London Bridge.

The Chairman asked if, once the street was closed, there would be any opportunities for greening and making the street more accessible. The Officer stated that if this option was agreed, there would be further discussions with TfL to see how much they could further improve the layout including, greening, seating and materials. A requirement could be imposed before the traffic order was made.

RESOLVED – That the Sub-Committee

1. Agree and support TfL's proposal as detailed under paragraph 10 of the Officer report.

2. Agree to commence the promotion of a traffic order to close Arthur Street at its junction with King William Street to all vehicles except pedal cycles.
3. Authorise the Executive Director Environment to consider responses to the traffic order consultation and if they consider it appropriate, to make the Order.
4. Agree that a requirement be imposed that improvements to the layout including greening, seating and materials take place prior to the traffic order being made.

9. **OUTSTANDING REFERENCES**

The Chairman stated that dockless vehicles and Beech Street had been discussed. Bank Junction would be discussed at the next Court of Common Council meeting.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

12. **EXCLUSION OF THE PUBLIC**

The Committee agreed to exclude the public from the Non-Public part of the meeting in line with Section 100A(4) of the Local Government Act 1972.

13. **EXTENDED REVIEW OF DOCKLESS OPERATOR, LIME - NON-PUBLIC APPENDIX**

RESOLVED – That the Sub-Committee notes the non-public appendix.

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

There were no non-public questions.

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

There was no urgent business to be considered in the non-public session.

The meeting ended at 3.00 pm

Chairman

Contact Officer: Zoe Lewis
Zoe.Lewis@cityoflondon.gov.uk

Committees: Streets and Walkways Sub <i>[for decision]</i>	Dates: 26 September 2023
Subject: 100 Minorities: S278 Highway Works (Phase 1), and Public Realm Enhancements (Crescent) (Phase 2) Unique Project Identifier: 11695	Next Gateway: Ph1: Gateway 6 Ph2: Gateway 5 Regular Issue Report
Report of: Interim Executive Director Environment Report Author: Leila Ben-Hassel	For Decision
<h1 style="margin: 0;">PUBLIC</h1>	

1. Status update	<p>Project Description:</p> <p>This project has two Phases. Phase 1 involves S278 funded highway works to integrate the hotel development at 100 Minorities into the City’s highway. This includes levels and kerb adjustments and new surfacing to create traffic calming and a pedestrian priority look and feel.</p> <p>Phase 2 involves public realm enhancements and the landscaping of Crescent to create a new public space in place of carriageway, along with associated seating, greening, climate adaptation and sustainability measures. This Phase also includes traffic management changes and adjustments to parking bays.</p> <p>RAG Status: Amber (Amber at last report to Committee) Risk Status: Medium (Medium at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): Phase 1 - £705,525 Phase 2 - £900,000 - £1,228,000</p> <p>Change in Total Estimated Cost of Project (excluding risk): Phase 1: Increase of £160,747 since last report to Committee Phase 2: Increase of £78,000 since last report to Committee</p>
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	<p>Spend to Date: Phase 1 - £124,194 Phase 2 - £168,231</p> <p>Costed Risk Provision Utilised: Phase 1 – S278 Highway Works: £68,000 (approved by Committees February 2021) Phase 2 – Public Realm Enhancements: None allocated yet.</p> <p>Funding Source: Phase 1 – Highway Works: S278 Phase 2 – Public Realm Enhancements: Mix of TfL, S106 funding and Cool Streets and Greening Programme funding. A detailed funding table is included in Appendix 3.</p> <p>Slippage: Phase 1: The programme has been impacted by significant delays in negotiating and finalising the S278 Agreement and receiving payment. The S278 was signed in February 2023. However, due to delays over several years in finalising the agreement with the owner (hotel operator), the project costs have increased as a result of inflation and the new City Highway Term Contract rates. Despite the agreement being signed in February, we are still awaiting final payment without which works cannot progress. If further prolonged, this may result in additional inflationary cost increases. Phase 2 has been delayed as a result of on-going delays to Phase 1, along with additional stakeholder engagement which has led to numerous design iterations to accommodate further feedback. This resulted in the development of a new design option for the public space to include more capacity for events and has also incurred additional fees and staff costs. There is a dependency between the two Phases in that Phase 2 cannot easily be constructed without the required highway changes of Phase 1.</p>
<p>2. Requested decisions</p>	<p>Next Gateway: Phase 1: Next Gateway will be Gateway 6 (Project Close Down) as Gateway 5 approval was granted in December 2017. Phase 2: Next gateway is Gateway 5 (regular route).</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Note the additional cost of £160,747 for Phase 1 (S278 Highway Works) to be funded in full by the owner and approve the revised total budget for Phase 1 of £705,525 (excluding costed risk). 2. That Option 2 is approved for Phase 2 (Public Realm Enhancements to Crescent). 3. That an additional budget of £47,000 is approved for Phase 2 to reach Gateway 5;

	<p>4. Agree the total estimated cost of Phase 2 at £900,000 - £1,228,000 (excluding risk);</p> <p>5. Agree the funding sources for Phase 2 set out in Appendix 3.</p>																				
<p>3. Budget</p>	<ul style="list-style-type: none"> • Phase 1 <p>Expenditure to Date: £110,305.</p> <p>A breakdown is provided in Appendix 3.</p> <p>Reasons for the Phase 1 cost increase are set out in Section 4 of this report. A breakdown of the revised cost estimate is also included in Appendix 3.</p> <ul style="list-style-type: none"> • Phase 2 <p>Expenditure to Date: £168,231.</p> <p>Budget sought to progress to the next Gateway (Authority to Start Works) is below.</p> <table border="1" data-bbox="467 869 1329 1912"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>Design finalisation</td> <td>100 Minories S106</td> <td>12,000</td> </tr> <tr> <td>P&T staff costs</td> <td>Project management Engagement and coordination with BIDs and local stakeholders</td> <td>100 Minories S106</td> <td>15,000</td> </tr> <tr> <td>Highways staff costs</td> <td>Production of construction drawings, programme; Coordination with Highway Term Contractor</td> <td>100 Minories S106</td> <td>20,000</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td>47,000</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	Design finalisation	100 Minories S106	12,000	P&T staff costs	Project management Engagement and coordination with BIDs and local stakeholders	100 Minories S106	15,000	Highways staff costs	Production of construction drawings, programme; Coordination with Highway Term Contractor	100 Minories S106	20,000	Total			47,000
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Total			47,000																		

	<ul style="list-style-type: none"> • Costed Risk Provision requested for this Gateway: <p>Phase 1 – S278 Highway Works: £68,000 (approved by Committees February 2021).</p> <p>Phase 2 – Public Realm Enhancements: None allocated yet. A CRP may be sought at the next gateway and this will be established once officers have finalised the design for Phase 2.</p>
<p>4. Issue description</p>	<p>Phase 1 S278 works: Delay and cost increase</p> <p>4.1 The S278 highway works include levels and kerb adjustments and new surfacing to the pavements and the carriageway to integrate the hotel development with the public highway. This work also accommodates the associated increase in activity in the vicinity of the hotel development. The work aims to create a pedestrian priority look and feel as per ambitions set out in the S106 to provide traffic calming. Some of the levels and drainage adjustments are required as a result of the development being built to the wrong threshold levels. Please refer to plans in Appendix 4.</p> <p>4.2 The cost of the S278 Highway Works was first estimated when Gateway 5 was approved in December 2017. Due to significant delays with the negotiation of the S278 agreement and issues around change in hotel ownership, the costs were revised and an updated Phase1 project budget of £510,236 was approved through an Issue’s Report approved by committees in February 2021 (cost increase of £57,007).</p> <p>4.3 As reported in the Issues’ reports in 2021 and again in January 2023, the finalising of the S278 agreement was delayed due to prolonged negotiations and difficulties reaching agreement. Officers regularly communicated and updated the owner on risks associated with delays in finalisation of the S278 agreement, including the likelihood of significant cost increase as a result of inflation and change of highway term contractor rates. The S278 agreement was signed in February 2023.</p> <p>4.4 Following receipt of the interim payment, an updated cost estimate was prepared by the City’s engineers in May 2023. This confirmed an increase in the estimated cost of £160,289 (excluding approved costed risk provision). This estimate is based on the current Highway Term Contractor schedule of rates and on increased cost of materials. The owner was notified of the increased cost in June 2023. Under the terms of the signed Agreement, the Owner is obligated to pay all costs associated with the S278 Highway Works including any excess costs.</p> <p>4.5 The S278 works have been provisionally programmed to start on site in January 2024. However, if payment of the S278 is not received by October 2023, works will be delayed again and costs</p>

for the Owner will increase further due to inflation. The owner has been notified of this.

4.6 Officers will liaise with the City's legal team to seek further advice if needed. This report seeks the inclusion of £160,289 into the Phase 1 works budget as soon as it is received from the Owner.

Phase 2 (public realm enhancements to Crescent): Design evolution and cost increase

4.7 A Gateway 4 report was approved by committees in January 2023. It set out the design approach to the new public space to incorporate trees, planting, seating and climate resilience measures, including SuDS. The approved scheme objectives are as follows:

- Creation of a new public space in place of redundant carriageway;
- An enhanced public realm and walking routes in accordance with the aims of the Transport Strategy and in keeping with the character of the conservation area;
- A well-functioning and pedestrian priority street environment;
- Improved accessibility for all, particularly for those with mobility difficulties.
- Climate resilient, biodiverse planting that requires less maintenance;
- Additional trees to provide more shade and absorb rainwater run off;
- Inclusion of Sustainable Urban Drainage system (SuDs) and permeable paving where feasible to provide rainwater drainage attenuation;

4.8 The project is funded from a mix of S106 funds from developments in the area, the Climate Action Strategy funds (Cool Streets and Greening Programme) and TfL LIP funding. Please refer to funding strategy in Appendix 3.

4.9 Prior to the preparation of the Gateway 4 report, officers consulted local occupiers and the Aldgate Connect BID on the developing design and held a briefing with Ward Members. The designs were well-received. When the hotel operator was consulted again earlier this year, they gave some further feedback on the detail of the design and this was taken on board and the designs were amended. Officers also consulted the TfL infrastructure protection team to ensure that their requirements for sub-station access and the construction over the tube tunnel were taken into consideration.

4.10 In the meantime, the hotel and their partners gained a licence to install a temporary padel tennis court on the highway in Crescent. This was originally intended to remain for 3 months but the licence

has been extended to 6 months (April-Sept 2023). The existing office buildings on the north and west side of Crescent are currently vacant which enabled this installation to be possible.

4.11 The padel tennis court has proven to be popular. It is a private enterprise with a fee charged to use it. The hotel manages the bookings and equipment. The padel court takes up most of the space available in Crescent with the remaining space currently occupied by the hotel's tables and chairs via a licence, also due to expire in September. It is noted that the hotel does not have an active retail frontage onto Crescent (the retail units face onto Minorities and Tower Hill).

4.12 The presence of the padel court has prompted a further shift in the hotel operator's opinion regarding how they would like the Crescent to be used in the future. They are now advocating for an entirely paved space, with no street trees, in-ground planting, or fixed public seating. This approach conflicts with the Committee approved scheme objectives, set out above. Such a scheme would not deliver the wide-ranging public amenity, environmental and climate resilience benefits that the currently approved project encompasses.

4.13 In order to seek a resolution, officers engaged with both the EC BID and the Aldgate Connect BID and local occupiers as well as officers from Destination City, to establish the wider community's aspirations for events and activities in the space. It is recognised that this space offers the opportunity for the public to enjoy in a variety of ways and the project is looking to deliver the best outcomes for the public.

4.14 Following engagement and discussions, officers produced a second design option that incorporates a much larger, hard-paved space in the centre of Crescent. Trees and planting beds are maintained on the perimeter of the space along with public seating and historic interpretation features to celebrate the history of the area and respect the conservation area setting. Climate resilience measures are still incorporated with the trees and planting beds which include SuDs through the installation of rain gardens, as well as climate-resilient planting and elements to enhance biodiversity. However, in this option there is less planting.

4.15 Members should note that additional design work and engagement with both the TfL infrastructure protection team and local stakeholders has led to additional time and costs being incurred (staff costs and fees).

4.16 Officers and the BIDs held a workshop in August 2023 with all relevant parties to share the reviewed designs and discuss future activities in the space. This proved to be very useful and there was a positive response from most attendees, although it is noted that

	<p>the hotel maintain their recent preference for an entirely hard space. Visuals from the presentation are included in Appendix 5.</p> <p>4.17 Officers have also engaged with the owners and representatives of the currently vacant office buildings in Crescent to seek their views on the proposals. They are very supportive of the landscaping scheme and greening and have a preference for small scale events to occasionally be held in the space. However, they pointed out that larger scale installations such as the padel tennis court would not be supported due to the impact on their buildings and the area.</p> <p>4.18 This report recommends that the second design option (Option 2 - with more paved space for events) is taken forward to the next Gateway. It offers a compromise solution with a greater focus on event space but retaining the core objectives and greening of the project. This balance still meets the requirements of the Cool Streets and Greening funding for the project.</p> <p>4.19 Officers (including Destination City) will continue to work with the BIDs and local stakeholders to refine the details and develop a programme of events and activities, alongside a management plan for Crescent. This is similar to the successful approach implemented for Aldgate Square. It is also noted that the sq.m of paved space available for events in the new design option (Option 2) is similar to that available in Aldgate Square and also similar to the newly emerging design for King Edward Square.</p> <p>4.20 Funding of £47,000 is requested to reach the next Gateway to cover the costs of finalising the design and ongoing engagement with the BIDs and local occupiers.</p>
<p>5. Options</p>	<p>Option 1 – Developed design following extensive engagement with TfL maximising environmental benefits:</p> <p>The design was developed and informed by consultation with local occupiers (including Aldgate BID representatives) and engagement with TfL Infrastructure Protection Team.</p> <p>It is based on the Gateway 4 approval received at committees in January 2023 to maximise environmental benefits in Crescent, in line with key aims of the City’s Climate Action Strategy and Cool Streets and Greening Programme objectives, through more square meterage of greening, tree planting and SuDs. The design is articulated across the following points:</p> <ul style="list-style-type: none"> • Extensive greening with 5 trees and 5 planters with biodiverse, drought resistant and low maintenance planting (156 sqm). Trees provide shade, filter pollutants and enrich

oxygen in the atmosphere. Biodiverse planting enables the protection of declining species and habitats.

- 70 seat capacity (35 formal seating and 35 informal seating) enabling workers and visitors alike to dwell in a tranquil space away from busy Minories and Tower Hill.
- LUL Sub-Station access is enabled and maintained all year round both for emergencies and planned maintenance.
- Access to Crescent office buildings (including for servicing and refurbishment) enabled and maintained all year round.
- Design responds well to the conservation area setting by highlighting the historic Crescent shape (first one designed in London after Bath) with a contrasting kerb line. The northern planter is shaped following the golden ratio principle with a rising edge to be used as informal seating.
- A stage area of 17 sqm is introduced at the heart of the space to accommodate cultural and civic events including an electrical point. The stage design includes an historic compass in-ground detail based on the design by Janet Taylor (an acclaimed astronomer and mathematician) who lived nearby at Hammett Street in the mid-19th century. This would be one of the only references in the public realm to an historic female figure in the City.

This option responds well to site constraints, including the site topography, LUL Sub-Station access and the LUL tunnel. It also meets the City's Corporate priorities of Climate Action and would deliver a high Urban Greening Factor scoring as the design delivers a high quantity and quality of new green infrastructure. It would also enhance the City's blue infrastructure through attenuation by increasing the existing highway drainage capacity to better cope with future adverse high precipitation events.

Option 2 – Revised design following additional engagement with Destination City and the business community

The padel tennis court is an indication that unique experiences draw visitors locally and from further afield. There is a consensus amongst the BIDs and Destination City's officers that there is a need for greater flexibility to enable the curation of Crescent as an occasional event space. Following this feedback, officers worked with the project landscape architect, TfL Infrastructure Protection team and City Highway Engineer to achieve an increase of hard surface similar in size to Aldgate Sq and the emerging King Edward Sq design. A workshop was co-organised with the BIDs to discuss activation uses in the new Crescent green space – an extract from the presentation on activation uses is included in Appendix 5. The

majority of attendees also concurred on the need to retain as much greening as possible due to the lack of tranquil green spaces in the area, which would be well received by residents and workers alike, particularly outside of events/installation times.

This has been achieved without compromising too much the environmental benefits of the scheme. Although the surface of greening is reduced by the loss of 2 planters, the same number of trees is achieved. In addition, the southern planter acts as a rain garden and thus further increases the city's blue infrastructure by creating greater drainage capacity to cope with future adverse precipitation events.

The design is summarised below:

- 5 trees, one within a raingarden (acting as a SUDs pit)
- Reduced greening from 5 planters to 3 with biodiverse, drought-resistant and low maintenance planting (total 54 sqm – a 26% reduction of greening surface).
- Greater drainage attenuation would be provided across the central area of Crescent using the topography of the site to drain the wider event space area into the southern planter now acting as a rain garden (area of surface water drainage covered: 102 sqm).
- The capacity of permanent seating will remain the same. Both BIDs support a scheme of removable tables and chairs for public use – this will be managed through a Management Plan between the BIDs and the City.
- Access to LUL Sub-Station both for emergencies and planned maintenance is maintained.
- Access to Crescent office buildings (including for servicing and refurbishment) enabled and maintained all year round.
- The revised design follows the same historic interpretation approach to integrate well within the conservation area setting. The only change in the revised design is that the 'Compass stage' stays the same in dimension (17 sqm) but is made fully flush to improve accessibility whilst enhancing flexibility in activation uses such as art and leisure installations, concerts and business/community events (please see visuals of possible uses in Appendix 5). An electricity supply point for events is also incorporated.
- Wayfinding to more effectively draw visitors from Aldgate, Minories and Tower Hill.

	<p>This option includes greater flexibility for activation and potential for officers and the BIDs to work together with the wider community to curate Crescent as a space that delivers benefits for all.</p> <p>As well as the additional staff costs and fees of £47,000 as a result of engagement and design changes mentioned earlier, this option has additional cost implications due to the inclusion of the event management plan. Therefore, the estimated cost range of the project is proposed to be increased by a total of £78,000 to £900,000 - £1,228,000 if this option is approved.</p> <p>Members should note that if neither option is approved, officers would have to start the design process again. The implications would be additional design and consultation costs, the risk of losing the climate action funding which is specific and time limited and higher prices as a result of inflation. This would significantly impact the potential to transform the space and deliver against key corporate priorities (Climate Action Strategy and Destination City)</p>
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Registers – Phases 1 and 2
Appendix 3	Finance tables
Appendix 4	Designs for Phase 1 and 2
Appendix 5	Activation - visuals of possible types of events and installations

Contact

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Appendix 1 – Project Coversheet

Phase 1:

[1] Ownership & Status
<p>UPI: 11695</p> <p>Core Project Name: 100 Minorities (Phase One) 278 highway works</p> <p>Programme Affiliation (if applicable): Phase Two S106 enhancement works</p> <p>Project Manager: Leila Ben-Hassel</p> <p>Definition of need: highway works are necessary to enable the successful integration of the new development into the highway</p>

Expected timeframe for the project delivery: Start on site spring 2021.
 Approx 3 month works programme
Are we on track for completing the project against the expected timeframe for project delivery? Y
 Programme and cost including costed risk to be reset by Issues Report February 2021
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
 No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved February 2016)

Phases One and Two

- Total Estimated Cost (excluding risk): £500k - £2m (Phases One and Two)
- Resources to reach next Gateway (excluding risk): £90k (Phases One and Two)
- Spend to date: N/A
- Estimated Programme Dates: In accordance with development programme

Scope/Design Change and Impact: N/A

'Authority to start Work' G5 report (as approved by PSC: December 2017)

Phase One

Total Estimated Cost (excluding risk): £486,319

- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme (estimated as 2018 at the time)

Scope/Design Change and Impact: None

Issues Report – February 2021 (as approved by S&W and PSC committees)

Total Estimated Cost (excluding risk): £510,236 (increase of £57,007)

- CRP Requested: £68,000
- CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme

Scope/Design Change and Impact: Minor design changes following further site investigations to address levels issues (new development was not built to meet City highway levels) and vehicular movement from approved servicing plan.

Phase 2:

[1] Ownership & Status

UPI: 11695

Core Project Name: 100 Minorities (Phase 2) public realm enhancements in Crescent

Project Manager: Leila Ben-Hassel

Definition of need: The redundant carriageway space is proposed to be transformed into a new green public space that is greatly needed in this area, in line with the City's adopted Climate Action Strategy.

Expected timeframe for the project delivery: The originally reported programme has slipped due to development delays and delays to Phase 1. The revised programme is to start on site in spring/summer 2024 (estimated 5 month works programme)

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

Programme and scope were reset through the last report (Gateway 4) approved in January 2023. However further delays with Phase 1 could delay Phase 2 works delivery.

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

No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved February 2016)

Phases One and Two

- Total Estimated Cost (excluding risk): £500k - £2m (Phases One and Two)
- Resources to reach next Gateway (excluding risk): £90k (Phases One and Two)
- Estimated Programme Dates: In accordance with development programme

Scope/Design Change and Impact: N/A

G 3/4 report (as approved by PSC: December 2017)

Phase Two

Total Estimated Cost (excluding risk):

Phase 2 estimated implementation cost: £476,034 - £676,225

- Spend to date: £81,271 (evaluation costs both phases)
 - Costed Risk Against the Project: 0
 - CRP Requested: 0
 - CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme (estimated as 2019 at the time) but the hotel development and Phase 1 were subsequently delayed

Scope/Design Change and Impact: preferred design option for phase 2

Issues' report approved at October 2021 Committees

Total Estimated Cost (excluding risk):

Phase 2 estimated implementation cost: £828,739

- Spend to date: £95,417 (evaluation costs both phases)
 - Costed Risk Against the Project: 0
 - CRP Requested: 0
 - CRP Drawn Down: 0
- Estimated Programme Dates: start on site late 2022. Programme has been however delayed due to Phase 1 S278 agreement not yet signed off by 100 Minorities Hotel owner.

Scope/Design Change and Impact: Design change was approved as part of the October 2021 Issues' report. Upon the site being identified as a good project to include in the Cool Street and Greening Programme (CSG), Climate Action funding was allocated to the project. The approval of the revised funding strategy (incl. £346,777 of CSG funding) and initiation of a design review to maximise the delivery of environmental measures, were approved at October 2021 committees.

'Gateway 4 – January 2023' (as approved by S&W and PSC committees)

Total Estimated Cost (excluding risk): £900,000 - £1,150,000

- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: Start on site summer 2023 (Ph1- S278 works, Ph2- Public Realm) with April 2024 anticipated completion date on site (construction programme to be agreed with Term Contractor ahead of Gateway 5).

Appendix 2 – Risk Registers

- Risk register for Phase 1 incl. CRP of £68,000 – see separate document.
- Risk register for Phase 2 (no CRP)– see separate document.

Appendix 3 – Finance Tables

- **Table 1 - Spend to date Phase 1 (S278 Highway Works):**

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800350: 100 Minorities S278 (SRP)			
Env Servs Staff Costs	10,000	10,000	-
Legal Staff Costs	1,780	1,779	1
P&T Staff Costs	10,000	10,000	-
P&T Fees	12,762	12,762	-
Total 16800347	34,542	34,541	1
16100350: 100 Minorities S278 (CAP)			
Env Servs Staff Cost	45,000	24,675	20,325
P&T Staff Costs	31,463	13,320	18,143
P&T Fees	41,458	13,338	28,120
Env Servs Works	82,037	24,430	57,607
Total 16100347	199,958	75,764	124,194
GRAND TOTAL	234,500	110,305	124,195

The City has not yet received the full payment of £510,236 (2 payments of £10,000 and £189,500 have been made thus far by the owner).

- **Table 2 - Revised Implementation Budget Breakdown and Variances:**

Table 2: Revised Implementation Budget Breakdown and Variances			
Description	Current Approved Budget at Gateway 5 February 2021 (£)	Revised Budget (£)	Variance (£)
Env Servs Works	362,918	501,525	138,607
P&T Fees	34,500	44,205	9,705
Highways Staff Costs	61,560	70,000	8,440
P&T Staff Costs	31,463	35,458	3,995
Maintenance total	19,795	19,795	-
Total S278 Works implementation costs	510,236	670,983	160,747

- **Table 3: Phase 1 - Resources Required to reach the next Gateway**

Table 3: Resources Required to reach the next Gateway			
Description	Approved Budget (£)*	Additional Resources Required (£)	Revised Budget (£)
16800350: 100 Minorities S278 (SRP)			
Env Servs Staff Costs	10,000	-	10,000
Legal Staff Costs	1,780	-	1,780
P&T Staff Costs	10,000	-	10,000
P&T Fees	12,762	-	12,762
Total 16800347	34,542	-	34,542
16100350: 100 Minorities S278 (CAP)			
Env Servs Staff Cost	45,000	25,000	70,000
P&T Staff Costs	31,463	3,995	35,458
P&T Fees	41,458	2,747	44,205
Env Servs Works	82,037	419,488	501,525
Highways Maintenance	-	19,795	19,795
Total 16100347	199,958	471,025	670,983
GRAND TOTAL	234,500	471,025	705,525

*Current Approved Budget in CBIS, based on funds received from developer

- **Table 4 – Phase 1 Revised Funding Allocation**

Table 4: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
S278	234,500	471,025	705,525
Total Funding Drawdown	234,500	471,025	705,525

- **Table 5: Phase 2 Public Realm Enhancements spend-to-date:**

Table 5: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800347: 100 Minorities S106 (SRP)			
P&T Staff Costs	30,000	30,000	-
P&T Fees	21,819	21,819	-
Total 16800347	51,819	51,819	-
16100347: 100 Minorities S106 (CAP)			
Env Servs Staff Cost	33,041	28,748	4,293
P&T Staff Costs	61,539	53,616	7,923
Open Spaces Staff Costs	2,500	-	2,500
P&T Fees	53,115	34,048	19,068
Total 16100347	150,195	116,412	33,783
GRAND TOTAL	202,014	168,231	33,783

- **Table 6 – Phase 2 Public Realm Enhancements Resources to reach Gateway 5:**

Table 6: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
16800347: 100 Minorities S106 (SRP)			
P&T Staff Costs	30,000	-	30,000
P&T Fees	21,819	-	21,819
Total 16800347	51,819	-	51,819
16100347: 100 Minorities S106 (CAP)			
Env Servs Staff Cost	33,041	20,000	53,041
P&T Staff Costs	61,539	15,000	76,539
Open Spaces Staff Costs	2,500	-	2,500
P&T Fees	53,115	12,000	65,115
Total 16100347	150,195	47,000	197,195
GRAND TOTAL	202,014	47,000	249,014

- **Table 7 – Phase 2 Public Realm Enhancements Revised Funding Allocation:**

Table 7: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
TfL LIP - FY 2017/18	41,077	-	41,077
TfL LIP - FY 2018/19	7,154	-	7,154
TfL LIP - FY 2019/20	3,242	-	3,242
S106 - 100 Minorities - 12/00263/FULMAJ - LCE	150,541	47,000	197,541
Total Funding Drawdown	202,014	47,000	249,014

- **Table 8 – Phase 2 Public Realm Enhancements Revised Funding Strategy:**

Table 4: Revised Funding Strategy	
Funding Source	Amount (£)
TfL LIP - FY 2017/18	41,077
TfL LIP - FY 2018/19	7,154
TfL LIP - FY 2019/20	3,242
S106 - 100 Minorities - 12/00263/FULMAJ - Transport	7,986
S106 - 100 Minorities - 12/00263/FULMAJ - LCE	399,619
S106 - Minorities 15-16 - 13/01055/FULMAJ - LCE	192,110
S106 - Minorities 15-16 - 13/01055/FULMAJ - Transport	191,818
S106 - St Botolphs 07/00387/FULL - Transport	38,217
CAS - Cool Streets & Greening	346,777
TOTAL	1,228,000

Appendix 4 – Design illustrations

- Options 1 and 2 comparison in plan:



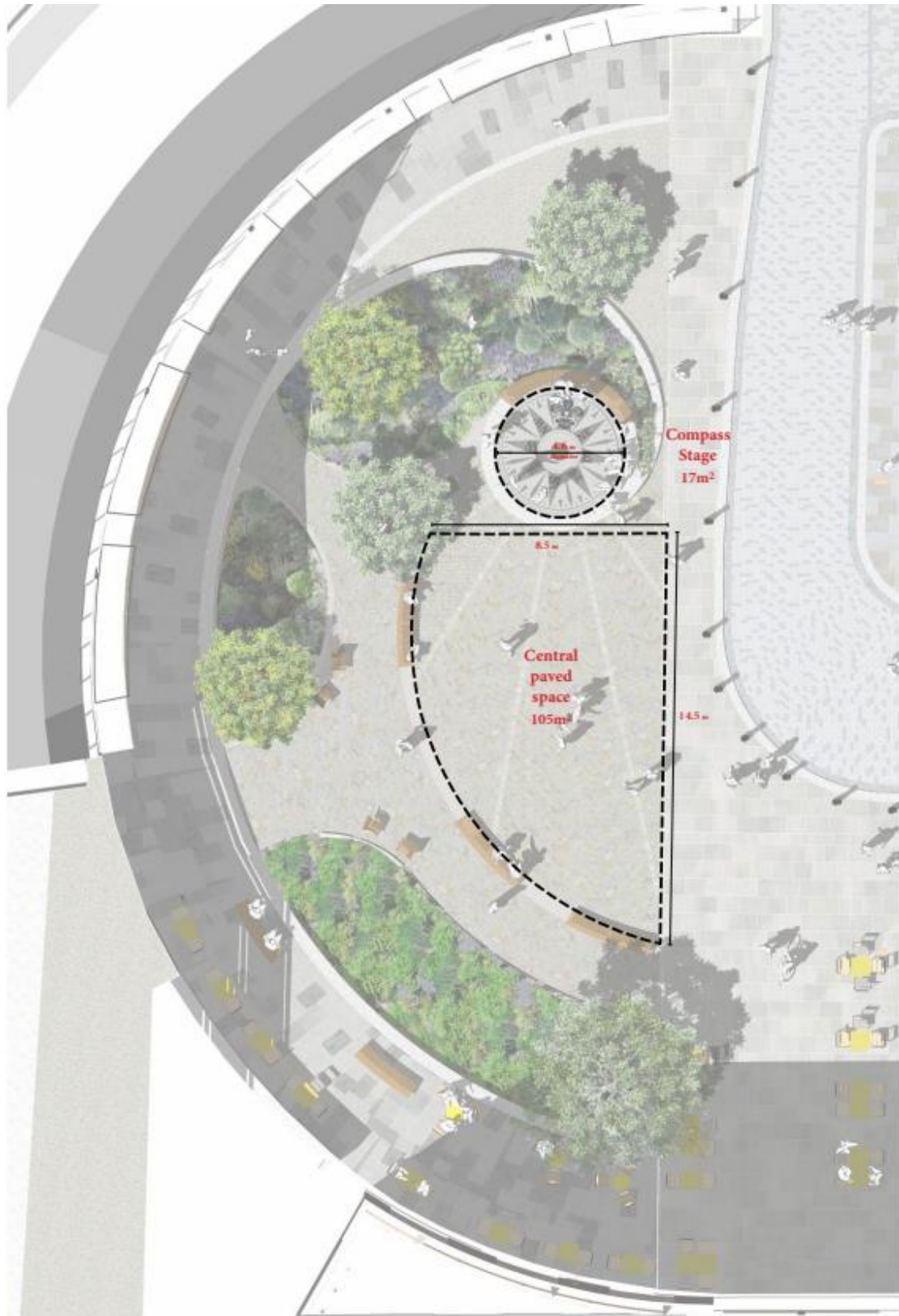
- Options 1 and 2 – bird's eye view illustrative comparison



Option 1



Option 2



City of London: Projects Procedure Corporate Risks Register

Project Name:		100 Minorities - S278 Works		PM's overall risk rating:		Medium		CRP requested this gateway		£ 68,000		Average unmitigated risk		9.2		Open Risks		5					
Unique project identifier:		11695		Total estimated cost (exc risk):		£ 705,067		Total CRP used to date		£ -		Average mitigated risk score		4.8		Closed Risks		0					
General risk classification								Mitigation actions								Ownership & Action							
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation Risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	London Underground advised the City that the construction exclusion zone requiring hard hats only may be applied to the whole of the construction site.	The would impact the project costs in terms of higher supervision cost (staff time) and construction costs. It would also impact the programme requiring extended hours to minimise programme impact	Unlikely	Major	8	£56,000.00	Y - for costed impact post-mitigation	A - Very Confident	The OS budget sought includes a fee to cover cost of a TL advisor - officers will liaise closely and share construction methods with the end to reduce the exclusion zone to minimum required.	£0.00	Possible	Serious	£56,000.00	6	£0.00	Evidence from TL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/2021	Lella Ben-Hassel	Neil Blackson		
R2	5	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2	£12,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	All information on the site have been sought from developer who undertook extensive excavation - the works will not be in depth so the risk is minor of finding archaeology but because previous excavations did find some, it is best to factor this in.	£0.00	Unlikely	Minor	£12,000.00	2	£0.00	Evidence from TL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/2021	Lella Ben-Hassel	Lella Ben-Hassel		The funds would cover the cost of archaeology watching brief and additional staff costs that may be required if any archaeology is found on site
R3	5	(4) Contractual/Partnership	owner does not pay S278	S278 has been signed but payment not received	Possible	Extreme	24	£0.00	N		Owner is obligated to pay. Provide owner with estimate info as required. Seek legal advice if necessary	£0.00	Unlikely	Major	£0.00	8	£0.00		29/07/2023	Lella Ben-Hassel	Lella Ben-Hassel		seek legal advice if necessary
R4	5	(2) Financial	Works costs exceed budget due to underground utilities	Underground utilities costs could escalate and impact the overall budget	Possible	Serious	6	£0.00			Investigations and surveys have been undertaken and a lot of information on underground structures (gathered during construction) from the owner's project team has been shared with City officers. These have informed the design development and cost estimation. The project manager will monitor cost closely in liaison with the construction manager to ensure the project stays within budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00		22/09/2021	Lella Ben-Hassel	Lella Ben-Hassel		
R5	5	(2) Financial	Cost escalation due to inflation	Inflation can impact costs of materials which would impact the projects budget	Possible	Serious	6	£0.00			delays to the project could trigger this risk. Advise owner of this.	£0.00	Possible	Serious	£0.00	6	£0.00		25/05/2023	Lella Ben-Hassel	Lella Ben-Hassel		

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City of London: Projects Procedure Corporate Risks Register

Project Name:		100 Minorities - Ph2 Public Realm Enhancements (161)		PM's overall risk rating:		Medium		CRP requested this gateway				Average unmitigated risk		6.1		Open Risks		7					
Unique project identifier:		11695		Total estimated cost (exc risk):				Total CRP used to date		£ -		Average mitigated risk score		4.5		Closed Risks		0					
General risk classification										Ownership & Action													
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification post-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation Risk score	CRP used to date	Use of CRP	Date rated	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	London Underground advised the City that the construction exclusion date requiring hand tools only may be applied to the whole of the construction site.	The would impact the project costs in terms of higher supervision cost (staff time) and construction costs. It would also impact the programme requiring extended hours to minimise programme impact	likely	Serious	8				Working closely with TfL Structures team		Possible	Serious		6	£0.00	Evidence from TfL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	01/12/2022	Jelja Ben-Hassel	Nel Blackson		Once officers know the extend of hand big area, a dated will be evaluated based on possible need for additional man hours.
R2	5	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2				All information on the site have been sought from developer who undertook extensive excavation - the works will not be in depth so the risk is minor of finding archaeology but because previous excavations did find some, it is best to factor this in	£0.00	Unlikely	Minor	£12,000.00	2	£0.00	Appointment of archaeologist to undertake watchin brief	11/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel		The funds would cover the cost of archaeology watching brief and additional staff costs that may be required if any archaeology is found on site
R3	5	(4) Contractual/Partnership	Developer does not pay 1278	The agreement has been signed but payment not received	Possible	High	12	£0.00			Officers continue to liaise closely with the owner. Officers are confident that the owner will pay the full amount.		Unlikely	Major	£0.00	8	£0.00		29/03/2023	Jelja Ben-Hassel	Jelja Ben-Hassel		
R4	5	(2) Financial	Works costs exceed budget due to underground utilities	Underground utilities' costs could escalate and impact the overall budget	Possible	Serious	6	£0.00			Investigations and surveys have been undertaken and a lot of information on underground structures (gates, existing construction) from the owner's project team has been shared with City officers. These have informed the design development and cost estimation. The project manager will monitor cost closely in liaison with the construction manager to ensure the project stays within budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00		15/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel		
R5	5	(2) Financial	Cost escalation due uncontrolled inflation	Increase cost of materials impact the project's budget	Possible	Serious	6	£0.00			The City's term contractor will see various tactics to ensure competitive prices are secured - risk will be monitored closely with term Contractor	£0.00	Possible	Serious	£0.00	6	£0.00		15/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel		
R6		(2) Financial	Programme delays due to sourcing of materials	Programme delays due to sourcing of materials incurs leading to cost increase (additional prelims / labour costs / staff costs)	Possible	Serious	6	£0.00			This is out of the City's control, however, the project team will identify and engage with suppliers as early as possible as well as ensuring multiple quotes are obtained to ensure value for money.	£0.00	Possible	Minor	£0.00	3	£0.00		15/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel		
R7		(1) Compliance/Regulatory	Too many objections to proposed traffic order changes	Objections to statutory consultation on proposed TMO lead to design review, delays and cost increase	Possible	Minor	3	£0.00			Consultation with local occupiers is ongoing and ward members have been engaged. The initial feedback shows support for the proposals, particularly the new green space which brings wide-ranging benefits to the area. Active stakeholder engagement will continue along with traffic analysis as the design is finalised.	£0.00			£0.00		£0.00		11/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel		

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Appendix 6 Activation

- Post-Covid City Recovery
- Destination City
- Public art
- Aldgate Connect (BID) events and activities
- Licensed events and Tables & Chairs



Indicative illustration Tables & chairs opportunities

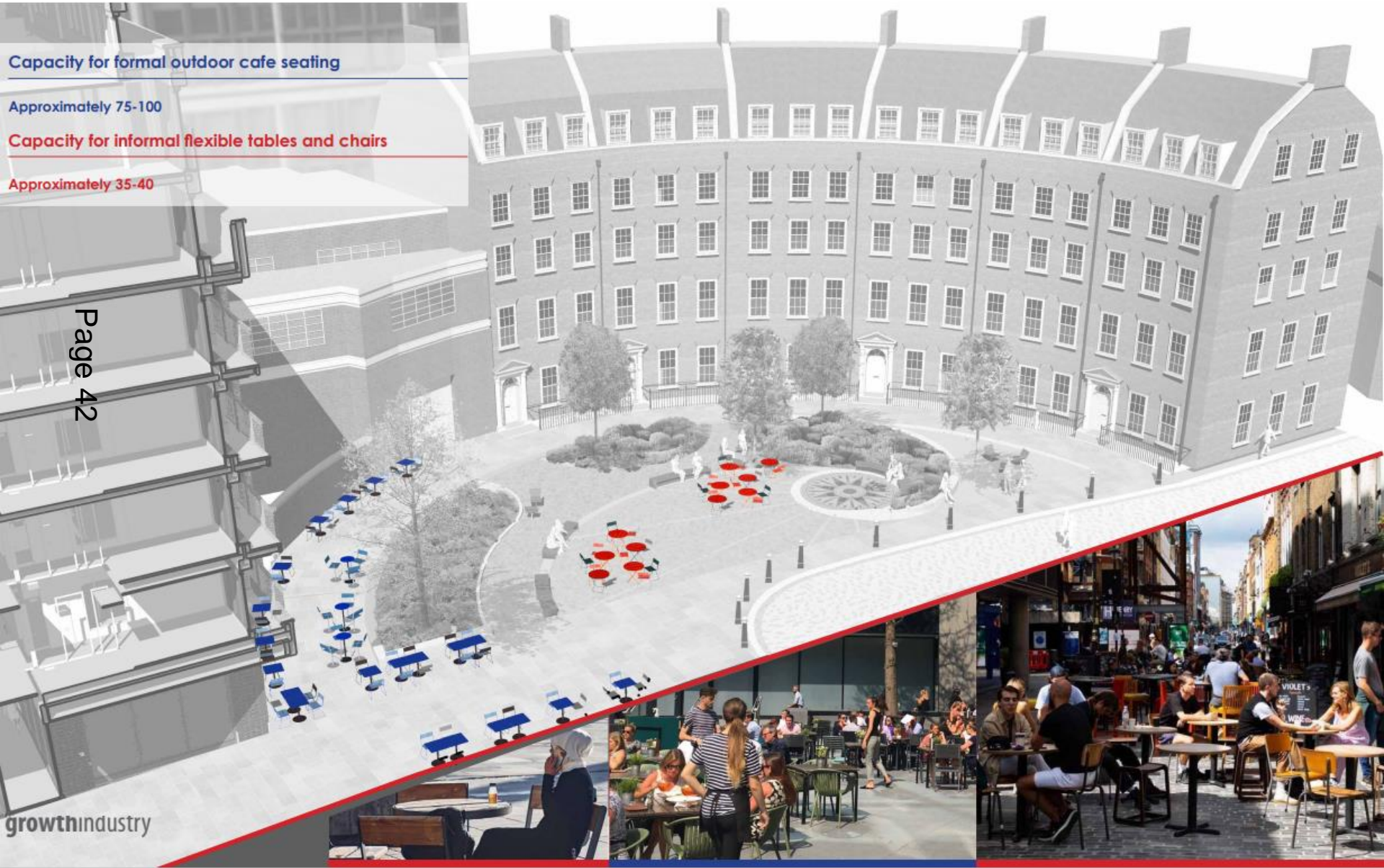
Capacity for formal outdoor cafe seating

Approximately 75-100

Capacity for informal flexible tables and chairs

Approximately 35-40

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Indicative illustration

Opportunities for outdoor events (1)

Compass Stage to provide integrated power supply to service events

Outdoor seating capacity for small gatherings, events and performances

Approximately 60+

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Indicative illustration

Opportunities for outdoor events (2)

Temporary mobile screen introduced

Outdoor seating capacity for events and performances

Approximately 100+ seated

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Indicative illustration

Opportunities for outdoor events (3)

Compass Stage to provide integrated power supply to service events

Outdoor seating capacity for events and performances

Approximately upto 150 people standing

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Indicative illustration

Opportunities for public art

Pathways provide setting for temporary artworks and exhibitions

Compass Stage provides a focal point for feature sculpture

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growthindustry



Indicative illustration

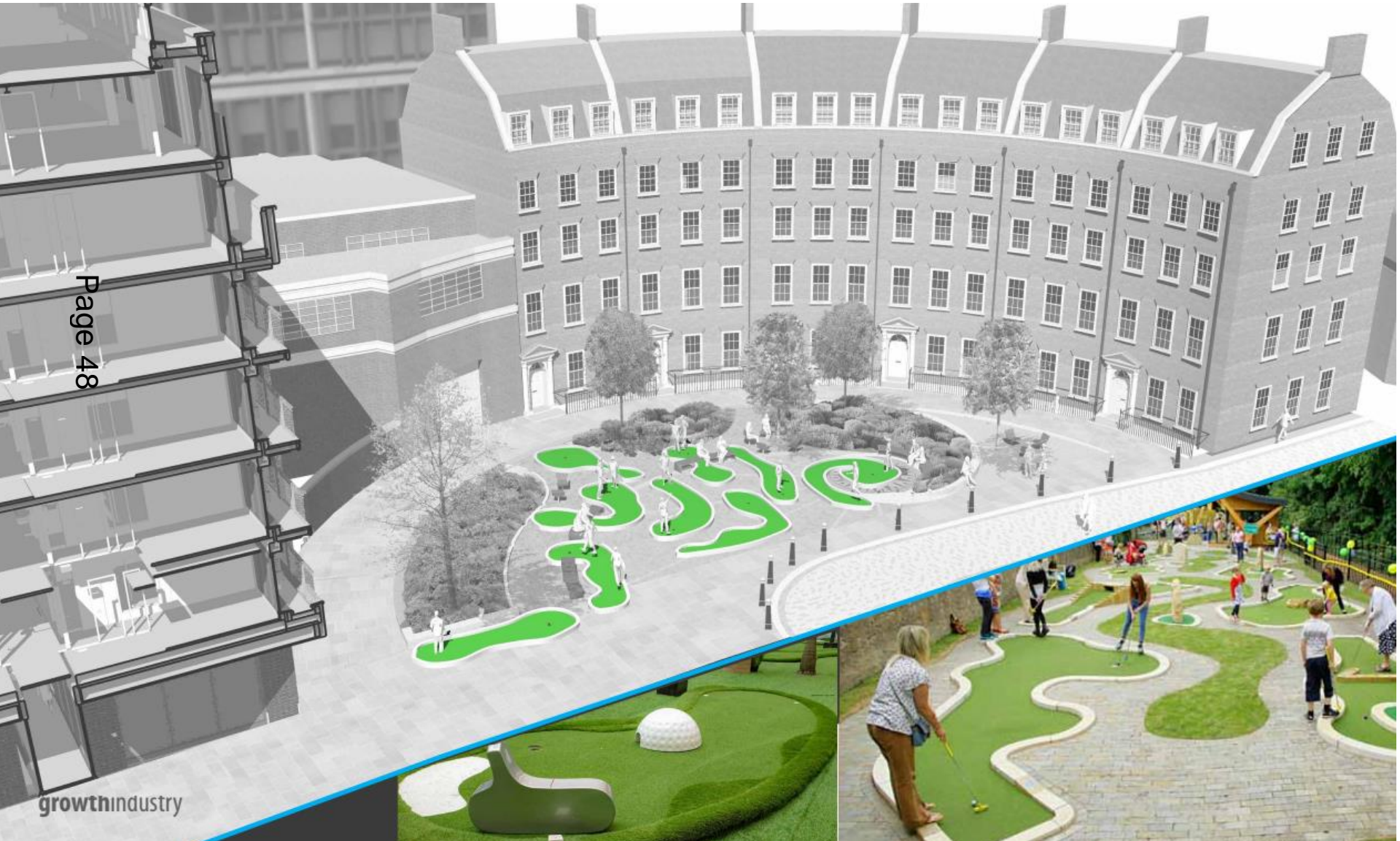
Opportunities – Games & leisure events (1)



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Indicative illustration

Opportunities – Games & leisure events (2)



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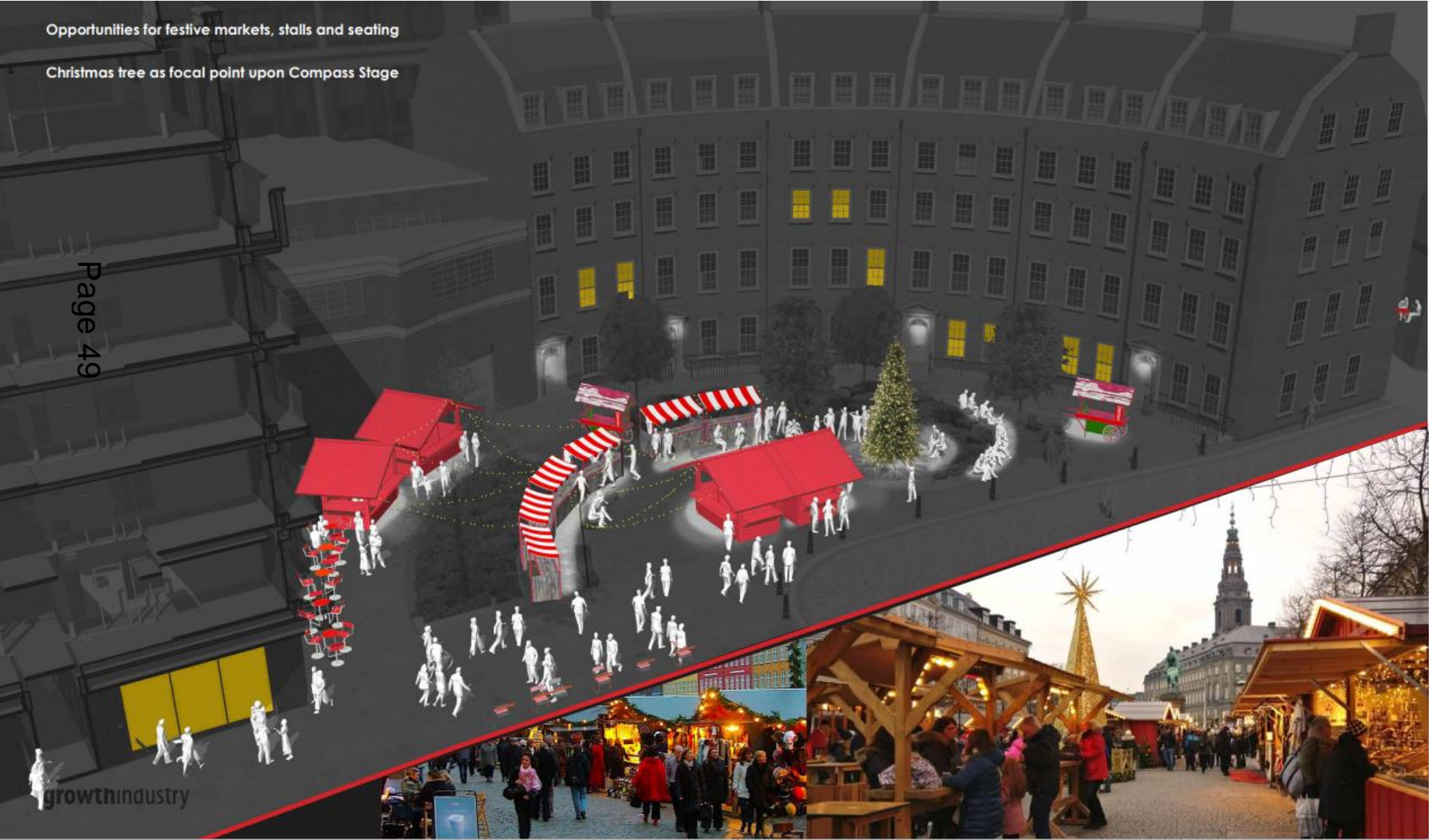
Indicative illustration

Opportunities – festive occasions

Opportunities for festive markets, stalls and seating

Christmas tree as focal point upon Compass Stage

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Committee(s): Streets and Walkways Sub – For Decision	Date(s): 26 September 2023
Subject: City Cluster Area – programme update (including Leadenhall Street Improvements) Unique Project Identifier(s): City Cluster Vision Phase One - 12072 Leadenhall Street Improvements – City Cluster Vision Programme - 12295	Public
Report of: Interim Executive Director, Environment Department	For Decision
Report author: Maria Herrera and Daniel Laybourn Policy and Projects	

Summary

This report provides an update on the delivery of the City Cluster programme, which is structured around three workstreams and focused on the implementation of the City Cluster Vision and Transport Strategy. The programme will deliver an outstanding environment and improve the way that streets and spaces can support the local economy. These workstreams also include projects that will improve the environmental resilience of the public realm, addressing climate impacts in the coming years.

The three City Cluster workstreams are as follows:

- 1) Pedestrian priority and traffic reduction
- 2) Wellbeing and climate resilience
- 3) Activation and engagement

Since the last update report in November 2022, the following progress has been made:

- Three projects from the Wellbeing and Climate Resilience workstream have been completed and one is due to start on site in October 2023.
- Leadenhall Street Improvements project: An early concept design to introduce wider footways along the length of the corridor has been completed. Surveys have been completed to assess the viability of planting trees and introducing greenery. The resulting visualisations of this can be seen in Appendix 3. The next stage is to develop costed and validated greening and public realm options for future consideration by Members whilst continuing engagement with local stakeholders. The requested decisions detailed in this report are to enable this to happen and submit a Gateway 3 report back to Members in due course.

- As agreed in the last update report, a capital funding bid for the next phase of the programme's high priority projects has been submitted and a decision is expected by the end of 2023. The EC BID have also committed £1m towards the delivery of projects (subject to the success of the City's pending capital bid). A summary on progress was presented to the City Cluster Programme Board in July 2023, which included an update on current projects.
- In July 2023, TfL decided to make their Bishopsgate Experimental Traffic Order permanent. In short, this permanently restricts substantive access on Bishopsgate and Gracechurch Street between Shoreditch and London Bridge to buses and cycles only between 7am-7pm Monday to Friday.

Recommendations

1. Note and approve the content of this progress update.
2. Note the funding strategy in Appendix 2, and the commitment of £1m from the EC BID, subject to the outcome of the City's capital bid which has been submitted for consideration.
3. Approve funding of £35,000 from the S106 contribution of 40 Leadenhall Street for staff costs and fees for the management of the City Cluster programme including communications, for the next reporting period. As set out in Appendix 2.
4. Regarding the Leadenhall Street Improvement project, the following recommendations are sought to enable the project to progress to Gateway 3:
 - i. Approve the progression of the project's design shown in Appendix 3 towards a more-detailed design with costed greening and public realm options for future consideration and approval by Members.
 - ii. Approve the increased and amended budget shown in Appendix 4 to enable the above work to take place and reach the next gateway, including the requested increase of £173,000 to a new overall budget of £391,000. It's proposed that this be funded by the 20 Fenchurch Street S106 monies;
 - iii. Approve the inclusion of a works budget line to accommodate trial holes to help validate potential greening locations along the street; and
 - iv. Approve the amended Risk Register in Appendix 5 that has been updated following the outcome of TfL's Bishopsgate Experimental Traffic Order to release the funding previously held in the register back into the project.

Main report

Background

1. The City Cluster Vision (CCV) was adopted by Committees in May 2019 and provides a framework for the transformation of the streets and public realm of the area. The City Cluster Area delivery plan was approved by committees in July 2020 and divided the implementation of the Vision into three workstreams: 1) Pedestrian priority and traffic reduction, 2) Wellbeing and Climate Resilience, and 3) Activation and Engagement.
2. Officers have developed the projects within the workstreams in close collaboration with Ward Members, stakeholders, and the EC BID, through the establishment of a Programme Board. Regular updates have been provided throughout the process to ensure the scope of the workstreams is in line with programme objectives and strategic priorities.

Progress to date

3. A Programme Board meeting took place in July 2023, to review the following:
 - To discuss the Leadenhall Street Improvement project and agree next steps for the design development stage.
 - To discuss the programme funding strategy and planned capital funding bid.
 - To update the Board on progress to date on all workstreams. Included in section 7,8 and 9 below and in Appendix 1.
 - To update the Board on the work of the EC BID
 - To review the terms of reference for the Board.
4. A key item of the agenda was the review of the Leadenhall Street Improvement Project and the proposed funding strategy. Feedback on the Leadenhall Street designs was very positive, and members requested that timescales for implementation should be reviewed to deliver change within a shorter timeframe.
5. Funding for delivery of the next phase of the programme is yet to be determined and the aim is to secure additional funding via a City Community Infrastructure Levy (CIL) capital bid which has been submitted. An outcome is expected by the end of 2023. Other confirmed funding sources such as S106 and S278 forms part of the funding strategy. In addition to this, it has been confirmed that the EC BID will contribute £1m over a three-year period to fund projects in the programme. Further details of the funding strategy are included in the Financial Implications section of this report.
6. In July 2023, TfL decided to make their Bishopsgate Experimental Traffic Order permanent. In short, this permanently restricted substantive access

on Bishopsgate and Gracechurch Street between Shoreditch and London Bridge to buses and cycles only between 7am-7pm Monday to Friday. This decision has now enabled officers working on some elements of the programme, such as the Leadenhall Street Improvements and City Cluster Security Projects, to progress their own proposals which align with the now-permanent traffic restriction. It has also reduced the risk profile for the Leadenhall Street improvement project which is detailed in the risk section of this report.

7. Pedestrian priority and traffic reduction workstream

The table below provides a brief update on all the current projects in this workstream.

Typology of project	Location and brief description	Update
Cycling infrastructure	<u>Bevis Marks Cycle route</u> : Experimental protected cycle lane from St Botolph Street to Camomile Street.	Experimental scheme is to be made permanent in October 2023.
	<u>Aldgate to Blackfriars cycle route</u>	The Leadenhall Street concept design narrows the carriageway to 6.5 metres. In tandem with current and expected traffic volumes, this will provide a suitable environment for cyclists to take the primary position in the general traffic lanes. Light segregation is also being proposed east along Aldgate High Street from Mitre Street to the pedestrian crossing by Aldgate Square. With the experimental scheme on Bevis Marks being made permanent, St Botolph Street is to be upgraded with physical separation for cyclists from general traffic. Delivery is expected by 2028.
	<u>Houndsditch Experimental cycle scheme</u>	An experimental scheme is due to be delivered in 2024/25.
Traffic reduction and pedestrian priority	<u>Leadenhall Street</u> Transformation of this key route to include more space for people walking, improved crossings, greening and public realm enhancements.	The early concept design has been completed. This has established the scope and feasibility of the project, including pavements widened as much as possible on both sides of the street, space for planting and public realm

		<p>improvements (subject to further investigation of utilities) and early work on the incorporation of necessary security requirements. The design has already been used to inform the other projects, detailed in section 10 of this report, to ensure a holistic approach to the future transformation of the street.</p> <p>The project has been identified as a high priority with significant transformative benefits for the area. However, additional funding is now required to develop the more-detailed greening and public realm options prior to these options being presented to members in a future report for decision.</p> <p>As the requested decisions in the report utilise existing funding, they aren't dependant on the success of the CIL capital bid. The risk of abortive work should the CIL capital bid be unsuccessful or deferred is also low. If that was to happen, the next steps in the design process could be completed regardless, with the resulting options being presented to Members for a decision on their preferred approach. This would further clarify and solidify the City's vision for Leadenhall Street.</p> <p>Regarding the delivery of change on Leadenhall Street in a shorter timeframe, officers are already exploring the options to do this and, should they be approved, the requested decisions would help to improve the chances of this happening. With several S278 projects currently live along the street, it's very likely there will be various options to deliver improvements between them in a co-ordinated manner, aligned by the overall concept design that has been developed for the street.</p> <p>To expedite 'quick wins', these improvements may be limited to footway widening only with public realm and greening improvements to follow later, but officers will continue to investigate</p>
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		the possibilities and bring a report to members at the earliest opportunity.
	<p><u>St Mary Axe</u></p> <p>Phase 1: short-term measures to improve accessibility and experience for people walking.</p> <p>Phase 2: Transformative change to improve the walking experience, introduce greening and public realm enhancements.</p>	This project is currently on hold due to the new developments in the area which will need due consideration in future streetscape planning. Officers are currently liaising with colleagues in City Planning and the developer at 1 Undershaft to formalise a way forward.
Security	<p><u>Area wide security project</u></p> <p>Projects to incorporate appropriate security measures into the streets and public realm across the area.</p>	Data gathering and design development has commenced and consultation with stakeholders is planned to be undertaken in late 2023.
Pedestrian Priority and accessibility	<p><u>Creechurch Lane Area:</u></p> <p>This project includes pavement widening, accessibility improvements and planting, to introduce a permanent scheme in place of temporary measures.</p>	<p>This project has been identified as a high priority.</p> <p>A Gateway 1/2 report is on this committee agenda for decision.</p>

8. Wellbeing and Climate Resilience workstream

The content of this workstream has been organised into three key areas of work, as summarised below. The projects have been developed in collaboration with the City Gardens division, Climate resilience officers and local stakeholders.

Typology of project	Location and description	Update
Improvements to existing public spaces	1. <u>St Helens Churchyard:</u> Re-landscaping to include additional	Project on hold and subject to a CIL neighbourhood funding bid to be submitted by the Church.

	<p>greening and seating and step-free access</p> <p>2. <u>St Andrews Undershaft Churchyard</u>: proposals include re-configuration of steps, new planting beds (incorporating rainwater harvesting), increased greening and additional seating</p> <p>3. <u>Jubilee Gardens</u>: Relandscaping, including climate resilient planting and seating, new entrance, SuDS and green wall</p>	<p>Detailed design is completed and the submission for Faculty consent for trial holes to the Diocese of London has been approved, with trial holes planned to be completed in September, followed by Gateway 5 (Chief Officer approval). Works are expected to start on site in mid-2024.</p> <p>Construction information is complete. Works are anticipated to start on site in October 2023.</p>
Green Streets	<p>4. <u>Green streets</u>: Project involves the installation of seating and planters with a flexible, modular design across the area and is part-funded by the EC BID.</p>	Project completed in July 2023.
Climate change resilience measures	<p>5. <u>Bevis Marks SuDs pilot project</u>:</p> <p>A project to construct Sustainably drained planters with permeable paving, resilient planting, and seating as part of a pilot project for the Cool Streets and Greening programme.</p> <p>6. <u>Tree planting across the area</u></p>	<p>Project completed in April 2023.</p> <p>A total of 12 trees have been planted in the area to date. More are planned next planting season.</p>

9. Activation and Engagement workstream

This workstream has been agreed to be developed and implemented by the EC BID, coordinated with the Destination City team. This piece of work will identify shared goals and a delivery framework that enhances private-public sector engagement, outputs and outcomes.

10. Other project progress related to Section 278 agreements:

Projects at Construction Stage:

- 6-8 Bishopsgate S8/ 278: An area of footway widening, and reconstruction work is due imminently outside this development on Leadenhall Street. This will be delivered under agreement by TfL and the developer, with the design coming from the City's design for Leadenhall Street.
- 40 Leadenhall Street S278: A large scale S278 scheme around the new development on Leadenhall Street, Billiter Street, Fenchurch Street and Fenchurch Buildings, which also encompasses the remaining elements of the Billiter Street S106, 52-54 Lime Street and 10 Fenchurch Avenue S278 projects. The project is post G5 and is currently expected to begin construction in early 2024. The project's design for Leadenhall Street has also come from the City's design for the street and greening is being planned for Billiter Street and Leadenhall Street.

Projects at pre-construction stage:

- 1 Leadenhall Street S278: A S278 scheme on Leadenhall Street and Whittington Avenue. A G3/4/5 report is due to be submitted to committees in late 2023 for a planned construction start in Spring 2024. The scope of the project is to include delivery of the Leadenhall Street concept design in the proximity of the development and Whittington Avenue being raised and paved with granite setts to provide an enhanced walking environment.

Communication Strategy

11. The programme governance has been established and this includes a Programme Board that meets twice a year and includes representation from Ward Members, City officers and key stakeholders.
12. It has been identified that additional engagement and communication is required to provide regular updates to stakeholders on projects and increase engagement with the EC BID. A communication strategy has been produced and additional staff costs are requested in this report to deliver the outputs and continue working alongside stakeholders and the EC BID.
13. Annual programme reports will continue to be submitted to Committees and individual Gateway reports will be submitted as projects are developed.

Corporate & Strategic Implications

14. The City Cluster is identified as a Key Area of Change in the draft Local plan. The area will experience the largest increase in working population due to current and projected developments.
15. Transport Strategy – The City Cluster programme delivers against the following outcomes:
 - The Square Mile’s streets are great places to walk and spend time.
 - Street space is used more efficiently and effectively.
 - The Square Mile is accessible to all.
 - People using our streets and public spaces are safe and feel safe.
 - More people choose to cycle.
 - The Square Mile’s air and streets are cleaner and quieter.
 - Our street network is resilient to changing circumstances.
16. The Destination City initiative will ensure that the square mile remains a world-leading destination. In relation to the public realm, aspirations include:
 - Build on existing strategies to explore opportunities for more pedestrianised areas, particularly at the weekend.
 - Bring fun, colour, and lightness to City spaces, with focus on attracting families and more diverse audience groups as well as delivering for workers and residents; and find new opportunities to open and demystify City businesses.
17. The Climate Action strategy was adopted in 2020 and sets out how the City will achieve net zero, build climate resilience and support sustainable growth over the next two decades. A key deliverable is the Cool Streets and Greening programme which focusses on improving climate resilience in the public realm.

Financial implications

18. The delivery of the short-term projects for the first two years, 2022-2024, at an estimated total cost of £2.9m is fully funded through a variety of sources, including site specific Section 106 contributions, Section 278 payments, Climate Action Strategy programme and external sources. However, the medium-term transformative projects such as Leadenhall Street are not fully funded. Officers have estimated costs for all projects and developed a funding strategy. See Appendix 2 for further information.
19. A capital bid for City CIL funding has been submitted with an outcome expected by the end of 2023. Substantial CIL contributions in excess of £80m have been generated in this area as a result of several new developments, and key stakeholders, including the programme board have expressed their support for utilising a proportion of this funding for the delivery of projects to transform the area.

20. In 2020 TfL’s Liveable Neighbourhood programme funding of £4m was withdrawn as a result of TfL’s financial situation. Officers will continue to work closely with TfL to investigate future funding.

21. Funding from Section 106 agreements in the area are a key funding source for the delivery of the City Cluster programme. Additional S106 funds are proposed to be allocated to the programme through the “S106 Allocation report” which is also on this Committee’s agenda.

Legal implications

22. The existing S106 contributions which are proposed to be used to fund the programme are specific to this area, in scope and geography. Section 106 payments made and held for specific purposes must be spent on the purposes for which they are held and in accordance with the City’s obligations under the agreement unless these agreements are specifically re-negotiated with the relevant parties.

23. Where further consultation is required on individual projects, this will be carried out as the project moves forward, in accordance with either the statutory requirements or the principles which guide general consultation.

24. The City published an Infrastructure funding statement annually which includes a statement of the infrastructure projects or types of infrastructure which the City intends will be, or may be, wholly or partly funded by CIL. Where proposals for works within the City Cluster Vision fall within the scope City of London Infrastructure List, CIL funds may be used towards such works.

25. Furthermore, the removal of regulation 123 of the CIL regulations 2010, that restricted pooling of S106 and CIL contributions now allows local authorities to combine CIL and 106 revenues towards the same infrastructure project or item.

Risk Implications

26. The top three programme risks are as follows:

Risk	Description	Response
Future funding is not secured for the delivery of medium- and long-term projects	At present, funding has been secured to deliver the short-term projects (2022-2024), Funding for future years (beyond 2024) is uncertain and subject to future capital bids and allocation of S106	Additional funding sources are being investigated, officers will work closely with the Chamberlains Dept. Officers are working with stakeholders including the

	contributions from the local area.	EC BID to support the funding of the workstreams.
Delivery timescales are delayed	Projects will need to be coordinated with the on-going developments in the area. This will impose various programme constraints.	On-going communication with developers and contractors is essential, as is the need for flexibility in the programme.
Lack of stakeholder support	The public consultation on the City Cluster Vision and the Transport Strategy highlighted strong overall support to deliver the proposed initiatives.	<p>A communication strategy is in place to ensure stakeholders are kept updated and consulted at various stages of the projects.</p> <p>The EC BID and stakeholders in the Cluster have expressed their support for the programme. Engagement with these groups has been maintained and will be enhanced.</p>

27. For the Leadenhall Street improvement project and its risk profile, TfL's decision to make the Bishopsgate experimental traffic order permanent means that there is no longer a need to hold funding in its risk register for an experimental timed closure point on the street. This was approved by members in May 2022 in case TfL removed or amend their experiment which could have led to an unwanted increase in general traffic on Leadenhall Street. The proposed risk register included in Appendix 5 of this report therefore no longer includes this risk and has been amended accordingly to reflect the status of the project. At this time, no funding has been attributed to the risk register as the risks for the next stage of work are minimal and mitigations are already accommodated in the project's BAU activities by Officers.

Conclusion

28. The City Cluster area delivery plan outlines a framework for the creation of a positive and welcoming street environment to support the City Cluster. The programme will ensure the streets and spaces are attractive, safe, and inclusive. The ability to place the City Cluster as a destination beyond the working hours, welcoming visitors and workers alike remains a key aim of the programme.

Appendix:

Appendix 1. Overall Programme update (Programme Board presentation).

Appendix 2. Report funding tables and Programme funding strategy for 2024-2027.

Appendix 3. Leadenhall Street Improvements: Design plan and visualisations

Appendix 4. Leadenhall Street Improvements funding information and budgetary requests.

Appendix 5: Leadenhall Street Improvements Proposed Risk Register (for approval).

Other relevant papers in this Committee's Agenda:

Section 106 Allocation report

– For decision

Creechurch Lane Area Gateway 1/2 report
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– For decision

Other relevant documents:

City Cluster Vision (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/public-realm-city-cluster-vision-area-strategy.pdf>

City of London Transport Strategy (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/city-of-london-transport-strategy.pdf>

Report Authors:

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Appendix 1.

City Cluster Area Programme presentation

July 2023

City Cluster Vision masterplan

Proposals overview

In support of the vision, a series of public realm proposals and opportunities are identified and located on the illustrative masterplan diagram. Initial concept proposals are outlined in the following section in response to the perceived issues, objectives and consultation responses identified within this report. It is the purpose of the envisioned proposals to offer an aspirational character and a reinforced or new sense of place.

The proposals outlined will be subject to ongoing engagement, detail design works and the relevant surveys and technical assessments required. Refer to the proposed Delivery Plan in section 4 of this report for further information on proposed phasing and delivery.

The proposals are identified as follows:

- 1 Jubilee Gardens - Houndsditch
- 2 St Mary's Axe - Lime Street
- 3 Whittington Avenue
- 4 Bevis Marks - Camomile Street
- 5 Leadenhall Street - incl Leadenhall Crossing
- 6 Great St Helens link - Bishopsgate
- 7 Bishopsgate - Gracechurch Street
- 8 Camomile Street - Wormwood Streets Junction
- 9 Threadneedle Street junction
- 10 Bury Street
- 11 Creechurch Lane Area



Fig. Illustrative Masterplan locating public realm proposals

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City Cluster Programme overview

Workstream 1: Pedestrian priority & traffic reduction

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

Workstream 2: Well-being & climate change resilience

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

Workstream 3: Activation & events

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

2. Leadenhall Street transformation

Design vision

Project Objectives

- An improved walking environment
- Improved accessibility and safety
- A high-quality public realm
- Increased greenery and seating provision

Design Vision



Greener



Sociable



Integrated

View 1 - Looking East towards Leadenhall and Lloyds buildings



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Before

View 1 - Looking East towards Leadenhall and Lloyds buildings



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After

View 2 - Looking West at the Leadenhall/ St Mary Axe Junction



Before

View 2 - Looking West at the Leadenhall/ St Mary Axe Junction



After

View 3 - The Eastern Gateway Looking West From Aldgate High Street



Before

View 3 - The Eastern Gateway Looking West From Aldgate High Street



After

Next steps:

- Next stage of design work to commence:
 - Develop design brief
 - Expand on project objectives
- Funding bid outcome - September 2023
- Options appraisal report – Summer 2024
- Indicative construction timescales: 2024-2026

3. Funding strategy

City Cluster Area: high priority projects

Delivery 2024-27 – City CIL Funding bid dependant

	Project	Project evaluation	Design Development	Pre-construction	Delivery 2024/25	Delivery 2026/27
1	Leadenhall Street; Transformative Change <i>(phased implementation)</i>		●			
2	Creechurch Lane area		●			
3	Fenchurch Street (feasibility study and pavement widening)	●				
4	Healthy Streets Plan – Fenchurch Street and south of the area <i>(to be coordinated with ECBID public realm strategy)</i>	●				
5	Lime Street and Fenchurch Street pedestrian crossing improvements	●				
6	Climate Action Strategy; Cool Streets and Greening programme (area wide)	●				

Key:

● Current project status

**CITY CLUSTER PROGRAMME
FUNDING STRATEGY 2024 – 2027**

Funding Source	Amount (£)	Status
CoL CIL bid	5.9m	TBC (September)
CoL Climate Action Strategy	0.4m	confirmed
CoL S106 receipts	3.5m	confirmed
S278 agreements with developers	1.9m	confirmed
External Contributions (EC BID)	1m	confirmed
TOTAL	12.7m	

4. City Cluster programme: Projects update

Current projects 2023-2024

Completed:

- Bevis Marks Sustainable Urban Drainage
- Green Streets planters and Seating
- Area wide tree planting – phase 1
- Mark Lane enhancement scheme
- Sculpture in the City 12th edition

Pre-construction stage:

- Jubilee Gardens relandscaping scheme
- St Andrew Undershaft churchyard enhancement
- Area wide tree planting – phase 2
- Whittington Avenue (S278)
- Billiter Street (S278)

Design development stage:

- Creechurch Lane area

Bevis Marks
Sustainable Urban Drainage

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Green Streets project

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Tree planting - Houndsditch



Mark Lane and New London Street
public realm

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Sculpture in the City
12th edition

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Jubilee Gardens – Pre-construction stage

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St Andrew's Undershaft – Pre-construction stage

Design proposal: Illustrative view

The refurbishment of the churchyard to St Andrew Undershaft Church will maintain and enhance not only the relationship of this small space with its church, but also the wider City cluster beyond. It will continue to offer a vital and intimate publicly accessible open space serving as gathering for church events as well as a refuge of calm within the bustle of the City.

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Creechurch Lane – design development stage



6. Terms of reference Programme Board

Terms of Reference

- **The Role of the Programme Board**

- To provide oversight, advocacy, and support for the area framework with a focus on the strategic direction of the Cluster
- The Board meets twice a year/as required

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- **The Board is responsible for:**

- Strategic decisions regarding the overall direction and priorities of the programme
- Agreeing the funding strategy
- Reviewing the programme communication strategy.
- Reviewing the programme risks and dependencies.

Appendix 2 – Report funding tables and Programme funding strategy for 2024-2027

Table 1: Spend to Date - 16800412: City Cluster Vision - Phase 1			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
P&T Staff Costs	89,000	76,663	12,337
Env Servs Staff Costs	3,922	3,921	1
P&T Fees	66,078	60,272	5,806
TOTAL	159,000	140,856	18,144

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
P&T Staff Costs	89,000	30,000	119,000
Env Servs Staff Costs	3,922	-	3,922
P&T Fees	66,078	5,000	71,078
TOTAL	159,000	35,000	194,000

Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
S106 - Pinnacle - LCEIW - 06/01123/FULEIA	82,000	-	82,000
S106 - 6 Bevis Marks - LCEIW - 09/00450/FULMAJ	50,000	-	50,000
S106 - 40 Leadenhall Street - LCEIW - 13/01004/FULEIA	27,000	35,000	62,000
TOTAL	82,000	-	82,000

Table 4: Spend to Date - 16800455 - Leadenhall St Improvements CCV			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	25,200	23,569	1,631
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	53,800	30,748	23,052
P&T Fees	81,000	43,070	37,930
Cost Risk Provision	57,000	-	57,000
TOTAL	218,000	97,386	120,614

Table 5: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	25,200	45,000	70,200
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	53,800	30,000	83,800
P&T Fees	81,000	120,000	201,000
Trial Works	-	35,000	35,000
Cost Risk Provision	57,000	(57,000)	-
TOTAL	218,000	173,000	391,000

Table 6: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
ReVeAL EU Funding	22,660	-	22,660
S106 - 20 Fenchurch Street - Transportation - 08/01061/FULMAJ	195,340	173,000	368,340
TOTAL	218,000	173,000	391,000

Table 7. Programme funding strategy

**CITY CLUSTER PROGRAMME
FUNDING STRATEGY 2024 – 2027**

Funding Source	Amount (£)	Status
CoL CIL bid	5.9m	TBC (November)
CoL Climate Action Strategy	0.4m	confirmed
CoL S106 receipts	3.5m	confirmed
CoL S108 agreements with developers	1.9m	confirmed
External Contributions (EC BID)	1m	confirmed
TOTAL	12.7m	

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Appendix 3 – Leadenhall Street Improvements: Visuals





Appendix 4: Leadenhall Street Improvements funding information and budgetary requests

Spend to Date - 16800455 - Leadenhall St Improvements CCV			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	25,200	23,569	1,631
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	53,800	30,748	23,052
P&T Fees	81,000	43,070	37,930
Cost Risk Provision	57,000	-	57,000
TOTAL	218,000	97,386	120,614

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Env Servs Staff Costs	25,200	45,000	70,200
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P&T Fees	81,000	120,000	201,000
Trial Works	-	35,000	35,000
Cost Risk Provision	57,000	(57,000)	-
TOTAL	218,000	173,000	391,000

Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
ReVeAL EU Funding	22,660	-	22,660
S106 - 20 Fenchurch Street – Transportation – 08/01061/FULMAJ	195,340	173,000	368,340
TOTAL	218,000	173,000	391,000

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Leadenhall Street Improvements - City Cluster Vision	PM's overall risk rating:	Medium	CRP requested this gateway	£ -	Average unmitigated risk	2.4	Open Risks	11
Unique project identifier:	12295	Total estimated cost (exec risk):	£ 8,000,000	Total CRP used to date	£ -	Average mitigated risk score	1.0	Closed Risks	0

General risk classification										Mitigation actions							Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification 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	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	Unlikely	Minor	2		N	B - Fairly Confident	* Work as a team to scenario plan at an early stage to estimate costs and impacts of high, medium and low occurrences. * Budget and programme slack to account for likely low impact events		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23- The project is still in the early stages of planning meaning that this risk is very minor. The project team will continue to assess and mitigate against such risk as part of its BAU processes.
R2	2	(1) Compliance/Regulatory	Issues or delays in any required consents 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, TfL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Unlikely	Minor	2		N	B - Fairly 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		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - No change. This scheme will require 3rd party approvals by Transport for London. Normal BAU processes will mitigate however.
R3	2	(1) Compliance/Regulatory	Judicial Review, which leads to project delay/ further costs	Should judicial review occur at this early stage, its certain this would have major implications on project delivery. Extra legal advice could also be required to deal with the situation.	Rare	Serious	2		N	B - Fairly Confident	* Consider legal advice. This could be the internal teams or external advice such as QCs if necessary. * Should judicial review be a distinct probability, establish a very detailed and concise project plan, programme and design log which details change and the reasons why. * Reaffirm statutory documentation requirements via internal advice. * Ensure and check that any public advertisements are in place as required (and replaced if needed)		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - No change. Although we can ensure all due processes are followed, a JR can occur during the traffic order process and will need to go through the Court process for determination. Fully compliant processes which are documented and made public may reduce the likelihood of an individual or organisation making a JR claim
R4	2	(10) Physical	Accessibility and/ or security concerns lead to project change that in-turn results in additional resources being required to compensate.	Further changes to the project's design and scope may be required if accessibility concerns are raised.	Possible	Minor	3		N	B - Fairly Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and contacts * Regular meetings with associated projects and programmes		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - Accessibility will be assessed during the design phases using the CoL accessibility tool. This is a new BAU process which will help to mitigate this risk. Also the project is working alongside the relevant security project which will help to ensure synergies are maintained.
R5	2	(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.	Possible	Minor	3		N	B - Fairly Confident	* Ensure early engagement with TfL buses in the design phase so they can consult internally * Design the scheme to minimise bus impacts or attempt to provide a benefit so TfL buses are more inclined to help fund the project.		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - BAU project discussions have already taken place with TfL buses. Its expected these discussions will be sufficient to mitigate any potential associated risks.
R6	2	(8) Technology	Modelling issues (results and implications, issues with the delivery, buy-in, required returns, etc)	Modelling can play a major role in defining a project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify. Also, further modelling may be required following consultation if design changes needed.	Unlikely	Minor	2		N	B - Fairly Confident	* Early engagement with TfL to identify requirements, their timescales and costs * Ensure information & data requirements for modelling are agreed and scoped out fully * Regular engagement with design and modelling consultants		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - Minor decrease in pre-mitigation risk values due to the potential bus gate no longer being required. Transformational scheme is not expected to require any modelling.
R7	2	(2) Financial	Lack of available skilled staff resource being available which leads to delays	Additional resource may be required for a number of reasons i.e. new and unplanned requirement identified, loss of team member, etc	Possible	Minor	3		N	B - Fairly Confident	* Resource plan at least two Gateway stages forward in an effort to locate resources as early as possible * Use existing framework contracts where possible		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - The transportation framework is in place to cover resource requirements should there be any issues.
R8	2	(3) Reputation	issue(s) with external engagement and buy-in lead to additional resources being required to compensate	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could arise from the public consultation results.	Possible	Minor	3		N	B - Fairly Confident	* Early identification and engagement with key stakeholders using the City Cluster Vision Programme Stakeholder Engagement plan and established communication routes * Consider specific working groups should it be required.		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - No change. This risk is thought to be low and will be tracked in partnership with the City Cluster Vision Programme which this project is a part of.

Appendix 5: Leadenhall Street Improvements Proposed Risk Register (for approval)

R9	2	(4) Contractual/Partnership	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 term contractor just prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)	Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - At this stage, a very low risk which will be monitored up to G5.
R10	2	(10) Physical	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	Minor	3		N	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. *Quite minor construction works required for this project so risk should be limited.	Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - utility surveys have taken place and Leadenhall St has already been heavily surveyed in the past. Both these points lead to a low risk score at this time.
R12	2	(4) Contractual/Partnership	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.	Unlikely	Minor	2		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		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - at this stage, this risk is low but will become more important at the subsequent stages of work. Also, its more likely than not that these risks will be monitored by their own individual projects (most likely S278) which can then feed into this project and the City Cluster Vision Programme.

Agenda Item 6

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Committees: Streets and Walkway Sub - for decision	Dates: 26 September 2023
Subject: Creechurch Lane area improvements (City Cluster programme) Unique Project Identifier:	Gateway 2: Project Proposal Regular
Report of: Interim Executive Director, Environment	For Decision
Report Author: Maria Herrera	
PUBLIC	

Recommendations

1. Next steps and requested decisions	Project Description: <p>Public realm and highway improvements to the Creechurch Lane, Mitre Street and Bury Street area. This project is part of the City Cluster programme of work, established as a framework for project delivery. Projects within the programme have been scored against prioritisation criteria from the City Cluster Vision, Transport Strategy and Climate Action Strategy objectives.</p> <p>The Creechurch Lane area is within the high priority projects due to its potential to deliver an enhanced environment to improve the experience of people walking and cycling, supporting local businesses, the Aldgate School and local residents.</p> <p>The project includes the following:</p> <ul style="list-style-type: none">• Accessibility and walking improvements, including widened pavements, improved pedestrian crossings and sections of raised carriageway.• Relocation/reconfiguration of parking and motorcycle bays to provide additional space for walking and support the local economy.• Public Realm improvements and greening to include a permanent design to replace temporary parklets and planters.
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	<p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Undertake a review of parking provision and kerbside loading activity. • Commission radar survey to assess viability of tree planting. • Review relocation of existing parklet platforms from Creechurch Lane to an alternative location elsewhere. • Undertake stakeholder engagement. • Design development of the scheme. <p>Funding Source: S106 Agreement from 40 Leadenhall Street development, CoL capital bid funding and an external contribution from the EC BID.</p> <p>Requested Decisions: Members are asked to:</p> <ul style="list-style-type: none"> • Approve the initiation of this project. • Approve the budget of £75,000 (staff costs and fees) for the project to reach the next Gateway 3/4, funded from the Section 106 agreement of 40 Leadenhall Street development. • Note the total estimated cost of the project at £500K-780K (excluding risk). • Authorise officers to prepare and agree a funding letter to receive the external funding contribution from the EC BID. 												
<p>2. Resource requirements to reach next Gateway</p>	<table border="1"> <thead> <tr> <th data-bbox="544 1536 746 1675">Item</th> <th data-bbox="746 1536 1038 1675">Reason</th> <th data-bbox="1038 1536 1230 1675">Funds/ Source of Funding</th> <th data-bbox="1230 1536 1382 1675">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1675 746 1933">Staff time P&T</td> <td data-bbox="746 1675 1038 1933">Project management, detailed design, stakeholder engagement and report writing.</td> <td data-bbox="1038 1675 1230 1933">S106</td> <td data-bbox="1230 1675 1382 1933">25,000</td> </tr> <tr> <td data-bbox="544 1933 746 2051">Staff time Highways</td> <td data-bbox="746 1933 1038 2051">Technical guidance and</td> <td data-bbox="1038 1933 1230 2051">S106</td> <td data-bbox="1230 1933 1382 2051">15,000</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time P&T	Project management, detailed design, stakeholder engagement and report writing.	S106	25,000	Staff time Highways	Technical guidance and	S106	15,000
Item	Reason	Funds/ Source of Funding	Cost (£)										
Staff time P&T	Project management, detailed design, stakeholder engagement and report writing.	S106	25,000										
Staff time Highways	Technical guidance and	S106	15,000										

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		feasibility detail stage.		
	Fees	Survey work, design consultancy and related services.	S106	35,000
	Total			75,000
<p>Costed Risk Provision requested for this Gateway: A costed risk provision is not required at this stage of the project.</p>				
3. Governance	<p>This project forms part of the City Cluster Programme which has an established Programme Board.</p> <p>The Service Committee is the Streets and Walkways Sub-Committee</p> <p>The Senior Responsible Officer is Bruce McVean, Assistant Director, Policy and Projects</p>			

Project Summary

4. Context	<p>4.1 The Creechuch Lane area improvements are part of the programme developed under the City Cluster Vision, adopted in 2019. The programme includes three workstreams:</p> <ol style="list-style-type: none"> 1) Pedestrian priority and traffic reduction: To improve streets which can safely accommodate the projected increase in pedestrians and cyclists by rebalancing the street capacity. 2) Wellbeing and climate resilience: To enhance public spaces and introduce greenery and climate resilience measures in line with objectives of the City's Climate Action Strategy. 3) Activation and engagement: To Deliver public places that are welcoming and inclusive, encouraging public participation and social engagement.
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	<p>4.2 The Creechurch Lane area project falls under workstreams one and two. The project will provide an improved and safer environment for people walking, cycling and or spending time in the area, along with public realm enhancements. There is also the potential to introduce greenery and tree planting.</p> <p>4.3 The local area has a concentration of food and beverage businesses, which attract local workers and visitors. In addition, there is a local primary school (The Aldgate School) and a residential cluster, as well as a mix of different offices.</p> <p>4.4 Several developments are planned in the vicinity; however, timescales are uncertain. Site assessments and discussions with the ECBID has identified that there is a need for highway and public realm improvements to take place in the short- term. Therefore, the design approach will ensure that the improvements can be delivered in phases if required. The proposed improvements will not impede the construction of new developments in the area in the coming years.</p>
<p>5. Brief description of project</p>	<p>5.1 The project includes public realm and highway improvements to Creechurch Lane, Mitre Street and Bury Street area, as part of the City Cluster programme of work.</p> <p>5.2 Initial evaluation work has identified the following considerations:</p> <ul style="list-style-type: none"> • Existing pavements are narrow and there is an absence of dropped kerbs or raised crossing points which needs to be addressed, including safe and accessible walking routes to the school. • In 2020, three parklets were installed on Creechurch Lane as part of the City’s Covid-19 response to provide safe outdoor space to socialise and support local businesses. The parklets have proven to be successful and well utilised. This project will address the temporary solution of the parklets and implement permanent improvements. This could include widening of footways, planting, and street furniture. • Provision of on street cycle parking and areas for dockless cycles and e-scooter hire is required. This is currently used at capacity, and its usage is envisaged to grow in the coming years. • The area is used by servicing vehicles but there is a desire to restrict or minimise through-traffic to ensure only essential vehicles use the streets. Consideration of areas for loading, unloading, and parking is required.

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	<ul style="list-style-type: none"> • The current location of motorcycle bays on Creechurch Lane will also be reviewed to evaluate whether alternative and more suitable locations can be identified in the area. • This is a conservation area with an attractive townscape. It is desirable that the streetscape is enhanced to provide a higher quality public realm.
<p>6. Consequences if project not approved</p>	<p>6.1 External match funding from the EC BID has been secured for this project. However, Members should note that this funding is subject to the City securing funds for the delivery of the programme via a capital bid. A decision on this capital bid is expected in late autumn 2023.</p> <p>6.2 Stakeholder and Member engagement has indicated strong support for the improvement of this historic quarter. If this project proposal is not approved, financial investment from external parties would be lost, and aspirations from stakeholders wouldn't be met.</p> <p>6.3 As part of the Covid19 City's response 3 parklets have been installed on Creechurch Lane to support local businesses. The aim is for the parklets to be replaced with permanent high quality design features, which require less maintenance and deliver long lasting benefits for the area. If this project is not approved, the delivery of permanent improvements wouldn't be feasible.</p> <p>6.4 The area will not meet the required standards for accessibility, with a lack of dropped kerbs and safe crossing points. A desktop Healthy Streets Check has been undertaken which indicates the area currently has a low performing score.</p> <p>6.5 Required public realm and greening improvements would not be delivered, and the area will continue to be of an unsatisfactory quality.</p>
<p>7. SMART project objectives</p>	<p>7.1. Deliver a high quality, accessible public realm with wider pavements and safe crossing points which are clearly demarcated.</p> <p>7.2 Provision of additional footway space for seating and tables and chairs to support local businesses.</p> <p>7.3 Introduce greenery and tree planting in line with the Climate Action Strategy, where feasible.</p>

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	7.4 Optimise loading and parking provision to ensure needs of local businesses are met, whilst providing an improved environment for people walking and spending time in the area.
8. Key benefits	<p>8.1 Improved environment for people walking, cycling and spending time in the area.</p> <p>8.2 Stakeholder’s aspirations will be met, ensuring the area remains attractive and the local economy is supported.</p> <p>8.3 A high quality design will be delivered in line with the historic setting of the streets in nearby listed buildings.</p> <p>8.4 Maintenance and cleansings costs are reduced due to the introduction of permanent changes using the standard palette of materials and tree planting.</p>
9. Project category	4b. Substantially reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	None noted

Options Appraisal

12. Overview of options	<p>12.1 There are limited options given the very specific environment and site conditions in the area. The standard palette of materials is proposed to be used. For widened footways and raised pedestrian crossings, designs would need to maintain vehicular access to certain buildings and accommodate construction logistics if required.</p> <p>12.2 Options regarding parking provision, loading, and unloading will be reviewed as part of the design development stage.</p> <p>12.3 Consideration will be given for the introduction of vehicular access restrictions if deemed suitable to deliver an improved environment and more priority for people walking.</p> <p>12.4 Options for the introduction of green infrastructure will be considered subject to ground conditions and available space.</p> <p>12.5 If the CoL capital funding bid is not successful, the scope of the project will need to be reviewed through a prioritisation exercise of the City Cluster programme of work.</p>
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Project Planning

<p>13. Delivery period and key dates</p>	<p>Overall project: The detailed design and assessment of options will be undertaken during Q4 2023/24. Stakeholder engagement to review options is planned for Q1-2024. Once results of the consultation are gathered, a preferred option will be developed and presented for approval.</p> <p>Key dates: A Gateway 3-4 report is expected in Q2 of 2024.</p> <p>Other works dates to coordinate: The implementation of the highway and public realm will be coordinated with nearby developments and delivered in phases.</p>
<p>14. Risk implications</p>	<p>Detailed project risk register is included in Appendix 3.</p> <p>Overall project risk: Low</p> <ul style="list-style-type: none"> • Project delivery timescales could be impacted by nearby developments. <i>Risk response: accept.</i> As the design develops, the delivery of the scheme in phases will be considered. At present, it is uncertain when nearby new developments will commence construction works, however is not expected for developments to commence construction works before this street enhancement project is delivered. • Project scope not agreed with stakeholders. <i>Risk response: reduce.</i> Options will be considered to discuss with stakeholders the detailed project scope, including the viability of reducing vehicular access in the area, reviewing parking provision and introducing greenery. • Overall project costs are higher than initially reported. <i>Risk response: reduce.</i> The project scope can be adjusted to meet the available budget as the design gets developed. It is intended to deliver the highway works in stages, which will allow for tight budget controls.

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15. Stakeholders and consultees	<p>15.1 External consultees:</p> <ul style="list-style-type: none"> • EC BID • Residents • Local businesses and occupiers • The Aldgate School • Developers with an interest in the area (i.e., 100 Leadenhall St and 33 Creechurch Lane) <p>15.2 Internal consultees:</p> <ul style="list-style-type: none"> • City of London Environment Department (including Highways, Cleansing, City Gardens)
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Resource Implications

16. Total estimated cost	<p>Likely cost range (excluding risk): £500 - £780k.</p> <p>Likely cost range (including risk): Any costs that would appear to exceed the current tolerance range will be managed within the provisions of the S106 agreement and reported to Committee at the next Gateway.</p>									
17. Funding strategy	<p>Choose 1: Partial funding confirmed</p>	<p>Choose 1: Mixture - some internal and some external funding</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Funds/Sources of Funding</th> <th style="text-align: right;">Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Section 106 from 40 Leadenhall Street development and CoL capital bid</td> <td style="text-align: right;">£200K - £480K</td> </tr> <tr> <td>EC BID contribution</td> <td style="text-align: right;">£300K</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">£500- £780k</td> </tr> </tbody> </table> <p>The Funding strategy is proposing to utilise S106 funding which is location specific as well as CoL CIL funds (via a capital bid). The outcome of the CoL capital bid will be known in November or December. Funding from external stakeholders has been agreed in principle and will be formalised via a funding letter to be completed at the next stage, following confirmation of the capital bid.</p>	Funds/Sources of Funding	Cost (£)	Section 106 from 40 Leadenhall Street development and CoL capital bid	£200K - £480K	EC BID contribution	£300K	Total	£500- £780k
Funds/Sources of Funding	Cost (£)									
Section 106 from 40 Leadenhall Street development and CoL capital bid	£200K - £480K									
EC BID contribution	£300K									
Total	£500- £780k									

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<p>18. Investment appraisal</p>	<p>Not Applicable</p> <p>On-going revenue implications</p> <p>18.1 Revenue implications for highways and soft landscaping maintenance, and cleansing are anticipated to be of minimum impact and will be confirmed at the next Gateway when the detailed design will be finalised.</p>
<p>19. Procurement strategy/route to market</p>	<p>19.1 It is anticipated that all works will be undertaken by the City's Highways term contractor, currently FM Conways.</p> <p>19.2 The design work is proposed to be carried out in-house by the Highways and Policy and Projects team in collaboration with stakeholders.</p> <p>19.3 The materials and specification of the design will be the City's standard specification, in accordance with the City Public Realm Supplementary Planning Document.</p>
<p>20. Legal implications</p>	<p>A funding letter is to be completed for the contribution from external stakeholders (EC BID).</p>
<p>21. Corporate property implications</p>	<p>None.</p>
<p>22. Traffic implications</p>	<p>22.1 Options regarding consideration of parking provision, loading, and unloading will be reviewed as part of the design development.</p> <p>22.2 Considerations will be given for the introduction of vehicular access restrictions if deemed suitable to deliver an improved pedestrian environment. Any proposed changes would be subject to statutory consultation processes</p>
<p>23. Sustainability and energy implications</p>	<p>23.1 It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes.</p> <p>23.2 Climate Change resilience measures and planting will be considered as part of the design development such as rain gardens and tree planting.</p>
<p>24. IS implications</p>	<p>None.</p>
<p>25. Equality Impact Assessment</p>	<p>A test of relevance will be undertaken at the next stage which will inform the assessment required during the development of the project.</p>

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26. Data Protection Impact Assessment	None
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Appendices

Appendix 1	Plan of the project area
Appendix 2	Project Briefing
Appendix 3	Risk Register

Contact

Report Author	Maria Herrera
Email Address	maria.herrera@cityoflondon.gov.uk
Telephone Number	07526 201100



Figure 1: Study location (Source The City Cluster Vision, City of London, 2019)

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	NA
[2] Core Project Name	Creechurch Lane area improvements		
[3] Programme Affiliation (if applicable)	City Cluster programme		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean
[6] Project Manager	Maria Herrera

Description and purpose					
[7] Project Mission statement / Elevator pitch					
Public realm and highway improvements in the vicinity of Creechurch Lane, Mitre Street and Bury Street area. This project is part of the City Cluster programme of work, established as a framework for project delivery. The project will provide an enhanced and safer environment for people walking, cycling and to spend time in. Alongside the potential to introduce greenery and tree planting.					
[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)?					
<ul style="list-style-type: none"> Existing pavements are narrow and pedestrian crossings need improvement. There is an absence of dropped kerbs or raised crossing points and this needs to be addressed, including consideration of road safety and safe routes to the school. Consideration of areas for loading, unloading, and parking is required. Replacement of temporary parklets with a permanent design is required to enhance the public realm 					
[9] What is the link to the City of London Corporate plan outcomes?					
<ul style="list-style-type: none"> People are safe and feel safe People have equal opportunities to enrich their lives and reach their full potential. We have clean air, land and water and a thriving and sustainable natural environment Our spaces are secure, resilient and well maintained. 					
[10] What is the link to the departmental business plan objectives?					
<ol style="list-style-type: none"> 4. Creating an accessible and inclusive City which is stimulating, safe and easy to move around in 5. Leading and initiating research into microclimate issues for the benefit of London and the UK; to increase our environmental resilience and lead on Climate Action 7. Improving quality and safety of the environment for workers, residents and visitors 					
[11] Note all which apply:					
Officer:	Y	Member:		Corporate:	

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

Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
1) <i>Improve the pedestrian experience.</i>	
2) <i>Improve safety for people walking and cycling.</i>	
3) <i>Deliver an efficient servicing and parking provision strategy to better manage the area.</i>	
[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.)	
<ul style="list-style-type: none"> - Cost savings of improvements due to the removal of temporary infrastructure (parklets). - Improved pedestrian perception. - Additional provision of cycle parking and cycle hire vehicles. 	
[14] What is the expected delivery cost of this project (range values)[£]?	
£500-£780k	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
TBC	
[16] What are the expected sources of funding for this project?	
<i>Section 106 contributions and external funding.</i>	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
Autum 2024 (6 months delivery programme is estimated).	

Project Impact:	
[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?	
NA	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Policy and projects	<i>Gillian Howard, Sam Lee and Bruce McVean.</i>
Chamberlains: Procurement	<i>Darshika Patel</i>
Corporate Property	
External	Ward members and the EC BID.
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	<i>Environment Department</i>

Project Design Manager	<i>Melanie Charalambous / Maria Herrera</i>
Design/Delivery handover to Supplier	Delivery - FM Conway

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City of London: Projects Procedure Corporate Risks Register

Project Name:		Creechchurch Lane area improvements		PM's overall	Low	CRP requested	5.0	Open Risks	7														
Unique project identifier:				Total estimated cost	£ 500,000	Total CRP used to	£ -	Average mitigated	3.6	Closed Risks	0												
General risk classification																							
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigation actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Reopened & moved to Issues	Comment(s)
R1	2	(10) Physical	Project impacted by nearby developments.	There is a possibility that the project programme could be impacted by nearby developments adjacent to the project area which are undergoing planning permission. Timescales for delivery of those projects is yet unknown.	Likely	Minor	4	£0.00			Keep in regular contact with stakeholders and planning colleagues and be informed of any changes to their programme and take actions accordingly.	£0.00	Likely	Minor	£0.00	4	£0.00		8/10/2023	DBE	Maria Herrera		
R2	2	(10) Physical	A delay in establishing vehicular servicing and parking needs in the area.	To deliver the full scope of benefits the project a traffic assessment is required of the parking, loading/unloading and servicing needs of the area. If this wasn't completed, the project is unable to progress with a feasible design.	Unlikely	Serious	4	£0.00	N		City officers have undertaken an initial desktop assessment of the current provision of parking and servicing needs. This information will be progress further at the next stage alongside engagement with stakeholders.	£0.00	Unlikely	Minor	£0.00	2	£0.00		8/10/2023	DBE	Maria Herrera		
R3	2	(4) Contractual/Partnership	Procurement of materials causes delays on project delivery.	A significant delay to the receipt of materials will impact the programme for implementation.	Unlikely	Serious	4	£0.00	N		Agree priorities with the Col Chamberlain and maintain dialogue with Highway Manager/ Term Contractor to establish procurement targets to inform the programme and meet stakeholders expectations.	£0.00	Likely	Minor	£0.00	4	£0.00		8/10/2023	DBE	Maria Herrera		
R4	2	(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers and delay the programme.	Likely	Minor	4	£0.00	N		All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		
R5	2	(4) contractual / partnership	Stakeholder support is not secured.	The project includes the review of current parking and loading provision, which could change the current vehicular traffic flows.	Possible	Serious	6	£0.00	N		The Col team will undertake close consultation with local occupiers to ensure their needs are accounted for as well as the needs to the functionality of the streets.	£0.00	Possible	Serious	£0.00	6	£0.00		8/10/2023	DBE	Maria Herrera		
R5	2	(4) Contractual/Partnership	External funding from EC BID is withdrawn.	External funding from the EC BID has been secured via an agreement in principle. A funding letter is yet to be completed at the next stage.	Rare	Minor	1	£0.00	N		The agreement for the additional funding has been agreed in principle by the Board of the EC BID. The letter of agreement will follow to receive the funds in due course. If funding was to be withdrawn, the project could be scaled to be delivered within the available budget.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		
R6	2	(2) Financial	Col Capital Bid is unsuccessful and project cannot go ahead.	The project funding strategy is subject to a capital bid being confirmed. If funding is not secured, the project will need to be re-evaluated in the context of the wider City Cluster programme of work.	Possible	Major	12	£0.00	N		A funding bid has been submitted and is due to be reviewed in Autumn 2023. All paperwork and associated information has been prepared in accordance to the guidelines.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		

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Committees: Streets and Walkways Sub Committee <i>[for decision]</i> Projects and Procurement Sub <i>Committee [for information]</i>	Dates: 26 September 2023 16 October 2023
Subject: St Paul's Cathedral External Re-lighting Unique Project Identifier: 9672	Gateway 4: Detailed Options Appraisal (Complex)
Report of: Interim Executive Director Environment Report Author: Andrea Moravicova and Clarisse Tavin	For Decision
<h2 style="margin: 0;">PUBLIC</h2>	

1. Status update	<p>Project Description: The project proposes to replace the ageing external lighting system at St Paul's Cathedral with a new innovative and energy efficient system. Since 1966 the City of London Corporation has taken responsibility for the installation and maintenance associated with the external lighting of the Cathedral. A recent inspection has determined many of the light fittings and cabling needs replacement. The project aims to bring St Paul's Cathedral back into the City and London's skyline after dark, enhancing the quality of the evening environment in the local area and reinforcing the views of St. Paul's Cathedral across London. This is to be achieved using the latest technology which will allow substantial savings in running and maintenance costs. This aligns with the objectives of the City Lighting Strategy, the Lighting Supplementary Planning Document and the Climate Action Strategy.</p> <p><u>Project objectives:</u></p> <ul style="list-style-type: none"> • Replace the current ageing lighting equipment with a new more effective and efficient system that aligns to the current The Institute of Engineering and Technology (IET) regulations and meets the criteria of the City Lighting Strategy. • Deliver annual savings of approximately 50% of running costs (electrical and maintenance). • Hand over the management and maintenance of the new lighting system to St Paul's Cathedral, in line with the Cathedral's acceptance of financial responsibility. • Reduce light pollution and energy use in line with the City Corporation's commitment to sustainability and contribute towards achieving its net zero carbon emission by 2040.
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	<ul style="list-style-type: none"> • Improve the quality of the evening environment in the local area and reinforce the views of St Paul’s Cathedral across London. <p>RAG Status: Green (Red at last report to Committee – Projects Sub 2022)</p> <p>Risk Status: Medium (High at last report to Committee – Projects Sub 2022)</p> <p>Total Estimated Cost of Project (excluding risk): £2.075M</p> <p>Change in Total Estimated Cost of Project (excluding risk): Increase/Decrease of £0 since last report to Committee (Projects Sub 2022)</p> <p>Spend to Date: £202,012</p> <p>Funding Source: City of London Capital Bid (City Fund), Finance Committee Contingency fund, External sponsorship, S106s</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Slippage: The project programme has been revised to include lighting tests in October 2023 and demonstrations in January 2024. These aim to test key elements of the design and enable engagement with key City, Cathedral, and external stakeholders to validate the concept design. This stage will also be instrumental in securing further external sponsorship, if required. It is then proposed to progress with the detailed design and submission of a Gateway 4c report in Q3 2024, and a Gateway 5 report in Q1 2025. Subject to all required legal approvals with St Paul’s Cathedral being in place, it is anticipated that implementation starts in Q1 2026, nine months later than previously scheduled to accommodate the lighting tests and demonstrations.</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 4c</p> <p>Next Steps:</p> <p><u>2.1 Lighting tests and trials</u></p> <ul style="list-style-type: none"> • Preparation and coordination of lighting tests (October 2023) and demonstration trials (January 2024) to try different technical kits in several locations on St Paul’s Cathedral, existing street furniture and surrounding buildings. These will illuminate part of the West Portico and the Peristyle, one of the Bell Tower, and the Southern section of the Dome. • The trials and demonstrations will involve temporary installation of lighting equipment, including its wiring, cabling, and control equipment. The lighting will be focussed and programmed before being observed for several consecutive nights from multiple close-by and distance locations. This will allow assessment of visual brightness from close to mid to far distances, to validate the concept design and provide the basis for the development of the detailed design (see more details in Appendix 2).

	<ul style="list-style-type: none"> • The tests will inform the demonstration trials, which will provide the opportunity to engage with key stakeholders including decision makers at the City of London and St Paul Cathedral, as well as statutory bodies and external sponsors. • The necessary equipment and services will be procured by the City as per the design specification. These include the appointment of the Surveyor to the Fabric and Clerk of Works, City and Cathedral contractors, Heritage specialist, Sustainability consultant and Quantity Surveyor, System Integrator and Lighting designer. • A lighting trial report, including stakeholders’ feedback and photographic recording will be prepared to ensure that the project meets its objectives. <p><u>2.2 Detailed Design</u></p> <ul style="list-style-type: none"> • Develop the detailed design based on the lighting trial’s outcomes. • Secure relevant consents and approvals from the City and St Paul’s Cathedral, and other statutory bodies and interested parties as required. • Secure additional external funding if required. • Prepare a Letter of Understanding to formalise the future maintenance and management of the lighting to be undertaken by St Paul’s Cathedral. • Prepare the Gateway 4c to provide progress on design in Q3 2024. • It is anticipated that the Gateway 5 - Authority to start work report be submitted in Q1 2025 subject to all required approval and legal agreements being in place. <p>Requested Decisions:</p> <ul style="list-style-type: none"> • Note the updated concept design; • Approve the budget of an additional £350,000 to undertake the lighting tests and demonstration trials, progress the detailed design, and reach the next Gateway; funded from the £1.16m capital bid previously approved in 2021; • Authorise transfer of any underspend from the previous Gateway to this Gateway budget. • Note the revised budget of £675k; • Approve the revised project programme; and • Approve that officers enter into the required legal agreement with St Paul’s Cathedral regarding the future maintenance and management of the lighting system.
<p>3. Resource requirements to reach next Gateway</p>	<p>3.1 Expenditure to date is £202,012 funded from the approved capital bid of £1.16m (please see details in Finance Tables in Appendix 3).</p>

- 3.2 Activities completed to date include appointments of the lighting designer to review and update the 2013 lighting concept design, the appointment of a Technical Project Manager to assist with project management activities and provide technical expertise to deal with complex lighting project on listed buildings, and the preparation of the lighting tests and demonstrations.
- 3.3 The current expenditure is £202k funded from the previous £325k budget approved at Gateway 3 Issue report in February 2022, leaving a balance of £123k to carry over for the next stage of the project.

Table 1: resource requirements			
Description	Approved budget (£)	Resources required (£)	Revised budget (£)
PreEv staff costs	15,000	-	15,000
PreEv P&T fees	35,000	-	35,000
Marketing fees	1,900	-	6,900
Sponsorship consultants	7,775	-	7,775
Staff costs	63,325	71,000	134,325
P&T fees	200,000	105,000	300,000
Legal staff cost	2,000	4,000	6,000
Works (including lighting tests and demonstrations)	-	170,000	170,000
Total	325,000	350,000	675,000

- 3.4 Additional staff cost and fees are required to prepare and implement the test and demonstrations, undertake stakeholder and sponsorship engagement, report writing, legal agreements' negotiations, design development, and appointment of specialists' consultants. This includes the Surveyor to the Fabric and Clerk of Works, City and Cathedral contractors, Heritage specialist, Sustainability consultant and Quantity Surveyor, System Integrator and Lighting designer to progress the detailed design. The staff cost is estimated based on approximately 45 hours a month over period of 10 months for a Group Manager, Project Manager and Highway Engineer.
- 3.5 To reduce budget costs, it is proposed that following the tests and demonstrations, the lighting equipment unsuitable for permanent installation is returned to the suppliers at a fair market value. Any suitable fixtures and fittings from the trials are proposed to be used in the permanent design to ensure cost efficiencies and sustainability. The total estimated cost of the lighting equipment for the trials is between £115k and £130k.
- 3.6 In the last months, officers have successfully secured various contributions towards the project through S106s agreements, securing the total current project cost estimate of £2.075M.

Table 2: Estimated Funding sources	
Source of funding	Amount (£)
City of London Capital Bid (City Fund)	1.16M
S106s	0.840M
Finance Committee Contingency fund	0.075M
TOTAL	2.075M

3.7 The total project cost estimate will be further refined following the tests and demonstrations and appointment of a Quantity Surveyor and reported at the next Gateway. Positive conversations with City Bids and external high-profile partners have already taken place, and it is anticipated that if any further funding is required for the project, this will be secured through external sources. If any additional external funding is secured in excess of the project cost, the City Fund contribution could be reduced accordingly.

3.8 The full project budget will be confirmed in the next Gateway and secured before the Gateway 5 report is submitted.

Costed Risk Provision requested for this Gateway: None

4. Project Update

Latest progress:

4.1 Following the approval of the Gateway 3 Issues report in February 2022 the following activities have taken place:

- Engagement with external sponsors to secure the total project cost estimate.
- A lighting designer was appointed to review and update the 2013 Concept Design and contribute to the development of the lighting tests and demonstrations. The Concept Design was reviewed and further developed, with light modelling undertaken on the main facades.
- A Technical Project Manager was appointed to assist the project team with the project management activities, support the preparation of the lighting tests and trials, and provide technical expertise to deal complex lighting project on listed buildings.
- The scope of the lighting tests and trials was defined, and the required equipment schedule prepared and costed.
- Appointments of specialist consultants and contractors, including the Surveyor to the Fabric, Heritage Architect and Quantity Surveyor are underway.

4.2 Project background:

- Since 1966, the City Corporation and Cathedral have continued an informal arrangement whereby the responsibility for the maintenance of the external lighting system, the associated maintenance costs and the running costs have been borne by the Corporation. In so doing, the Corporation have assumed responsibility for ensuring compliance with The Institute of

Engineering and Technology (IET) regulations and British Standard 7671. Duty-holders are required by law to consider the risks associated with the use of electrical equipment.

- The annual costs of this informal arrangement are in the region of £25k per annum. The specific responsibility currently sits within the Environment Department
- In 2008, Members approved a feasibility study, to progress the Cathedral relighting project, which was led by the Dean and Chapter of St Paul's Cathedral.
- In September 2010, Members approved a budget of £100,000 from the City of London Finance Committee Contingency fund. Only £75k was spent of this approved budget and £25k was returned.
- An evaluation of the external lighting was carried out with input from the Cathedral's Dean and Chapter. This led to a Gateway 3 report being approved in May 2013 with the preferred option agreed to implement a new design using Light-Emitting Diodes (LED) technology. The programme for the project was dependent on securing external funding. This option included a flexible lighting system that highlights the architecture of the building whilst continually adapting to the level of lighting needed (i.e., for special events, at different times of the night etc). This scheme anticipated 60% annual savings on running costs, 66% reduction on carbon emission and improvements to the quality of the evening environment, making the area feel safer.
- In May 2013, Members also approved the development of a sponsorship strategy, giving consent to engaging a sponsorship specialist to support the City and the Cathedral in developing a clear plan to identify opportunities and prepare a sponsorship package for the project. The officers worked closely with St Paul's and potential external funders to progress the project; however, several external factors impacted the availability of funds and the project's progress.
- In September 2021, a comprehensive audit of the existing external lighting system was conducted. The findings of the audit highlighted the need to replace the aging lighting system and bring it up to the latest IET regulations.
- In January 2022, the Resource Allocation Sub-Committee approved a project capital funding bid of £1.16M, with further approvals of all capital funds for 2022/23 obtained from Finance Committee and Court of Common Council in February and March 2022, respectively.
- In February 2022, Members approved the overall estimated budget of £2,075M and an updated programme for the delivery of the project within a Gateway 3 Issues report.
- In the first half of 2023, the review and further development of the lighting design concept was undertaken.

	<ul style="list-style-type: none"> • To prove and validate the concept design officers are proposing to undertake the lighting tests and demonstrations before the end of January 2024. This will allow the design team and key decision makers to review the proposed positions of the key lighting components, the effect of light created to test areas and performance of luminaires, and understand the optimal colour temperature, brightness, and visibility of lighting units in test locations. • The lighting demonstrations will also provide an opportunity to demonstrate the concept designs to key City and Cathedral stakeholders and decision makers, as well as potential sponsors.
<p>5. Policy implications</p>	<p>Climate Action Strategy:</p> <ul style="list-style-type: none"> • Aim: To support the achievement of net zero • Goal: The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 <p>City Lighting Strategy and City Lighting SPD objectives:</p> <ul style="list-style-type: none"> • Improve the quality and balance of light and darkness; • Address a series of design criteria; • Examine opportunities for improving public lighting in a coordinated manner throughout the City.
<p>6. Sustainability and energy implications</p>	<p>6.1 The new design will use LED technology which is anticipated to deliver a minimum of 65% in energy and maintenance costs. The new scheme will include a Control Management System to continually adapt the level of lighting to the needs (i.e.: lighting levels could be changed for special events, at peak hours or at different times of the night). This will help enhance and preserve the architectural heritage as required and minimise obtrusive light that may adversely impact biodiversity.</p> <p>6.2 The Cathedral has agreed in principle to pay the revenue costs associated with its external lighting, which includes maintenance costs and electricity costs once the new lighting system has been installed. This will reduce the current City maintenance costs estimated at £25,000 to zero.</p> <p>6.3 The carbon emissions of the existing external lighting system are expected to be reduced by approximately 66% through the implementation of the new scheme (based on the current Concept Design).</p> <p>6.4 The project will also assist in achieving a reduction in light pollution and the City’s carbon footprint in line with the Corporation’s commitment to sustainability and achieving the net zero by 2040.</p> <p>6.5 It is proposed that a sustainability consultant is appointed to calculate the embodied and operational carbon of the project and provide guidance and best practice on all aspects of sustainability, including material choices, recycling, waste, and circularity of design and help evaluate the potential social, economic, and environmental impact of the scheme.</p>

<p>7. Equality impact assessment</p>	<p>7.1 The initial Equality Impact Assessment screening undertaken in accordance with the City of London's procedures showed the project is irrelevant to equalities duties and is unlikely to have impact on anyone with protected characteristics.</p>
<p>8. Legal implications</p>	<p>8.1 St Paul's Cathedral has agreed to accept financial responsibility for the new external lighting system once it has been installed. This agreement is subject to a final sign-off by the Dean and Chapter. A Letter of understanding will be prepared to formalise the handover.</p> <p>8.2 It is proposed that a detailed legal agreement is entered before the implementation of the permanent scheme is completed. This will formalise the future maintenance and running arrangements in line with St Paul's Cathedral acceptance of financial responsibility for the new external lighting system.</p>
<p>9. Risks</p>	<ol style="list-style-type: none"> 1. <i>Necessary approvals unobtained.</i> The new design requires approvals from the Cathedral, City Committees, and external statutory bodies. An approval Matrix was prepared summarising the necessary approvals and likely timelines for securing these. Officers are liaising closely with the Cathedral's representatives and the City of London planning team to ensure required packages of information are prepared and submitted on time to the relevant Boards and Committees. 2. <i>Insufficient coordination between St Paul's and the City</i> A project board consisting of St Paul's and the City's representatives was created to support the development of the project. Regular meetings allow effective communication and ensure both the City's and St Paul's objectives are met. 3. <i>Project programme is delayed.</i> Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors. 4. <i>Lighting test and trials unsuccessful to secure decision maker approvals</i> Active engagement with decision makers, including circulation of briefings and presentations to provide project updates and highlight the opportunities offered by the new lighting system. 5. <i>Increase of Project Budget.</i> Budget to be closely monitored to meet its current estimate. If Budget is to increase, additional funding will be secured through external sponsorship. If further external funding cannot be secured, the scope of the project will be reduced to fit the budget available. <p>Costed Risk Provision Utilised at Last Gateway: None Change in Costed Risk: 0</p> <p>Further information available in the Risk Register (Appendix 4) and Options Appraisal.</p>

<p>10. Procurement strategy</p>	<p>For the tests and demonstration trials, it is intended that:</p> <ul style="list-style-type: none"> • The City Term Contractor will undertake works on the highway maintainable at public expense, and locations outside the Cathedral’s curtilage. • The Cathedral’s Works Department, as sole supplier authorised to carry out works on the Cathedral, will undertake works on and within the curtilage of the building. • City’s procurement processes to be followed for the equipment, specialist contractors and consultants' appointments. • The relevant procurement forms for the permanent scheme will be included in the Gateway 5 report.
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Appendix 1	Project Coversheet
Appendix 2	Concept design update and lighting trials
Appendix 3	Finance Tables
Appendix 4	Risk Register
Appendix 5	Programme

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 9672

Core Project Name: St Paul's External Lighting

Programme Affiliation (if applicable): City Lighting Strategy

Project Manager: Clarisse Tavin

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

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

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

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

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

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

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

Key measures of success:

- 1) A new lighting system that significantly reduces the health and safety risk associated with system failure, as per the corporate risk assessment process.

- 2) The reduction of costs associated with the maintenance and energy consumption of the lighting system by 60% compared with the existing system – to be borne by St Paul's Cathedral.
- 3) The reduction of associated carbon emissions of the new lighting systems by 66%, compared with the existing system.

Expected timeframe for the project delivery:

Project programme was dependent on external funding being secured; full project to be delivered before the end of 2026, compared to the previously stated completion by 2024/25.

Key Milestones:

Completion of Trials and Demonstrations: January 2024

Detailed design & consents: March – December 2024

Technical design: January – May 2025

Gateway 5 report: Q2 2025

Start of implementation: Q1 2026

Are we on track for completing the project against the expected timeframe for project delivery? It is expected that the project will be delivered in line with the revised programme.

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

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

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

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

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

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

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

- Replace the current lighting equipment which is approaching the end of its life;
- Create a flexible lighting scheme that highlights the architecture of the building;
- Deliver annual savings of approximately 50% of running costs (electrical and maintenance);

- Reduce light pollution and energy use in line with the Corporation's commitment to sustainability;
- Improve the quality of the evening environment in this area and therefore, London as a whole;
- Identify an external funding strategy for the implementation of the project.

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

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

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

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

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

The Gateway 3 report also requested that a total contribution of £100,000 from the City Finance Committee Contingency Budget be allocated to St Paul's lighting project.

£25,000 of this budget was allocated to evaluate design options, develop a Sponsorship Package, and take the project to the next Gateway.

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

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

Update on investigation of sources of funding to deliver St Paul's External Lighting Scheme, through external sponsorship and an application to CIL (Community Infrastructure Levy) Neighbourhood funding.

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

Officers are continuing to investigate sources of funding to deliver St Paul's External Lighting Scheme, which includes external sponsorship and a potential future application to CIL Neighbourhood funding. Discussion with St Paul's Cathedral about the lighting project and its future maintenance. Total project estimated cost £2.075m.

G3 Progress report (as approved by RASC on 30/12/2021)

The capital bid of £1.6M was approved.

Options Appraisal and Design G3 Issues report (as approved by S&W on 15/02/2022 and Project Sub on 17/02/2022)

This report confirmed a proposed change to the programme to deliver the St Paul's Cathedral external re-lighting project.

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

It is anticipated that the on-going commitments for the upkeep of the new lighting system are borne by the St Paul's Cathedral.

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

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

Programme Affiliation [£] :

Re-lighting St. Paul's Cathedral

A new sustainable lighting scheme to reveal the building's iconic architecture after dark, improving the quality of the lit environment in the local area, and contributing to London's nightscape.

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Introduction

St Paul's Cathedral is one of the most famous and iconic landmarks on the London skyline. It is recognised both nationally and internationally. The way it is seen is critical to the character and identity of the entire city.

During the day, the Cathedral remains visible from many key parts of London, enjoying protected views that are unprecedented for any other building in London. After dark it risks disappearing altogether unless illuminated. To that end the external lighting of this great building is not just important to its immediate context and local community, but to the very identity of London and its skyline, particularly during the long, dark winter months.

The City Operations – Transportation and Public Realm Project team is working to renew the external lighting of the Cathedral and deliver a state of the art system which is responsive, adaptive, and allows for substantial reduction of electrical and maintenance costs thanks to energy efficient technology. An upgrade also provides the opportunity to reassess the lit character of the building after dark within its setting.

Speirs Major Light Architecture have produced a comprehensive concept design, using Light-Emitting Diodes (LED) technology to enhance the Cathedral's night-time appearance whilst reducing energy demands. This is summarised within the following pages.



Image: James Newton

Existing Lighting

The existing lighting was designed in the 1980's and aimed to deliver an idea of the Cathedral being seen to be flooded with a cool, wash of moonlight, made possible through area floodlighting.

The substantial redevelopment of Paternoster Square and re-modelling of the South-West Churchyard resulted in removal of many of the original light fixtures. This has left the Cathedral only partially lit, with a highly-patchy appearance that belies the original concept.

The remaining floodlighting creates high levels of contrast with areas where ground-level lighting has been removed, creating intimidating and unsafe conditions in the surrounding area. The intensity of the lighting also has a detrimental effect on the area's ambience. It also adversely impacts on the award-winning interior lighting scheme of the Cathedral.

The existing lighting scheme was designed and installed in 1989 and has now exceeded its 25-year lifespan, raising several issues including energy use, light pollution and health and safety risks.



Image: James Newton

View from Ludgate Hill – the lantern, dome and peristyle are overlit whilst the bell towers are underlit.



Image: James Newton

South Churchyard – there are a large range of different values on the south façade

Existing lighting

Existing lighting – distant views



Alexander Palace – Missing elements of the scheme are clearly visible from the north...



Greenwich Park – The scheme is bright enough to be visible from a great distance...



Westminster Pier – The lantern, dome and peristyle look very bright...



Southbank - The lantern needs to remain quite bright to be visible from a distance...

Existing lighting – mid-range views



Fleet Street – The lantern, dome and peristyle look very bright...



Millennium Bridge – the large shadow on the dome is clearly visible...



Cannon Street – the scheme seems more balanced when seen from the south-east...



Watling Street – the uneven shadowing of the balustrade to the Stone Gallery is clearly visible...

Existing lighting – close views



St. Peter's Hill – problems with shadowing and colour balance are clearly visible...

Paternoster Square – problems with shadowing are clearly visible

Existing lighting – close views



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Ludgate Hill – the lantern, dome and peristyle are overlit whilst the bell towers are underlit...



Cheapside – the east end and north facades appear underlit...

Concept Design

Proposed Lighting (Concept design)

The proposed new lighting concept comprises a warm wash of light across the exterior which graduates from being brighter and more dynamic to the upper parts of the building to support distant views, to being softer and dimmer to the base of the building to help positively contribute to the ambience of its local setting.

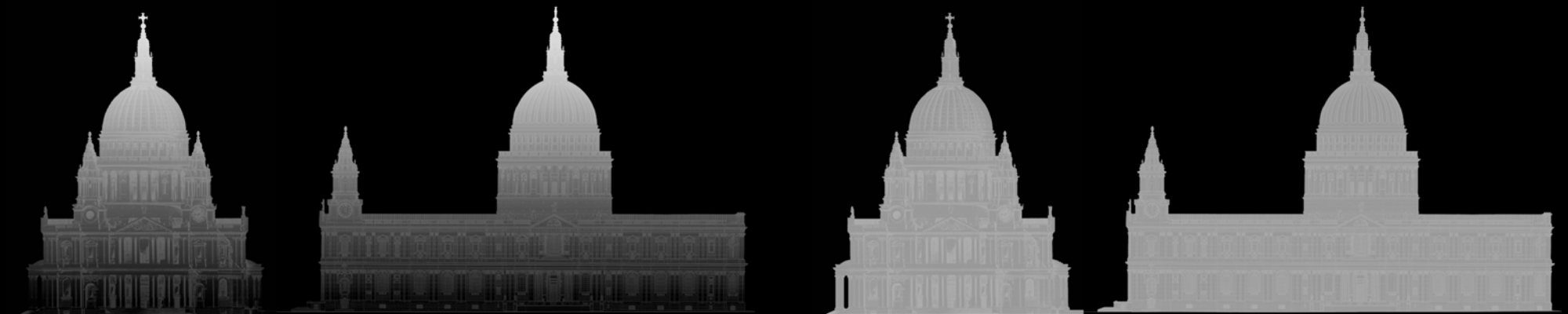
This wash is complimented by the idea of warm light appearing to radiate out from the main body of the Cathedral to create the sense of a 'living building'.

This approach aims to reveal the entire form of the Cathedral through carefully balancing the illumination of the striking features that form the 'skyline' composition of the building – the dome and bell towers, with the reveals, setbacks and internal details, including the peristyle and porticos.

The central concept is to create an overall composition that uses light to interpret the building in its setting after dark and which is legible from a distance, within the general area of the City and when experienced from the precinct and Churchyard.

The proposed scheme has the potential to deliver a minimum of 65% reduction in annual energy and maintenance costs and approximate 66% reduction in CO2 emissions.

The design also meets the objectives of the City Lighting Strategy and Climate Action Strategy, as well as the Church of England's environmental commitments to be 'net zero carbon' by 2030.



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The proposed scheme graduates the light to help respect the views and architecture whilst improving local ambience.

The original scheme provides a uniform, homogeneous, overall wash of bright white light from top to bottom.

Concept – context 2013

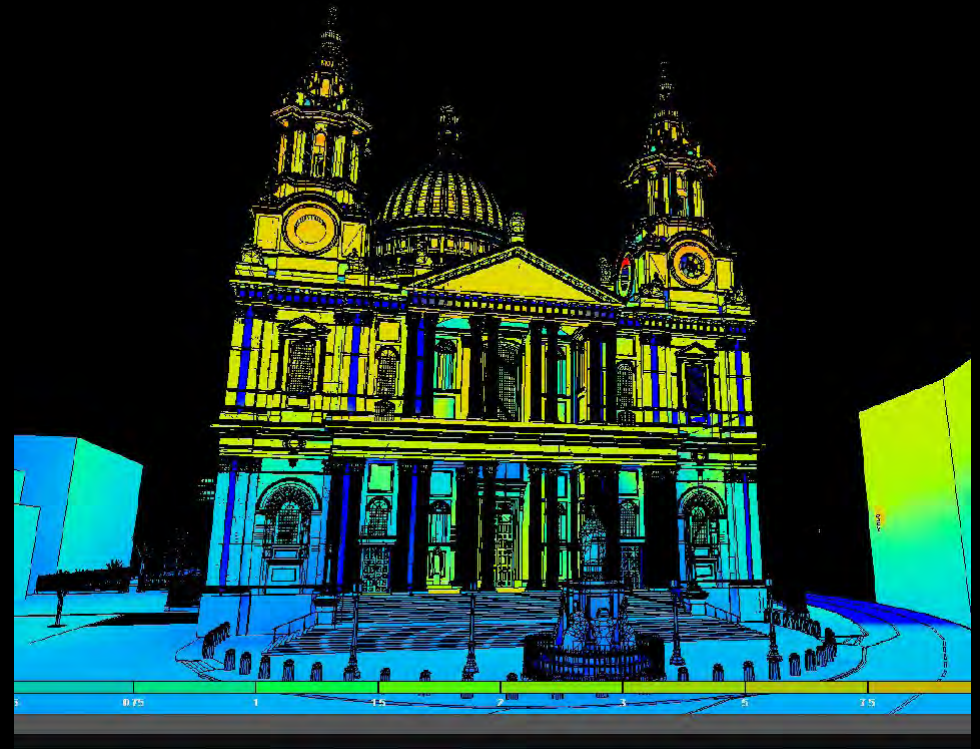


The cathedral should be illuminated within its setting.



Rendering of proposed lighting to West elevation; Warm light to the exterior... warmer light from within

The new design will use advanced LED technology and digital control to allow the scheme to continually adapt to the level of lighting needed (i.e. for special events, at different times of the night) delivering considerable energy savings and reducing maintenance costs. The project will also assist in achieving a reduction in light pollution and the City's carbon footprint in line with the Corporation and Cathedral's commitments to sustainability.



Extract from current lighting model



© 2011 Speirs and Major Architects

Artist's impression of South elevation looking from St. Paul's Churchyard

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Rendering of proposed lighting to South elevation

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Artist's impression looking towards West front from Ludgate Hill

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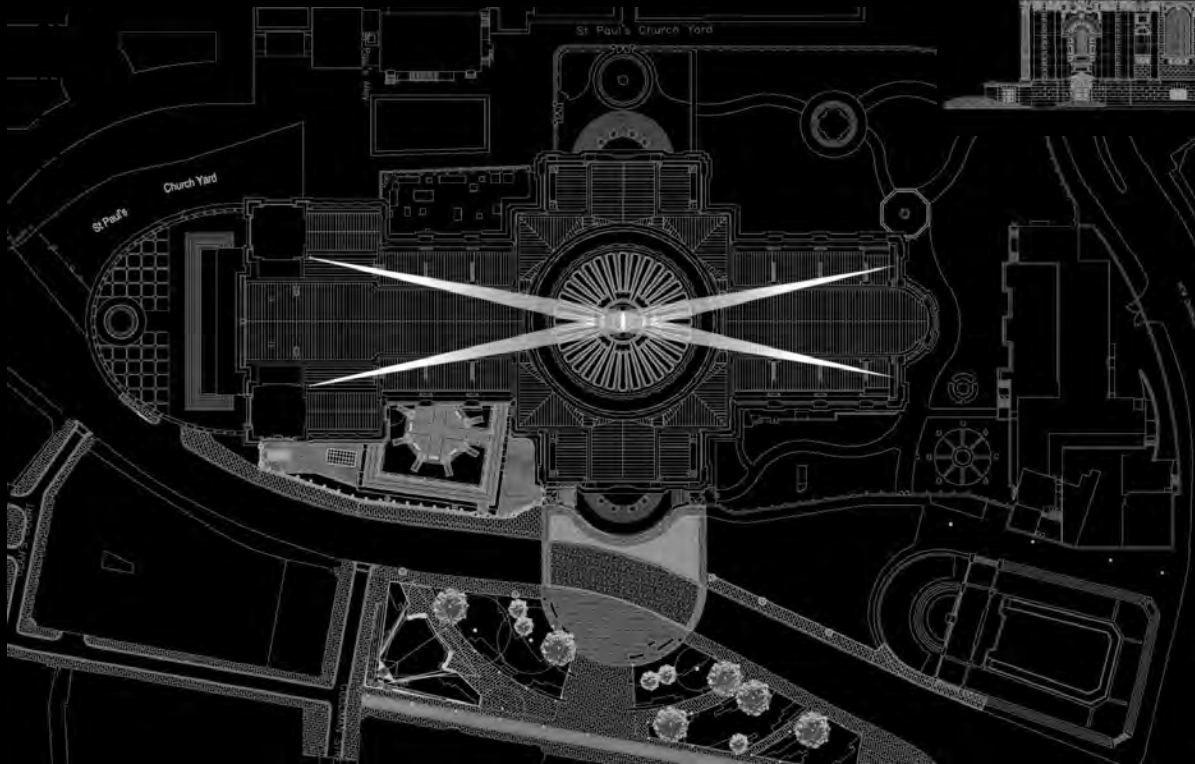
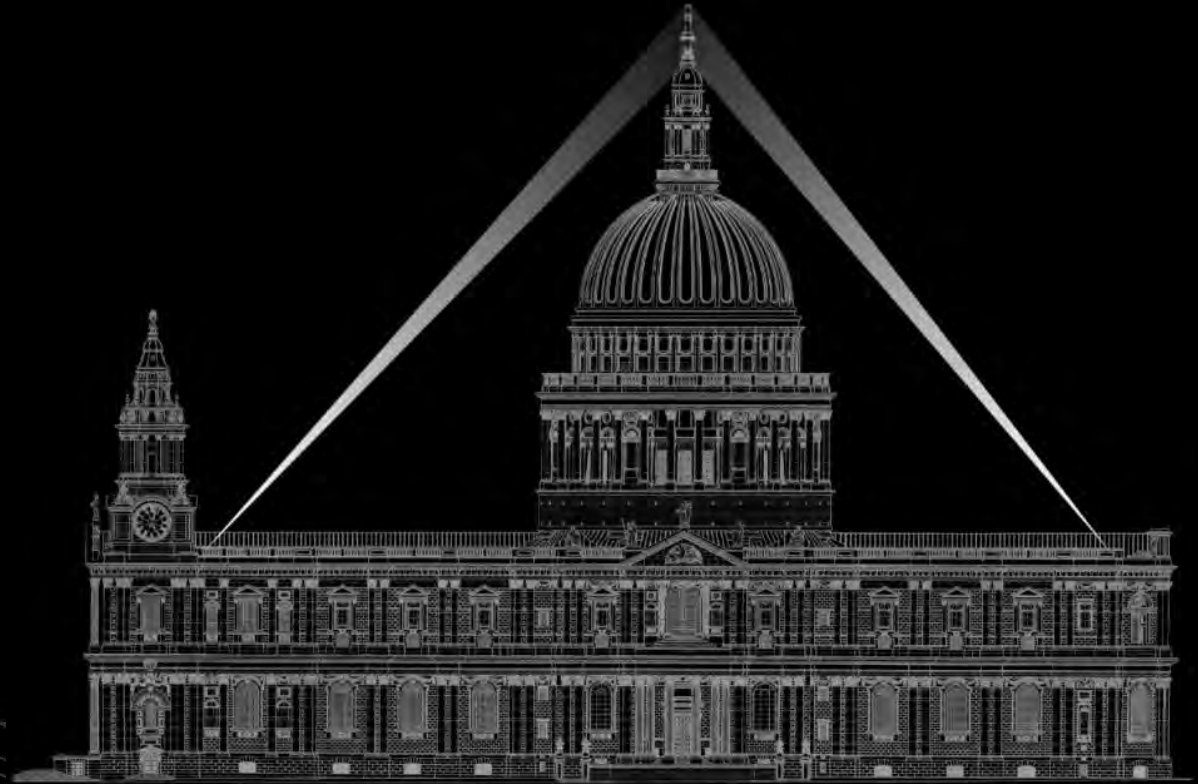
The proposed scheme graduates the light to help respect the views and architecture whilst improving local ambience.



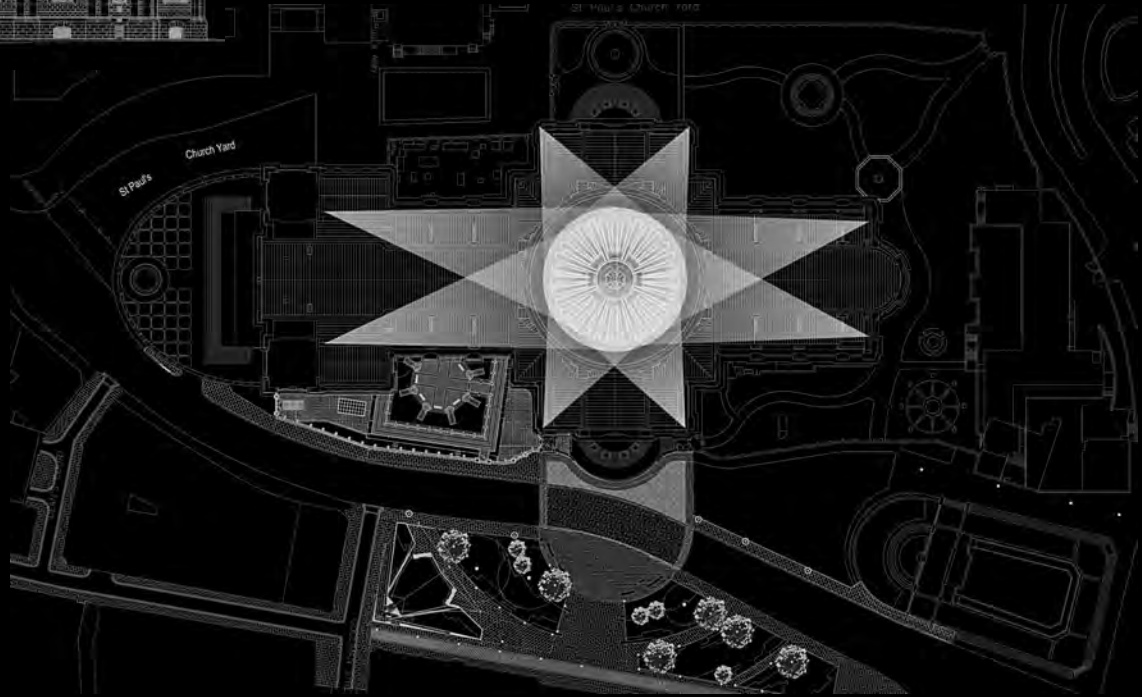
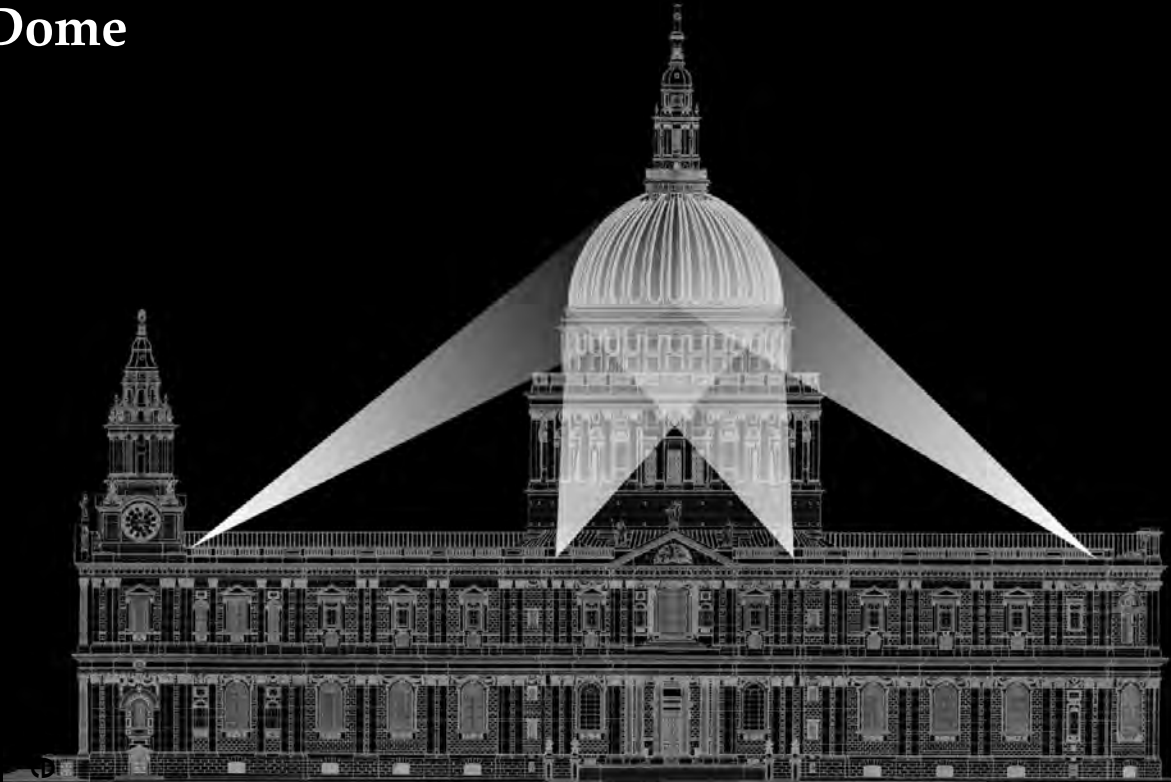
The original scheme provides a uniform, homogeneous, overall wash of bright white light from top to bottom.

Extracts of key design elements

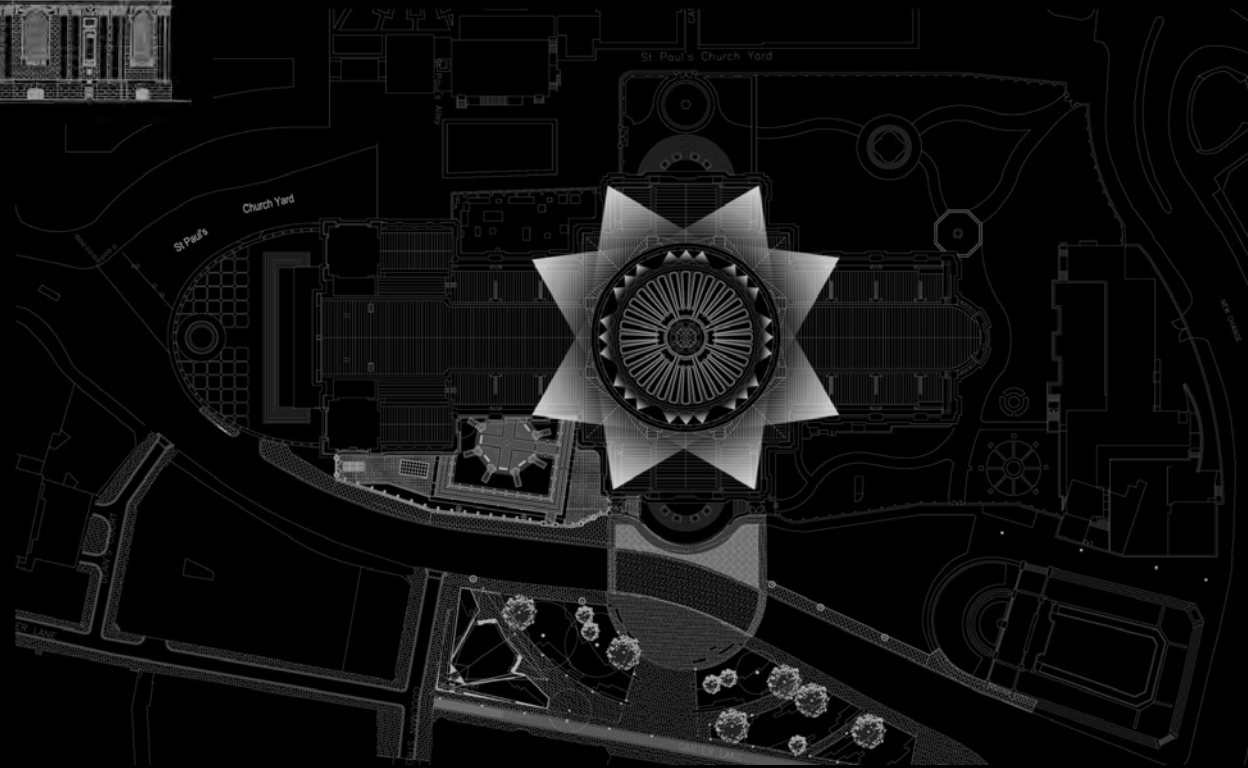
Cross



Dome

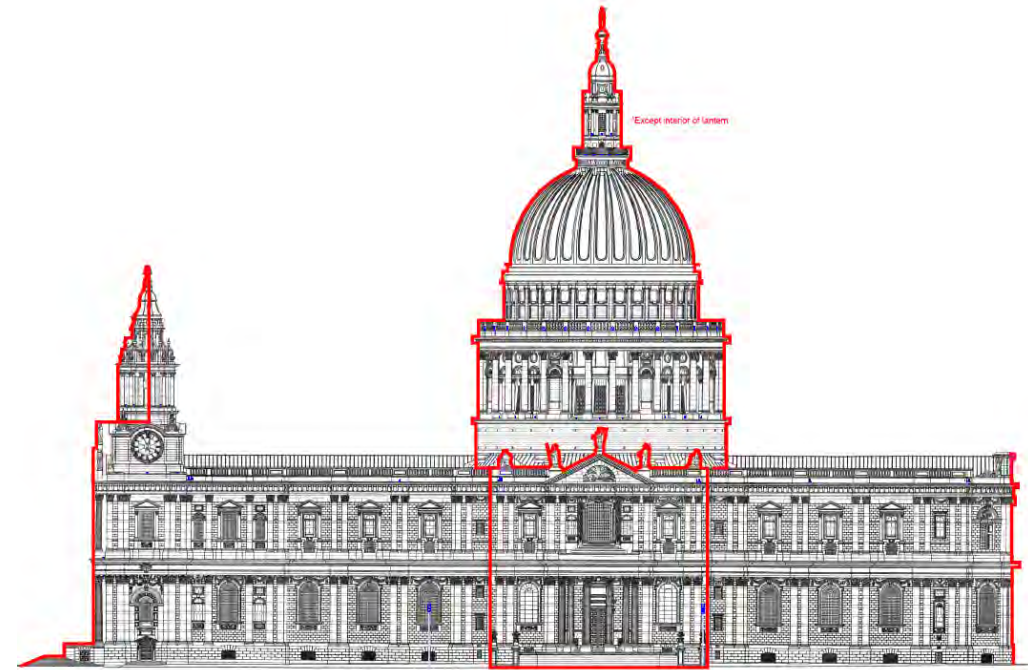


Peristyle (outer)

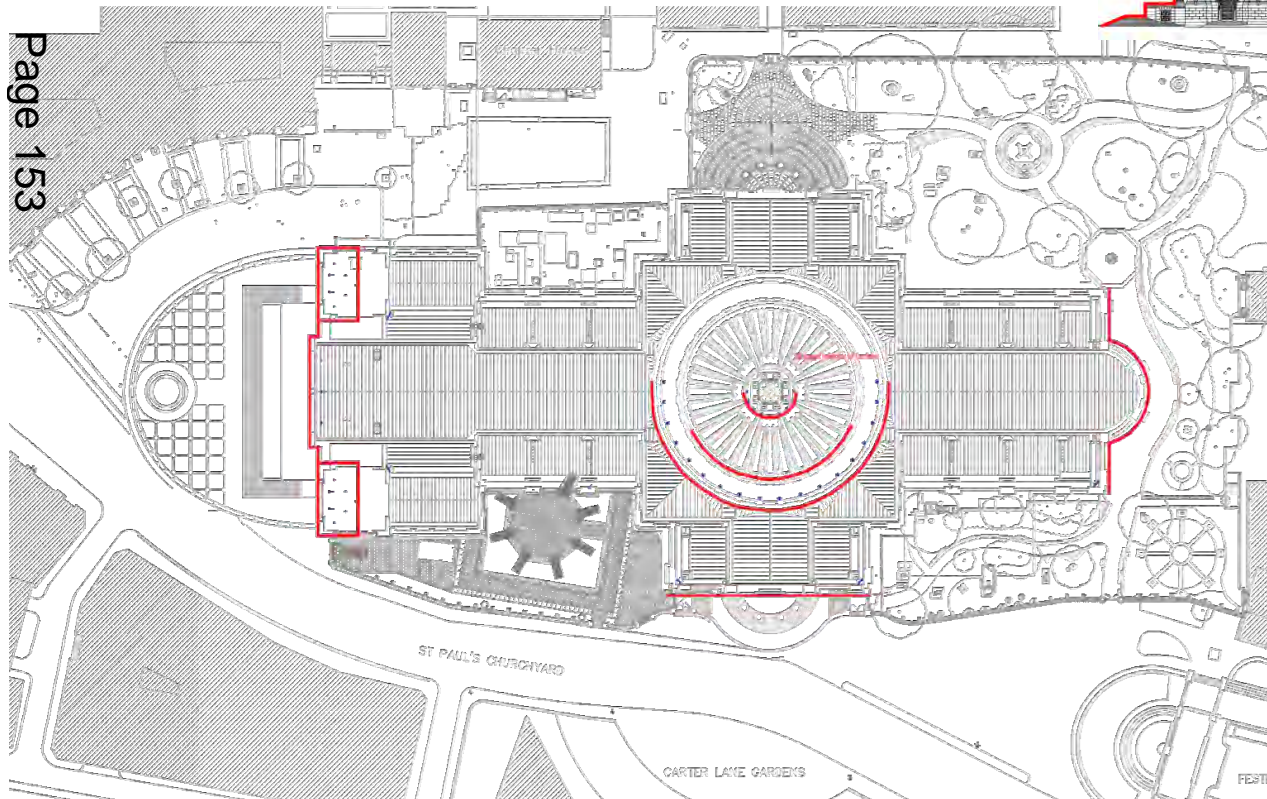


Lighting tests and demonstration trial

- The lighting consultant, Speirs Major Light Architecture, has produced a comprehensive concept design in 2013, using Light-Emitting Diodes (LED) technology to enhance the Cathedral's night-time appearance whilst reducing energy demands.
- The 2013 concept design has now been reviewed, with tests planned for October 2023.
- A large-scale trial of the new lighting is proposed for January 2023. This will involve a temporary installation of lighting equipment and its wiring to illuminate West Façade, South Transept, Dome and Peristyle and East Façade of the Cathedral (indicative surfaces outlined in red on the images right and below will form part of the lighting trial).

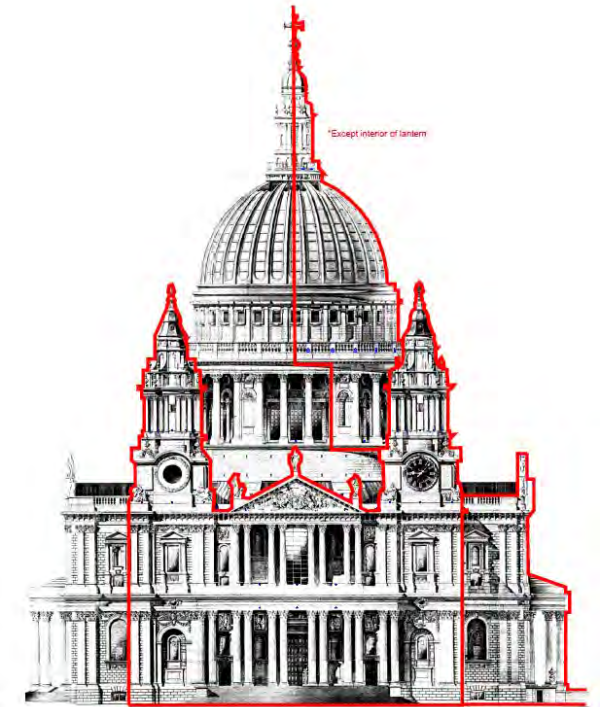


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Appendix 3

Table 1: Spend to date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800038: St Pauls External Lighting			
PreEv P&T Fees	35,000	34,322	678
PreEv P&T Staff Cost	15,000	15,000	-
Total 16800038	50,000	49,322	678
51800003: St Pauls Cathedral External Lighting			
Marketing Fees	1,900	1,900	-
Sponsorship Consultants	7,775	7,775	-
P&T Staff Costs	15,325	15,325	-
Total 51800003	25,000	25,000	-
16800466: St Pauls Cathedral External Re-Lighting			
Env Servs Staff Costs	8,000	136	7,864
Legal Staff Costs	2,000	962	1,039
P&T Staff Costs	40,000	52,196	(12,196)
P&T Fees	200,000	89,500	110,500
Total 16800466	250,000	142,793	107,207
GRAND TOTAL	325,000	217,115	107,885

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
16800038: St Pauls External Lighting			
PreEv P&T Fees	35,000	-	35,000
PreEv P&T Staff Cost	15,000	-	15,000
Total 16800038	50,000	-	50,000
51800003: St Pauls Cathedral External Lighting			
Marketing Fees	1,900	-	1,900
Sponsorship Consultants	7,775	-	7,775
P&T Staff Costs	15,325	-	15,325
Total 51800003	25,000	-	25,000
16800466: St Pauls Cathedral External Re-Lighting			
Env Servs Staff Costs	8,000	17,000	25,000
Legal Staff Costs	2,000	4,000	6,000
P&T Staff Costs	40,000	54,000	94,000
P&T Fees	200,000	105,000	305,000
Lighting Tests & Demonstrations	-	170,000	170,000
Total 16800466	250,000	350,000	600,000
GRAND TOTAL	325,000	350,000	675,000

Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
Finance Committee			
Contingency Budget	75,000		75,000
City of London Capital Bid (City Fund - CIL)	250,000	350,000	600,000
TOTAL	325,000	350,000	675,000

Table 4: Estimated Funding Strategy	
Funding Source	Amount (£)
Finance Committee	75,000
City of London Capital Bid (City Fund)	1,160,000
Old Bailey S106	140,000
55 Bishopsagte S106	200,000
81 Newgate Street*	500,000
TOTAL	2,075,000

*subject to final approval

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City of London: Projects Procedure Corporate Risks Register

Project name: St Paul's External Lighting

Unique project identifier: PV9672

Total est cost (exc risk) £2075000

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	10.5
Avg risk post-mitigation	5.0
Red risks (open)	3
Amber risks (open)	12
Green risks (open)	1

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

Costed risks identified (All)

£0.00	0%
-------	----

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
-------	----

" "

Costed risk post-mitigation (open)

£0.00	0%
-------	----

" "

Costed Risk Provision requested

£0.00	0%
-------	----

CRP as % of total estimated cost of project

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	12.0	£0.00	0	1	0
5	10.8	£0.00	1	4	0
3	8.7	£0.00	1	1	1
2	6.0	£0.00	0	2	0
1	24.0	£0.00	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
4	7.5	£0.00	0	4	0

Issues (open)

0

Open Issues

Extreme	Major	Serious	Minor
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0	0	0	0
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All Issues

0

All Issues

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

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

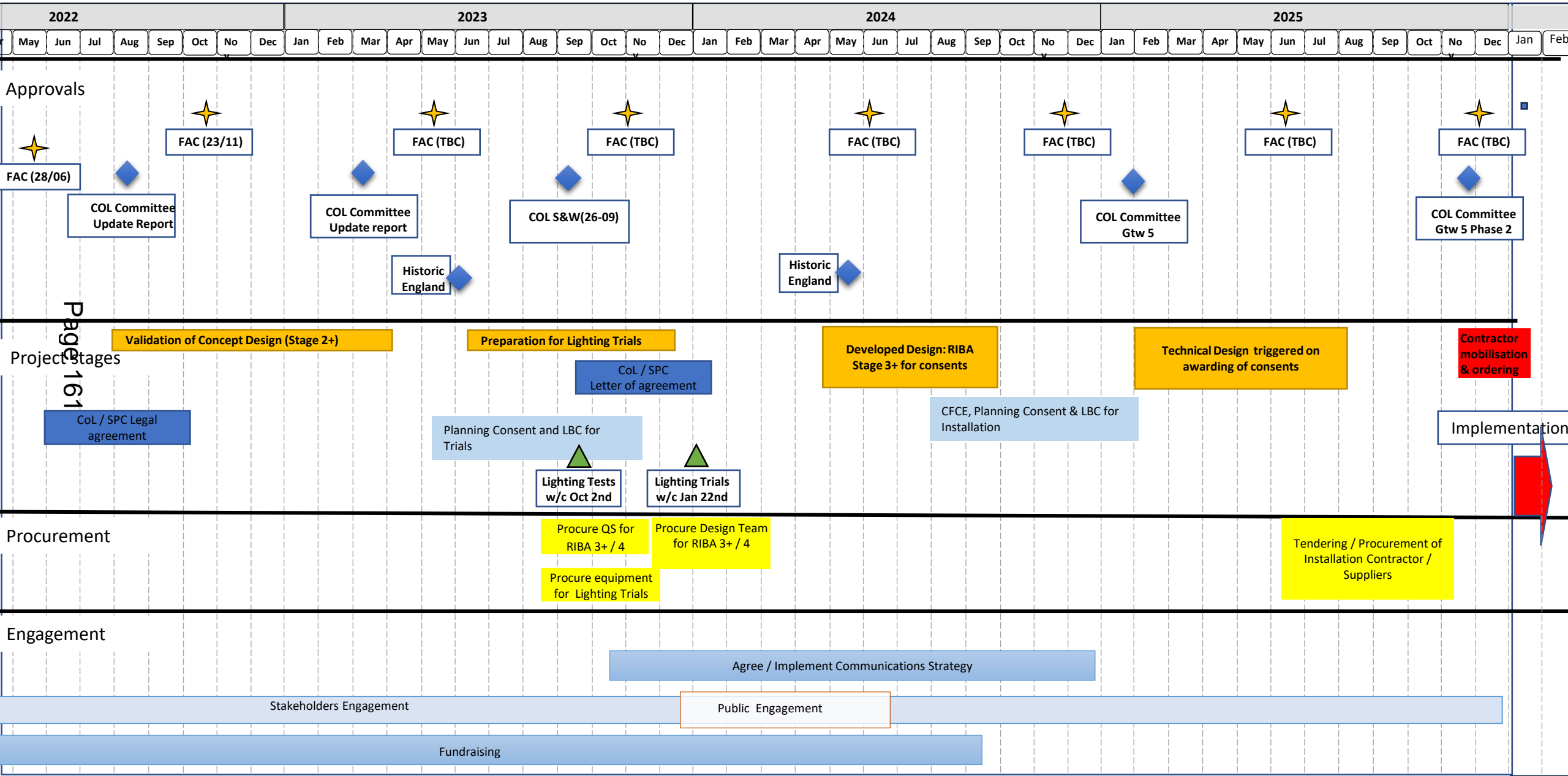
Project Name:	St Paul's External Lighting	PM's overall risk rating:	Medium	CRP requested this gateway	£ -	Average unmitigated risk	10.5	Open Risks	15
Unique project identifier:	PV9672	Total estimated cost (exc risk):	£ 2,075,000	Total CRP used to date	£ -	Average mitigated risk score	5.0	Closed Risks	21

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 Issue	Comment(s)
R1	2	(4) Contractual/Partnership	St Paul's Cathedral project development objectives differ from Col. objectives	Impacting project's progress and working relationship between the City and the Cathedral.	Likely	Major	16	£0.00	N		Close liaison with the Cathedral to agree scheme objectives	£0.00	Possible	Minor	£0.00	3	£0.00		10/04/2013		Clarise Tavin	10/12/2013	
R2	2	(4) Contractual/Partnership	Insufficient coordination between St Paul's and CoLC	Impacting project's progress and costs. Potential impact on working relationship between the parties.	Possible	Serious	6	£0.00	N		Communicate regularly with St Paul's. Arrange Design Team / Working Group meetings.	£0.00	Unlikely	Minor	£0.00	2	£0.00				Clarise Tavin		Udision meetings have been effective in building trust. Wider discussion with Chapter at St Paul's are planned
R3	2	(1) Compliance/Regulatory	St Paul's Cathedral does not manage consultants in accordance with Col. evaluation requirements resulting in insufficient information to produce Col. evaluation report	Impacting project's progress (time & costs).	Possible	Serious	6	£0.00	N		Early agreement on consultants scope of work		Unlikely	Serious	£0.00	4	£0.00				Clarise Tavin	12/12/2013	Management of consultants will be the responsibility of CoLC with St Paul's acting in the capacity of client.
R4	2	(2) Financial	Funding insufficient to cover all required consultants work	Project is paused or progresses at much slower rate whilst funding is secured.	Possible	Major	12	£0.00	N		Source cost estimates from consultants and agree funding strategy with St Paul's Cathedral		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarise Tavin		Updates to Memers will be provided regularly, specifically on any risks related to funding, to ensure requests for additional funding is expected.
R5	5	(2) Financial	Spend to save element of project is too low to allow match funding to be sought	unable to secure external sponsorship	Possible	Major	12	£0.00	N		Ensure that cost analysis is part of the design process, and spend to save element taken as an important design factor.	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R6	2	(2) Financial	Cost consultants not appointed	Insufficient estimates or no cost information will impact sponsorship efforts.	Possible	Serious	6	£0.00	N		Ensure that cost consultants are appointed	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R7	2	(8) Technology	Electrical Engineers not appointed	Insufficient technical information available	Possible	Serious	6	£0.00			Ensure that electrical engineers are appointed	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R8	2	(2) Financial	Lack of Col. Member support	project paused or closed down; funding not approved	Possible	Major	12	£0.00	N		Arrange Members' briefings, and actively engage and update Members on the project		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R9	2	(4) Contractual/Partnership	Project governance / management structure unclear	Confusion over roles and responsibilities.	Possible	Major	12	£0.00	N		Discuss and agree project governance structure and reporting lines at inception meeting		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R10	2	(2) Financial	Members do not agree to provide Committee Contingency Funding to the project	Project unable to progress s funding unavailable.	Possible	Major	12	£0.00	N		Project Sponsor / Senior Officer to discuss with Chairman prior to Committee		Possible	Serious	£0.00	6	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R11	2	(9) Environmental	Public spaces lighting not included in evaluation exercise	The desired effect of the new external lighting for the could be compromised	Possible	Serious	6	£0.00	N		Ensure the inclusion of public space lighting in the evaluation exercise is stipulated in the consultant's brief		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarise Tavin	12/12/2013	Public spaces lighting included in the consultant's concept proposals.
R12	2	(2) Financial	Sponsorship Consultant not provide high quality sponsorship Package	Difficulties with securing sponsorship.	Possible	Serious	6	£0.00	N		Ensure that information required in the sponsorship package are detailed in the consultants brief		Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarise Tavin	12/12/2013	The consultant produce satisfactory package, which attracted potential sponsors.
R13	2	(4) Contractual/Partnership	Sponsorship Package does not reflect both City and Cathedral expectations and view	Difficulties in agreeing on sponsorship package sign-off, impacting project's progress and working relationships.	Unlikely	Serious	4	£0.00	N		Ensure that information required in the sponsorship package are detailed in the consultants brief		Rare	Serious	£0.00	2	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R14	2	(4) Contractual/Partnership	Col. and Cathedral disagree on the sponsorship approach and sponsorship funding	affects obtaining the funds necessary to deliver the project	Possible	Serious	6	£0.00	N		Organise internal briefings and presentations to St Pauls Committees		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R15	2	(4) Contractual/Partnership	Col. and Cathedral do not agree who will be the recipient of the sponsorship funding	affects the working relationships with St Paul's and impacts the project programme	Possible	Major	12	£0.00	N		Discuss and agree the recelling and management of the sponsorship funding with St Paul's at an early stage of the project		Rare	Major	£0.00	4	£0.00		05/07/2013		Clarise Tavin	12/12/2013	Approach endorsed by the Chamberlain.
R16	2	(1) Compliance/Regulatory	Col. regulations regarding sponsorship does not allow sponsorship funding to be received	Difficulties for the officers to manage project funds.	Possible	Serious	6	£0.00	N		Col. to investigate the regulations and discuss alternative options with Chamberlains and the Cathedral at an early stage		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R17	2	(2) Financial	Sponsorship process not agreed internally	Unable to receive sponsorship funding and progress the project.	Possible	Major	12	£0.00	N		Internal briefings, advice from the Chamberlains and the legal team to be sought at early stage.		Unlikely	Major	£0.00	8	£0.00		05/07/2013		Clarise Tavin	12/12/2013	
R18	2	(2) Financial	Potential sponsors unresponsive	Inability to secure sufficient funding for the overall project	Possible	Major	12	£0.00	N		Set exact criteria to identify the most appropriate City businesses and Lighting Companies that could be approached for potential sponsorship		Unlikely	Major	£0.00	8	£0.00		05/07/2013		Clarise Tavin	11/09/2023	
R19	3	(3) Reputation	Lack of support from City Members to the developed Sponsorship Package.	inability to progress with securing external sponsorship	Possible	Major		£0.00	N		Internal briefings and presentations to City Committees		Unlikely	Major	£0.00	8	£0.00		05/10/2015		Clarise Tavin	03/03/2017	
R20	3	(2) Financial	Existing Main distribution equipment not in good condition and needs replacement	costs of the project will likely increase	Likely	Major	16	£0.00	N		undertake detailed assessment of the existing main distribution equipment		Possible	Major	£0.00	12	£0.00		01/03/2017		Andrea Moravicova		
R21	3	(2) Financial	Lack of support of the final sponsorship package from the Cathedral	affecting progress with securing external funding	Possible	Major	12	£0.00	N		Briefings and presentations to St Paul's committees		Unlikely	Major	£0.00	8	£0.00				Clarise Tavin	20/05/2023	
R22	3	(3) Reputation	Failure of the existing lighting system	damage could be caused by the failing light fittings and fixtures	Likely	Major	16	£0.00	N		seek additional funding, so the project can progress as soon as possible. Review project's programme and deliver		Unlikely	Serious	£0.00	4	£0.00		09/10/2021		Andrea Moravicova		

R23	3	(2) Financial	Consultants fees higher than expected	insufficient funding for the overall project.	Unlikely	Major	8	£0.00	N	Consultant briefs to include detailed information and fees to be agreed accordingly. Consider approaching lighting suppliers with in-house consultancy. Include risk in the sponsorship strategy and identify potential sponsors.	Unlikely	Serious	£0.00	4	£0.00	09/10/2021	Andrea Maravicova			
R24	3	(10) Physical	Sensitivities over information	resulting in poor quality information provided and undermining the quality of recommendations in the draft strategy by the sponsorship consultant.	Possible	Major	12	£0.00	N	Early engagement with the Cathedral clarifying any matters of sensitivity. Provide reassurance about intentions. Avoid applying pressure where possible.	Unlikely	Major	£0.00	8	£0.00		Clarise Tavin	21/02/2022		
R25	3	(2) Financial	Lack of secured external funding	impacting progress of the project.	Possible	Major	12	£0.00	N	Identify and engage with potential sponsors.	Unlikely	Major	£0.00	8	£0.00	09/10/2021	Clarise Tavin	11/09/2023		
R26	3	(5) H&S/Wellbeing	Ageing current lighting system	fixtures and fittings becoming loose	Possible	Extreme	24	£0.00	N	Commission a comprehensive lighting inspection; carry out regular checks and progress with an implementation of the new lighting system in timely manner.	Possible	Major	£0.00	12	£0.00	12/07/2021	Andrea Maravicova			
R27	5	(10) Physical	Lighting tests and trials unsuccessful in securing decisionmakers approvals	project delayed or unable to progress	Possible	Serious	6	£0.00	N	Active engagement with decision makers, including circulation of briefings and presentations to provide project updates and highlight the opportunities offered by the new lighting system	Unlikely	Serious	£0.00	4	£0.00	30/08/2023	Andrea Maravicova			
R28	5	(10) Physical	Necessary approvals unobtained from statutory bodies	project delayed or unable to progress	Possible	Serious	6	£0.00	N	Close liaison with the City's planning team and other statutory bodies to ensure relevant packages of information are prepared and submitted on time.	Unlikely	Serious	£0.00	4	£0.00	02/05/2023	Andrea Maravicova			
R29	5	(10) Physical	Project programme is delayed	resulting in the Cathedral being in darkness due to delays in implementation and failure of current lighting	Possible	Serious	6	£0.00	N	Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors.	Unlikely	Serious	£0.00	4	£0.00	05/05/2023	Andrea Maravicova			
R30		(2) Financial	Project programme is delayed	potential increase in costs	Possible	Major	12	£0.00	N	Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors. Identify and approach external sponsors if required.	Possible	Serious	£0.00	6	£0.00					
R31	3	(1) Compliance/Regulatory	Members do not approved Gateway 3 report	project unable to progress	Possible	Major	12	£0.00	N	Briefing to Members to be done and Project Sponsor to discuss with Chairman prior to Committee	Unlikely	Major	£0.00	8	£0.00		Clarise Tavin	17/02/2022		
R32	4	(1) Compliance/Regulatory	Members do not approve Gateway 4 report	project unable to progress	Possible	Major	12	£0.00	N	Project Sponsor / Senior Officer to discuss with Chairman prior to Committee	£0.00	Unlikely	Major	£0.00	8	£0.00	30/08/2023	Andrea Maravicova		
R33	4	(3) Reputation	Project is not delivered to agreed timeline due to technical issues that arise either in design or construction phase	This will either extend the project timeline or reduce the project scope to align with the available funding	Possible	Serious	6	£0.00	N	A programme will incorporate necessary tests and trials / demonstrations to ensure potential technical issues can be addressed	£0.00	Unlikely	Minor	£0.00	2	£0.00	13/09/2023	Andrea Maravicova		
R34	4	(4) Contractual/Partnership	Delays in supply, issues in productivity or resource	Negative impact on project delivery, both monetarily and timewise, causing potential delays to programme and increasing costs.	Possible	Serious	6	£0.00	N	Early engagement with the procurement team, suppliers and the City's term and Cathedral's contractor to programme works and procure materials well in advance, allowing for at least 16 weeks lead in times. Regulate supply chain via existing meetings with principal contractor.	£0.00	Unlikely	Serious	£0.00	4	£0.00	02/05/2023	Andrea Maravicova		
R35	4	(10) Physical	Unforeseen technical and / or engineering issues identified	Late identification of any engineering or technical issues will disrupt delivery and may increase costs and timelines	Possible	Major	12	£0.00	N	Undertake relevant surveys, tests and large-scale trial to support the design development.	£0.00	Unlikely	Serious	£0.00	4	£0.00	02/05/2023	Andrea Maravicova		
R36	4	(2) Financial	The full cost of the project is unknown	If the costs are not ascertained soon enough in the project process, the design might exceed the available project budget	Possible	Serious	6	£0.00	N	As the design develops, the likely cost of the scheme will be established by an appointed quantity surveyor. Develop funding strategy, clearly identify potential funding sources and actively engage with potential sponsors. The scope and design of the project will be tailored to ensure the scheme can be financed from the available project budget.	£0.00	Unlikely	Serious	£0.00	4	£0.00	02/05/2023	Andrea Maravicova		
R37	4	(3) Reputation	Stakeholders object to the proposals	The City would not be delivering a scheme that is supported by the local community, and it would not therefore be responsive to their needs. A redesign would be required which could impact on the programme and budget.	Unlikely	Serious	4	£0.00	N	Engage early and consult stakeholders as part of the project process and adapt the design if required. Key stakeholders were previously consulted and were supportive of the proposals.	£0.00	Rare	Serious	£0.00	2	£0.00	02/05/2023	Andrea Maravicova		

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St Paul's External Lighting programme



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<p>Committees: Streets and Walkways Sub Committee</p>	<p>Dates: 26 September 2023</p>
<p>Subject: Mansion House Station Environs - Little Trinity Lane public realm enhancements</p> <p>Unique Project Identifier: PV Project ID – 11945</p>	<p>Gateway 4: Detailed Options Appraisal (Regular)</p>
<p>Report of: Interim Executive Director, Environment</p> <p>Report Author: Leila Ben-Hassel</p>	<p>For Decision</p>
<h1>PUBLIC</h1>	

<p>1. Status update</p>	<p>Project Description: This project aims to deliver an enhanced public space through increased greening, improved seating, and accessibility improvements. Following its integration into the City’s Climate Action Cool Streets and Greening Programme in July 2022, the project scope was amended to include additional design objectives aiming to maximise the delivery of climate resilience measures.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): £650,000 - £780,000 (for recommended option)</p> <p>Change in Total Estimated Cost of Project (excluding risk): Cost range reported last at committees was £450,000-550,000. The proposed cost range increase is: £200,000 (lower end of cost range) and £230,000 (higher end of cost range) based on the recommended option.</p> <p>Spend to Date: £120,267 (inclusive of evaluation work for all phases).</p>
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	<p>Costed Risk Provision Utilised: 0 Slippage:</p> <p>Cost/Scope</p> <ul style="list-style-type: none"> • Officers investigated opportunities to include minor accessibility improvements and secured additional TfL funding allocation of £75,000 (subject to the LIP 2024-25 programme report being approved by committees in early 2024). • Following initial site surveys and analysis, officers identified additional SuDs opportunities which is welcome considering the site is in the City's Flood Risk Zone. • The change in scope to include minor accessibility improvements and additional SuDs (including a carriageway rain garden) has led to the increase of the overall estimated project cost range. • It is proposed to fund the increase from additional funds from the Cool Streets and Greening Programme (subject to committee approval of the next CSG Programme Update Report) and TfL LIP 2024-25 (subject to committee approval of the next LIP Programme Update Report). <p>Programme</p> <ul style="list-style-type: none"> • The last reported programme provided an indicative construction start date of Summer 2023. The revised indicative start date is now Spring 2024. This delay was caused by the following 2 factors: <ol style="list-style-type: none"> 1- The project was put on hold as part of the wider corporate projects review in July 2022. Officers were able to resume design work in January 2023. 2- The programme was further impacted by additional design work related to the additional scope referenced above (minor accessibility enhancements and additional SuDs).
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 5 (Regular) – delegated to the Interim Executive Director, Environment.</p> <p>Next Steps: The next steps are as follows:</p> <ul style="list-style-type: none"> • Additional surveys and analysis including drainage and environmental engineering (October - November 2023). • Continued engagement with key local stakeholders including TfL, St James Garlickhythe Church, Virgin Active, local hotels and Livery Companies. • Detailed design. • Gateway 5 (February/March 2024) – Delegated.

	<p>Requested Decisions:</p> <ol style="list-style-type: none"> I. That design option 2 is approved to taken forward to the next gateway; II. That additional budget of £37,600 from the 39-53 Cannon Street S106 is approved to reach the next Gateway, thus increasing the available project budget to £177,607; III. Note the revised total estimated cost of the project at £650,000-£780,00 excluding risk (if option 2 is approved); IV. That approval of a Costed Risk Provision be delegated to the Interim Executive Director, should one be sought at Gateway 5; V. That approval to undertake the statutory consultation that may be required in relation to the reviewed position of the Doctor’s parking bay and disabled bays, be delegated to the Executive Director. 																				
<p>3. Resource requirements to reach next Gateway</p>	<p>For recommended Option 2:</p> <table border="1" data-bbox="528 902 1390 1850"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>Further site investigations incl. traffic and drainage surveys Detailed design</td> <td>S106 39-53 Cannon Street</td> <td>£5,000</td> </tr> <tr> <td>P&T Staff Costs</td> <td>Facilitate and manage stakeholder engagement, design development and finalisation</td> <td>S106 39-53 Cannon Street</td> <td>£12,600</td> </tr> <tr> <td>Env Services Staff Costs</td> <td>Production of construction package</td> <td>S106 39-53 Cannon Street</td> <td>£20,000</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td>£37,600</td> </tr> </tbody> </table> <p>Costed Risk Provision requested for this Gateway: None.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	Further site investigations incl. traffic and drainage surveys Detailed design	S106 39-53 Cannon Street	£5,000	P&T Staff Costs	Facilitate and manage stakeholder engagement, design development and finalisation	S106 39-53 Cannon Street	£12,600	Env Services Staff Costs	Production of construction package	S106 39-53 Cannon Street	£20,000	Total			£37,600
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Total			£37,600																		
<p>4. Overview of project options</p>	<p>The site is currently an unattractive and under-utilised public space (see pictures of existing site condition in Appendix 4). The design focuses on public realm and greening</p>																				

enhancements to create a more welcoming and comfortable environment where workers, residents and visitors would want to dwell.

The overall design approach celebrates the most striking components of the space including the church façade. More seating and greater greenery are included. The layout takes cues of the rich architecture and history of the site whilst enabling sufficient hard space outside of the Church to accommodate events.

The objective is to achieve a layout that responds to the changing needs of the area, including more space for people to walk and sit individually or in small groups.

Following inclusion of the project in the City's Climate Action Cool Streets and Greening Programme in July 2022, the environmental objectives of the design have been prioritised further to maximise the delivery of climate change adaptations.

Both design options will include:

- Sustainable Drainage Systems (SuDs) achieved through raingardens, channels, reprofiling footways and level changes – please see plan highlighting SuDs opportunities in Appendix 4;
- Additional planting (incl. trees where possible) to provide more shade, absorb rainwater run-off and mitigate pollution from Upper Thames St;
- Climate resilient, low-maintenance planting;
- Inclusion of more elements and planting to support biodiversity.
- Review position of Doctor's bay by a couple of metres westbound (subject to any necessary approvals) to enable carriageway SuDs raingarden to be installed.

Both options include minor accessibility improvements:

- Widened western footway or granite-setted raised table at the junction of Garlick Hill, Little Trinity Lane and Skinners Lane to make the crossing more comfortable for pedestrians.
- Additional dropped kerbs or raised table along Little Trinity Lane (subject to costs).

The difference between both options is focused on how the southern edge of the space is treated:

- Option 1 includes the retention of the existing linear planter wall (See marked up plan and pictures in Appendix 4). This wall is in poor condition in places, as are the existing benches (see pictures included in Appendix 4). As a result of retaining the existing linear planter wall, the opportunity to change levels would be

	<p>reduced. A smaller surface would be draining into the central rain gardens, and these would thus be smaller.</p> <ul style="list-style-type: none"> Option 2 includes the replacement and redesign of the linear planter wall and new seating, to create a more unified and higher quality space. The reconfiguration of the largest planted area in the space would also enable opportunities for more tree planting which would enable greater pollution mitigation from Upper Thames St. <p>Officers have already undertaken initial consultation with local occupiers and further consultation is planned as the detailed design is developed. The proposals have been very well received by all consultees.</p> <p>Further details are set out in the options appraisal.</p>
<p>5. Recommendation</p>	<p>Option 2 is recommended as it provides a more attractive, design solution by bringing the space together using one design language throughout. Option 1 could risk feeling like a juxtaposition of old and new designs not meshing as well together.</p> <p>Foremost, option 2 delivers greater environmental benefits. The relandscaping of the southern planter offers greater opportunities to plant trees than option 1 and trees score highest on the Urban Greening Factor assessment. More tree planting would enable greater pollution mitigation from Upper Thames Street absorbing greater amount of toxic particulate matters. Option 2 also presents greater SuDs opportunities and considering the site is situated in the City's Risk Flood Zone, maximising areas to drain surface water as shown in the SuDs plan contained in Appendix 4.</p>
<p>6. Risks</p>	<p>The key project risks are set out below:</p> <ul style="list-style-type: none"> Restricted site access. Carrying out works alongside TfL road (coordination required during construction – temporary closure of a section of the Cycle Super Highway on Upper Thames St may be required). Poor health of existing trees on site means that these trees may need to be removed and replaced (subject to City Gardens' assessment). Objections to the statutory consultation on the traffic orders to move the Doctor's Bay by a few metres westbound. This risk is low as the relocation is only a few metres and officers have identified the interested party to engage with and have established good relationships with key local occupiers. Unknown structural condition of the planter retaining wall may impact re-planting scope opportunities. Planting design will be adapted to constraints.

	<ul style="list-style-type: none"> • Known presence of archaeology in the vicinity – although only shallow excavation is anticipated so this risk is low. • If Option 1 is chosen the existing wall and benches will require repairs which will impact maintenance budgets. <p>Further information is available in Options Appraisal.</p>
7. Procurement strategy	All proposed works are on City Highway and will therefore be undertaken by the City's Highways Term Contractor, FM Conway.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Finance Tables
Appendix 4	Visuals

Contact

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Telephone Number	Via MS Teams

Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 1</i>	<i>Option 2</i>
1. Brief description of option	This project aims to deliver an enhanced public green space with associated walking and accessibility improvements at Little Trinity Lane to provide a more welcoming and comfortable environment for all. Following its integration into the City's Climate Action Cool Streets and Greening Programme in July 2022, the project also aims to maximise the delivery of climate resilience measures.	This option would be the same as Option 1 but with the addition of replacing and reconfiguring the southern linear planter facing onto the space to provide a higher-quality and integrated design solution with greater potential for tree planting and SuDs.
2. Scope and exclusions	<ul style="list-style-type: none"> • Re-landscaping of public space; • Introduction of climate-resilience measures including sustainable urban drainage (SuDS); • Re-planting southern planter and retain existing layout and wall; • Minor accessibility improvements through either raised table and/or dropped kerbs at junction of Skinners Lane, Garlick Hill and Little Trinity Lane. 	<p>This option would have the same scope as Option 1 but with the additional element of:</p> <ul style="list-style-type: none"> • Re-landscaping and re-configuring the linear planter wall which would enable mounding within the planted area to accommodate some trees. Through the re-landscaping of the southern linear planter, there would be a greater opportunity for level changes and thus enable a larger area of surface water to be drained into the central rain gardens (see SuDs opportunities plan in appendix 4).
<i>Project Planning</i>		
3. Programme and key dates	<p>Overall project: It is anticipated that the construction would start on site in spring 2024 (subject to the City Term Contractor's construction programme) for a period of 4-5 months.</p> <p>Key dates:</p> <ul style="list-style-type: none"> • October - November 2023: additional site surveys and analysis including drainage and environmental engineering. • Ongoing local consultation and engagement with key local stakeholders • Traffic order statutory consultation for the reposition of the Doctor's bay by a few metres westbound (November-December 2023) • Design finalisation • Gateway 5 (February 2024) 	

Option Summary	Option 1	Option 2
4. Risk implications	<p>Overall project option risk: Low</p> <ul style="list-style-type: none"> The main risks are set out in the main report This option has the additional risk of retaining the existing planter wall and seating edge which is in poor condition and in need of repair. This could mean that more repairs are needed in the short-medium term 	<p>Overall project option risk: Low</p> <ul style="list-style-type: none"> The main risks are set out in the main report <p>Further information is available within the risk register (appendix 2).</p>
5. Stakeholders and consultees	<ul style="list-style-type: none"> External consultees: TfL, representatives of local occupiers including Virgin Active, St James Garlickhythe, Westin Hotel, Vintry and Mercer Hotel and Painters' Hall Livery Company. Internal consultees: Climate Resilience Policy Team, City Gardens Team and Cleansing Team 	
6. Benefits of option	<ol style="list-style-type: none"> Public realm and seating improvements Improved green infrastructure with increased green space with biodiverse and low-maintenance planting; Improved blue infrastructure through the introduction of rain gardens, considering the site in the City's Flood Risk Zone; Maintain and/or replacement of legacy trees (central area) – subject to City Gardens' assessment and decision; Improved walking routes and accessibility through minor highway adjustments (dropped kerbs and/or raised tables). 	
		<p>Additional benefits of Option 2:</p> <ul style="list-style-type: none"> Replacement and reconfiguration of existing linear planter (southern end of the site – see plan in appendix 4) wall and seating edge which is in poor condition A more unified and high-quality design solution Opportunities for greater area of surface drainage into central planters thanks to ability to change levels

Option Summary	Option 1	Option 2
		<ul style="list-style-type: none"> The redesign of the southern end planter would enable mounding of the planter thus creating opportunities for tree planting in that location along Upper Thames St (one of the City's most polluted streets) thus delivering greater pollution mitigation.
12. Disbenefits of option	<ul style="list-style-type: none"> Retention of linear planter wall and seating edge which is in poor condition and would cost in maintenance in the longer term. 	<ul style="list-style-type: none"> Additional cost of replacing and re-landscaping existing linear planter wall and seating edge – however this report demonstrates affordability through the funding strategy proposed in Appendix 3.
Resource Implications		
13. Total estimated cost	£550,000-£650,000	£650,000-£780,00
14. Funding strategy	<p>The project is funded from a mix of sources including:</p> <ul style="list-style-type: none"> TfL (LIP) S106 deposits from the local area The Cool Streets and Greening Programme (CoL Climate Action Strategy) 	<p>Same as option 1 but with additional funding from the Cool Streets and Greening Programme</p> <p>Further details are provided in Appendix 3</p>
15. Investment appraisal	N/A	
16. Estimated capital value/return	N/A	
17. Ongoing revenue implications	<p>Planting establishment costs and maintenance cost of additional planting is included in the project budget.</p> <p>This option would have an additional revenue implication as a result of the need to maintain the existing planter wall which is in poor condition</p>	<p>Planting establishment costs and maintenance cost of additional planting is included in the project budget.</p>

Option Summary	Option 1	Option 2
18. Affordability	S106, TfL LIP (2022-23) and Cool Streets and Greening allocations are confirmed. £75,000 of TfL LIP (2023-24) funding is subject to further approvals (LIP Annual Report anticipated early 2024)	
19. Legal implications	Legal processes will be followed to undertake any traffic orders and associated statutory consultation necessary to enable moving two disabled bays and a doctor's bays a few metres west bound along Little Trinity Lane.	
20. Corporate property implications	N/A	
21. Traffic implications	For both design options, it is proposed to maintain the existing two Disabled Bays in their current location and to move the Doctor's Bay a few metres westbound to enable a rain garden to capture a large surface water run-off from Garlick Hill and Little Trinity Lane. A statutory traffic management order consultation is required to do this, and the design finalisation is subject to the successful outcome of this consultation.	
22. Sustainability and energy implications	<ul style="list-style-type: none"> • Both options will increase the amount of planting and trees enabling greater absorption of surface water run-off – although option provides less capacity for additional tree planting; • Both options will introduce a SuDs system and rain gardens • Both options will introduce climate resilient, low maintenance and biodiverse planting. 	
23. IS implications	N/A	
24. Equality Impact Assessment	The project will deliver a more accessible pedestrian environment through the introduction of a raised crossing table at Skinners Lane and dropped kerbs by Virgin Active along Little Trinity Lane. A COLSAT assessment and EQIA of the design proposals will be undertaken ahead of the design finalisation and conclusions will be shared at the next Gateway.	
25. Data Protection Impact Assessment	NA	NA
26. Recommendation	Not recommended	Recommended

Appendix 1: Project Cover Sheet

[1] Ownership & Status

UPI: 11945

Core Project Name: Mansion House Station Environs: Little Trinity Lane public realm enhancements

Project Manager: Leila Ben-Hassel

Definition of need: The space is proposed to be transformed into a larger and more attractive green public space that is greatly needed in this area, in line with the Climate Action Strategy and Transport Strategy.

The current space is in need of enhancement to improve the setting of St James Garlickhythe Church, improve accessibility and comfort along one of the key routes to the riverside and create a high-quality space for local occupiers (office workers, visitors and residents) to dwell by mitigating the impact of the pollution from Upper Thames St (one of the most polluted streets in the City).

Expected timeframe for the project delivery: The originally reported programme has slipped due to TfL funding being withdrawn and additional design work to include climate resilience measures since the project was included in the Cool Streets and Greening Programme. The revised programme is to start on site spring/summer 2024 (estimated 5 month works programme).

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

Programme and scope were reset through the June 2022 Issues Report, following the project being put on hold due to TfL withdrawing project funding.

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

No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report

The total estimated cost was **£350K-£700K** and a budget of £60,000 was approved to reach Gateway 3.

The following streets and spaces were included in scope to be improved:

- Little Trinity Lane, including the green public space adjacent to St James's Church and the area adjacent to the new Queenhithe hotel development.
- Garlick Hill
- Pedestrian subway signage at Mansion House tube station

The key objectives were defined as follows:

- An accessible and inclusive public realm;
- A more comfortable and pleasant environment (including subways);
- Additional greenery and measures to help mitigate the impact of pollution and noise;
- An enhanced setting for the redevelopments in the area

G3 report (as approved by PSC as part of the Queenithe and Vintry Area Enhancement Programme December 2018)

- Total Estimated Cost (excluding risk):
£418,445, funded from a mix of S106 contributions from local developments (amount capped in S106 Prioritisation Report) and TfL (Local Implementation Plan) funding.
 - Spend to date: £41,507 (including evaluation costs)
 - Costed Risk Against the Project: 0
 - CRP Requested: 0
 - CRP Drawn Down: 0
 - Estimated Programme Dates: To be coordinated with the programme of the neighbouring hotel development (Which was subsequently delayed by the pandemic)
 - January to September 2019: Design development
 - Nov/Dec 2019 Gateway 4/5 – Authority to Start Work;
 - July 2020: start on site – construction works to be phased and coordinated with hotel development programme and connected Globe View Walkway Works.

Through the programme approach, existing City projects in the vicinity and the Queensbridge House Hotel development's timescales would be coordinated with the project. However the hotel development timescales slipped in 2019 and further in 2020 due to the pandemic. The project was subsequently put on hold in 2020 when TfL funding was withdrawn.

- Scope/Design Change and Impact:

The project aims to deliver an enhanced and enlarged public space at Little Trinity Lane to provide a more welcoming and comfortable environment to transform this currently unattractive and under-utilised public space.

The concept design seeks to exploit and celebrate the most striking components of the space such as the mature trees and church façade as well as introducing more seating and a strongly planted edge to increase greenery and encourage longer dwell time.

Two options were explored and included the same hard landscaping elements with widened footways (incl. relocation of doctor's parking bay), a granite-settled carriageway cutting through a York stone paved pedestrian space and additional seating. The options explored offered different treatments to the southern edge of the space. Option 2 was approved by committees.

The landscape design Option two proposed the introduction of:

- a feature pergola structure to the southern edge of the space providing a framework for climbing plants and creating a semi-perforated wall of greenery and canopy. This would act as a screen and buffer from the adjacent road noise and add important leaf cover to filter air particulates.

The planting would also provide seasonal colour as well as shade for the seating.

- integrated feature lighting making the lower level hedging and planting beds would become a more prominent focal point in the space.
- Seating centred around the feature trees and new planting

This design is proposed to be reviewed as part of this Issues' Report to refocus the benefits of the project to align with the City's Climate Action Strategy objectives and the Cool Streets and Greening Programme's requirements.

Issues report – July 2022

- Total Estimated Cost (excluding risk): £418,445 (set at Gateway 3).
- Spend to date: £81,992 (including evaluation costs for all phases and fee commitments)
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: The project has been on hold since 2020 because of the withdrawal of TfL funding as a result of the pandemic. The previous completion date was late 2020. The revised completion date is summer 2023.
- Scope/Design Change and Impact:

The project aims to deliver an enhanced and enlarged public space at Little The project funding strategy included a mix of S106 and TfL funds.

However, following the impact of the pandemic on TfL's overall financial position and ongoing uncertainty around future funding, £100k of TfL LIP funding was withdrawn from this project, and the project was subsequently put on hold in 2020.

Officers identified some project efficiencies, however the loss of the TfL funds and additional costs as a result of inflation, mean that not all of the planned improvements will be affordable, and the original project objectives will not be met.

Since the Gateway 3 approval, the City has adopted the Climate Action Strategy (CAS) which seeks to introduce more climate resilience measures in the public realm through the implementation of the Cool Streets and Greening Programme (CSG). The CSG programme is a £6.8m programme to be implemented over 4 years.

This site has been identified as a priority project of the Cool Streets and Greening programme as it has great potential to incorporate climate resilience measures due to its location, topography and greening capacity. In February 2022, the Cool Streets and Greening Programme report for Year 2 was approved and this included a funding allocation of £165,000 to widen the scope to deliver climate resilience measures as part of this project. This funding is specific to deliver climate resilience measures and is not able to be used to offset the loss of TfL funding to deliver minor accessibility measures.

Appendix 2 – Finance tables

- Spend to date

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Mansion House Station (SRP) - 16800384			
P&T Staff Costs	27,557	27,557	-
P&T Fees	13,950	13,950	-
Total – 16800410	41,507	41,507	-
Mansion House Station (CAP) - 16100384			
Env Servs Staff Costs	14,000	2,167	11,833
Legal Staff Costs	600	524	76
Open Spaces Staff Costs	2,500	-	2,500
P&T Staff Costs	37,000	34,804	2,196
P&T Fees	44,400	41,265	3,135
Total – 16100410	98,500	78,760	19,740
TOTAL	140,007	120,267	19,740

- Budget to reach next gateway

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Mansion House Station (SRP) - 16800384			
P&T Staff Costs	27,557	-	27,557
P&T Fees	13,950	-	13,950
Total – 16800410	41,507	-	41,507
Mansion House Station (CAP) - 16100384			
Env Servs Staff Costs	14,000	20,000	34,000
Legal Staff Costs	600	-	600
Open Spaces Staff Costs	2,500	-	2,500
P&T Staff Costs	37,000	12,600	49,600
P&T Fees	44,400	5,000	49,400
Total – 16100410	98,500	37,600	136,100
TOTAL	140,007	37,600	177,607

- Revised funding allocation:

Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
TfL LIP - FY 2017/18	14,424	-	14,424
TfL LIP - FY 2018/19	45,053	-	45,053
TfL LIP - FY 2019/20	7,487	-	7,487
TfL LIP - FY 2022/23	25,000	-	25,000
S106 - 39-53 Cannon Street - 13/00339/FULMAJ - LCE	48,042	37,600	85,642
Total Funding Drawdown	140,007	37,600	177,607

- Funding strategy:

Table 4: Funding Strategy (option 2)	
Funding Source	Amount (£)
TfL LIP - FY 2017/18	14,424
TfL LIP - FY 2018/19	45,053
TfL LIP - FY 2019/20	7,487
TfL LIP - FY 2022/23	25,000
TfL LIP - FY 2024/25 (TBC)	75,000
S106 - 39-53 Cannon Street - 13/00339/FULMAJ - LCE	121,090
S106 - 39-53 Cannon Street - 13/00339/FULMAJ - Transportation	36,455
S106 - Bucklersbury House - 11/00935/FULEIA - LCE	100,900
CAS - Cool Streets and Greening Programme*	354,591
TOTAL	780,001

***To be approved in the next CAS Cool Streets and Greening Programme report**

Appendix 3: Visuals

- Existing:



- Southern planter – existing condition: wall and coping stone in poor condition with cracks and chips in various places



Design Option 2:

Proposed character

The introduction of perimeter legacy tree and shrub planting within the southern raised bed creates a more balanced and framed space, accentuating and celebrating the view and dominance of the church tower within the space. At night the church may once again become the 'lantern' of historic name.

The low level raingardens that stagger their way down the slope present a greener heart to the space, with raingarden planting benefitting from good natural daylight to improve planting conditions.

The kerbside pathway ensures disabled users occupying the roadside parking spaces benefit from a simple pavement edge whilst also maintaining the existing informal crossing towards the northern buildings.



Proposed character

The heart of the space provides a greener character with backed seating beneath the shade of trees overlooking the central raingardens. The relocated Barge Master and Swan sculpture now occupies a prominent position at the head of the raingardens.



A tree survey has been undertaken for the existing trees in the central areas and are subject to assessment of the City Gardens' team to establish whether they should be retained or replaced.

- Plan highlighting SuDs opportunities – option 2:

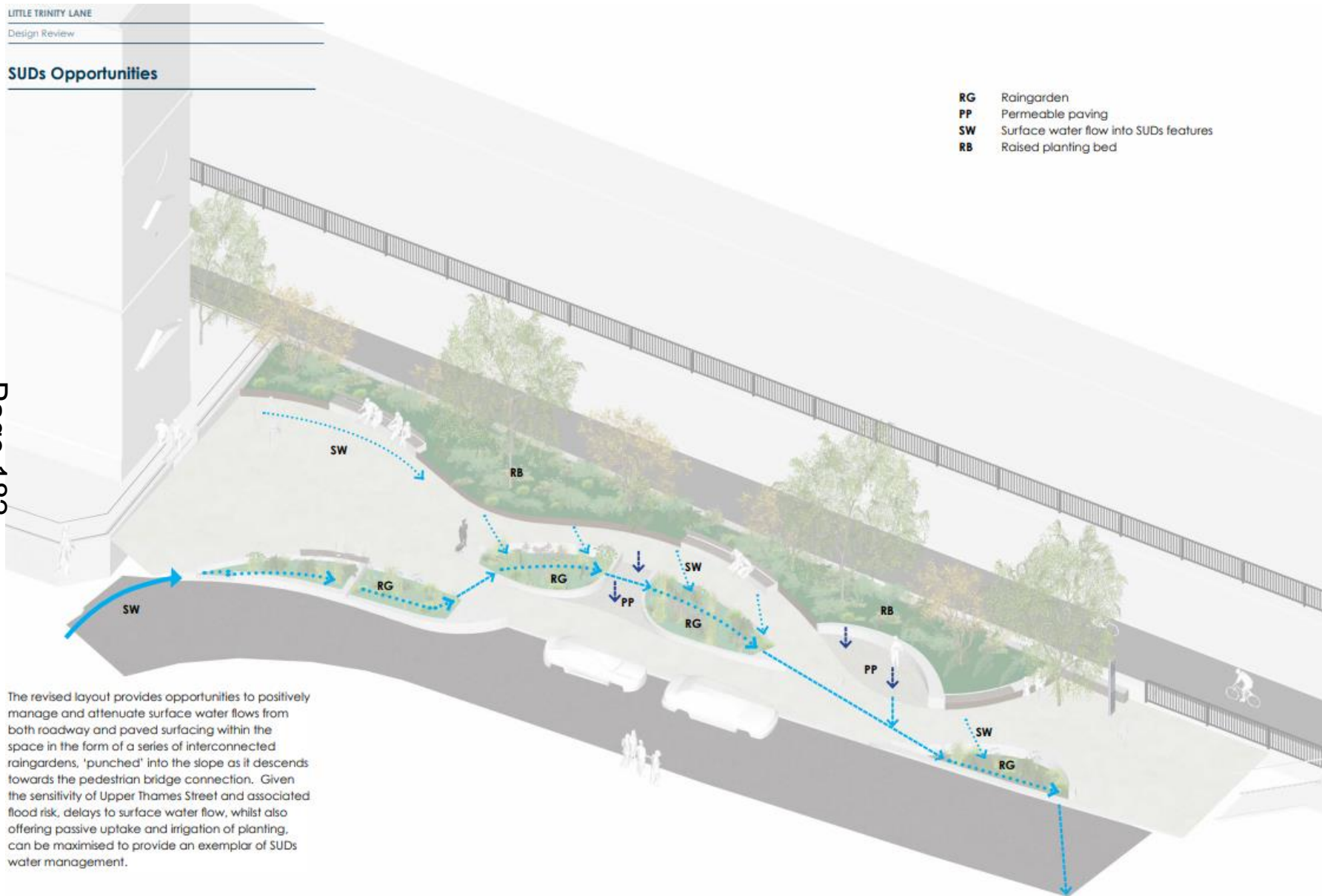
LITTLE TRINITY LANE

Design Review

SUDs Opportunities

- RG Raingarden
- PP Permeable paving
- SW Surface water flow into SUDs features
- RB Raised planting bed

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The revised layout provides opportunities to positively manage and attenuate surface water flows from both roadway and paved surfacing within the space in the form of a series of interconnected raingardens, 'punched' into the slope as it descends towards the pedestrian bridge connection. Given the sensitivity of Upper Thames Street and associated flood risk, delays to surface water flow, whilst also offering passive uptake and irrigation of planting, can be maximised to provide an exemplar of SUDs water management.

- Visual highlighting improved movement along route to riverside and opportunities for minor accessibility improvements along Little Trinity Lane:



LITTLE TRINITY LANE

Design Review


Movement

A principal pedestrian route of 2m in width follows the kerb line through the space en route to the bridge crossing. This hardstanding route constructed out of reclaimed yorkstone slabs also aligns with the majority of existing utility covers within the space with assumed service runs beneath, hence minimal intrusion into the ground in this area.

A secondary 'meandering pathway' curves besides the sinuous planter edge and associated seating to provide a more informal route between greenery.

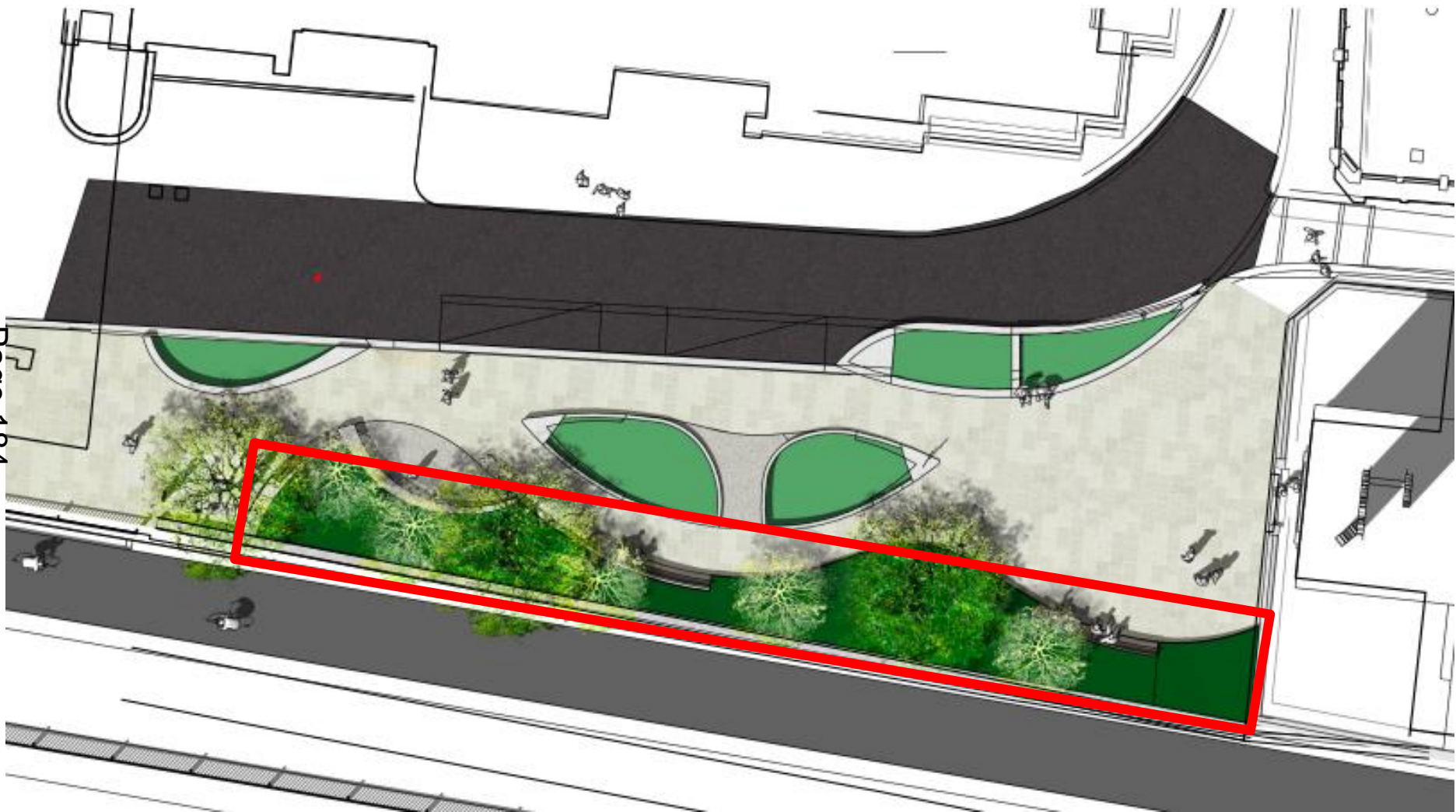
Gathering spaces are created at the top and bottom of the slope.

An improved raised granite setted crossing is established across Skinner Lane

 Areas for proposed accessibility improvements (dropped kerbs and/or raised tables subject to affordability).

- Option 1: plan and pictures

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This area at the southern end of the space is excluded in Option 1 and would remain as existing.

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Mansion House Station Environs - Little Trinity Lane	PM's overall risk rating:	Low	CRP requested this gateway	£ -	Average unmitigated risk	4.4	Open Risks	8
Unique project identifier:	11945	Total estimated cost (exc risk):		Total CRP used to date	£ -	Average mitigated risk score	3.8	Closed Risks	0

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)
R1	4	(2) Financial	TFLIP Funding and CSG Funding allocations do not get approved	This would impact the revised scope of the project	Possible	Serious	6				Working closely Transportation and Climate Action Colleagues - should the funding allocation not be approved, the minor accessibility improvements would be desecoped and these would need to be undertaken as part of a separate future project. As for the CSG allocation, should it not be secured, S106 unallocated funds would be identified and/or reduction in amount of SuD would be undertaken in the design finalisation		Possible	Serious		6	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R2	4	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2				The works will not be in depth so the risk is minor of finding archaeology. A fee allocation for a possible watching brief will be included in the Gateway 5 budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		the funds would cover the cost of archaeology watching brief and additional staff costs that may be required if any archaeology is found on site
R3	4	(1) Compliance/Regulatory	Objections to the statutory consultation on the traffic orders to move the Doctor's Bay by a few metres westbound.	This risk is low as the relocation is only a few metres and officers have identified the	Unlikely	Minor	2	£0.00			Engagement with the Doctor's practice and local occupiers to highlight the benefits of the minor relocation of the Dr's bay.		Unlikely	Minor	£0.00	2	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R4	4	(2) Financial	Works costs exceed budget due to unforeseen underground issues	would impact on budget and programme	Unlikely	Serious	4	£0.00			Extensive radar survey has been undertaken	£0.00	Unlikely	Minor	£0.00	2	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R5	4	(2) Financial	Cost escalation due to inflation	Increase cost of materials impact the project's budget	Possible	Serious	6	£0.00			The City's term contractor will seek various quotes to ensure competitive prices are secured - risk will be monitored closely with term Contractor	£0.00	Possible	Serious	£0.00	6	£0.00	15/08/2023	15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R6	4	(2) Financial	Programme delays due to sourcing of materials	Programme delays due to sourcing of materials incurs leading to cost increase (additional prems / labour costs / staff costs)	Possible	Serious	6	£0.00			This is out of the City's control. However, the project team will identify and engage with suppliers as early as possible as well as ensuring multiple quotes are explored to ensure value for money.	£0.00	Possible	Minor	£0.00	3	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R7	4	(9) Environmental	Poor health of existing trees on site means that these trees may need to be removed and replaced	budget impact mostly	Possible	Minor	3	£0.00			Officers commissioned a tree survey and City Gardeners will undertake an assessment - any trees that need to be replaced will be budgeted for in the implementation budget	£0.00	Possible	Minor	£0.00	3	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R8	4	(10) Physical	Unknown structural condition of the planter retaining wall may impact re-planting scope opportunities	This would impact the design scope and the delivery of benefits (e.g. greater amount of biodiverse planting)	Possible	Serious	6	£0.00			The budget would not be s	£0.00	Possible	Serious	£0.00	6	£0.00		15/08/2023				

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Agenda Item 9

Committee(s)	Dated:
Streets & Walkways Sub-committee	26 September 2023
Subject: Widegate Street Barrier & Operation S278	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 9, 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£30,150
What is the source of Funding?	External/s278 agreement
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Interim Executive Director Environment	For Decision
Report author: Sam Lee – Policy & Projects, City Operations	

Summary

Widegate Street has been closed to traffic between 11.30am and 9pm each day since June 2022, initially through an ETO but then, since August 2023, by a permanent Traffic Order. The closure is enforced through the use of traffic signs only.

Marugame Udon, a restaurant located on Widegate Street has asked the City to install a physical barrier on Widegate Street, primarily to enable them to meet the requirements needed for a pavement licence. They have made an advance payment to cover the City's initial design and evaluation costs, as well as an undertaking to pay our legal fees for negotiating and drafting the legal agreement. Marugame is aware that any pavement licence application is still subject to separate assessments and considerations.

Officers have now completed the design and evaluation for the installation of a barrier, using bollards, and have concluded that they would improve the compliance of the existing access restriction as well as improve safety, with no additional implications. The bollards may also meet the requirements needed for pavement licenses and therefore assist businesses located in Widegate Street and their customers and help to enliven the street environment. Overall, it is considered that this would be of public benefit.

The proposals set out in this report are very minor and low risk. Approval of these proposals are delegated to Chief Officer. However, approval from your Sub-Committee is sought for authority to enter into a S278 agreement with Marugame.

Recommendations

Members are asked to:

1. Note the proposals as detailed in this report.
2. Authorise the Comptroller to enter into the s278 agreement under the Highways Act 1980, with Marugame Udon, to fund the proposals as detailed in this report, operate the removable bollards, pay for maintenance when required and the removal of the measures should they no longer be needed.

Main Report

Background

1. Widegate Street previously had a temporary access restriction (implemented under an 'events' order) covering the full length of the street. This prohibited traffic between the hours of 11.30am and 9pm each day from June 2021 to the end of October 2021. This restriction was introduced to allow local businesses to use the outdoor space for tables and chairs to support the recovery from the Covid-19 pandemic. It was very well received by local users.
2. In February 2022, the Street & Walkways Sub-Committee agreed to promote an Experimental Traffic Order (ETO) to restrict traffic from entering Widegate Street covering the same times as those originally implemented under the Events Order. This was to provide additional space for people walking, improve accessibility, remove safety risks, and preserve and enliven the character of the street environment. This time period was selected because it represented the busiest period when most people used Widegate Street.
3. The ETO was implemented on 21st June 2022 and following consultation and analysis of traffic data, which showed good levels of compliance and limited impact, the ETO was made permanent on 31 August 2023.
4. Since the temporary access restrictions were lifted in November 2021, local businesses have applied for pavement licences to place tables and chairs on Widegate Street but due the lack of vehicle restraint, these applications were rejected.

Current Position

5. To overcome the lack of physical vehicular restraint, Marugame Udon, a restaurant located on Widegate Street has asked the City to install measures to physically restrict vehicles from accessing the street.
6. Officers consider that a physical barrier on Widegate Street would be beneficial to the general public as it would improve the performance of the existing timed

access restriction. Marugame is aware that any pavement licence application is still subject to separate assessments and considerations, but they are still content to proceed. They have made an advance payment to cover the City's design and evaluation costs as well as an undertaking to meet our legal fees.

7. Officers have now completed the design and evaluation to install a vehicle barrier using bollards on Widegate Street and an agreement requiring Marugame to fund, maintain, operate the barrier, and cover costs of any removal has been drafted.

Proposal

8. A plan of the proposals is shown in Appendix 1 but is summarised below:
 - Three removable and lockable bollards positioned on the carriageway. When Widegate Street is open to traffic (as prescribed by the traffic order), the bollards will be lifted out and repositioned in sockets located on the edge of the footway. These bollards are a bespoke design to reduce their weight so that they can be more easily handled.
 - Fixed bollards positioned on the Middlesex Street footway, either side of Widegate Street to deter vehicles from mounting the pavement and to bypass the carriageway bollards.
 - Alterations to street furniture including signs, bollards and a planter.
9. Under the s278 agreement, Marugame will be acting as our agent to operate the removable bollards. This will be done in strict adherence to the existing traffic order.
10. Officers have considered a gate as an alternative to the bollards as this would be easier to operate. However, due to the narrowness of Widegate Street, this was considered unsuitable as it would take up most of the space and significantly obstruct people walking.

Corporate & Strategic Implications

Strategic Implications

11. The proposals set out in this report aligns with Corporate Plan Outcome 1: People are safe and feel safe, 9: We are digitally and physically well-connected and responsive and, 12: Our spaces are secure, resilient, and well-maintained; the Transport Strategy; Climate Action Strategy, Air Quality Strategy and Destination City (by making our streets more welcoming and safer).

Financial Implications

12. All costs will be met by Marugame through a s278 agreement. Marugame has already paid an upfront cost of £7,000 to cover the City's initial costs and their solicitors have provided an undertaking to meet the City's legal fees incurred in negotiating and drafting the s278 Agreement. They will also be required to fund the delivery of the

proposals which has been estimated to cost £18,150, undertake the ongoing barrier operation, pay for maintenance and removal.

Legal Implications

13. The operation of the bollards will match the provisions of the existing traffic order, so no additional traffic orders or amendments to the existing order will be required.
14. This proposal is subject to an agreement under Section 278 of the Highways Act 1980. The agreement has been drafted where Marugame will be required to fund the full cost of the proposals including the works, their operation, maintenance, and eventual removal. The City is satisfied that the proposals will be of public benefit.

Risk Implications

15. The cost to implement the proposals may be impacted by underground conditions. This may increase costs but under the draft s278 agreement, Marugame would be required to meet any excess payment.
16. In the event of a breach of the barrier agreement, the City can undertake this function and recover the cost from Marugame. However, in the event that Marugame wish to terminate the agreement, the barriers can be removed (also at their cost), or the City can continue to operate the barriers but at the City's expense.

Equalities Implications

17. None envisaged. The bollards will reinforce the existing access restrictions which are considered acceptable in terms of accessibility.

Climate Implications

18. None envisaged.

Security Implications

19. The bollards would improve the compliance of the existing traffic order. It would also provide a deterrent against vehicle-borne attacks. However, any security considerations needed for pavement licenses are subject to independent and separate assessments.

Conclusion

20. Widegate Street has been closed to traffic between the 11.30am to 9pm every day since June 2022, initially through an ETO and by a permanent order in August 2023.
21. The assessment of the closure during the ETO period showed good levels of compliance and limited implications to the surrounding streets. The proposal to install removable bollards, which would be managed to match the existing

closure would improve compliance levels further but with no additional implications envisaged.

22. Although the fixed bollards located on the eastern side of Middlesex Street, either side of Widegate Street will reduce the available footway space for people walking, they will provide protection against vehicles mounting the pavement or to bypass the carriageway bollards and therefore improve safety.
23. The physical barrier may also meet the requirements needed for pavement licenses (but subject to separate assessments) and therefore assist businesses located in Widegate Street, their customers and enliven the street environment.

Appendices

- Appendix 1: Proposals

Sam Lee

Head of Street Space Planning, Environment Department

E: sam.lee@cityoflondon.gov.uk

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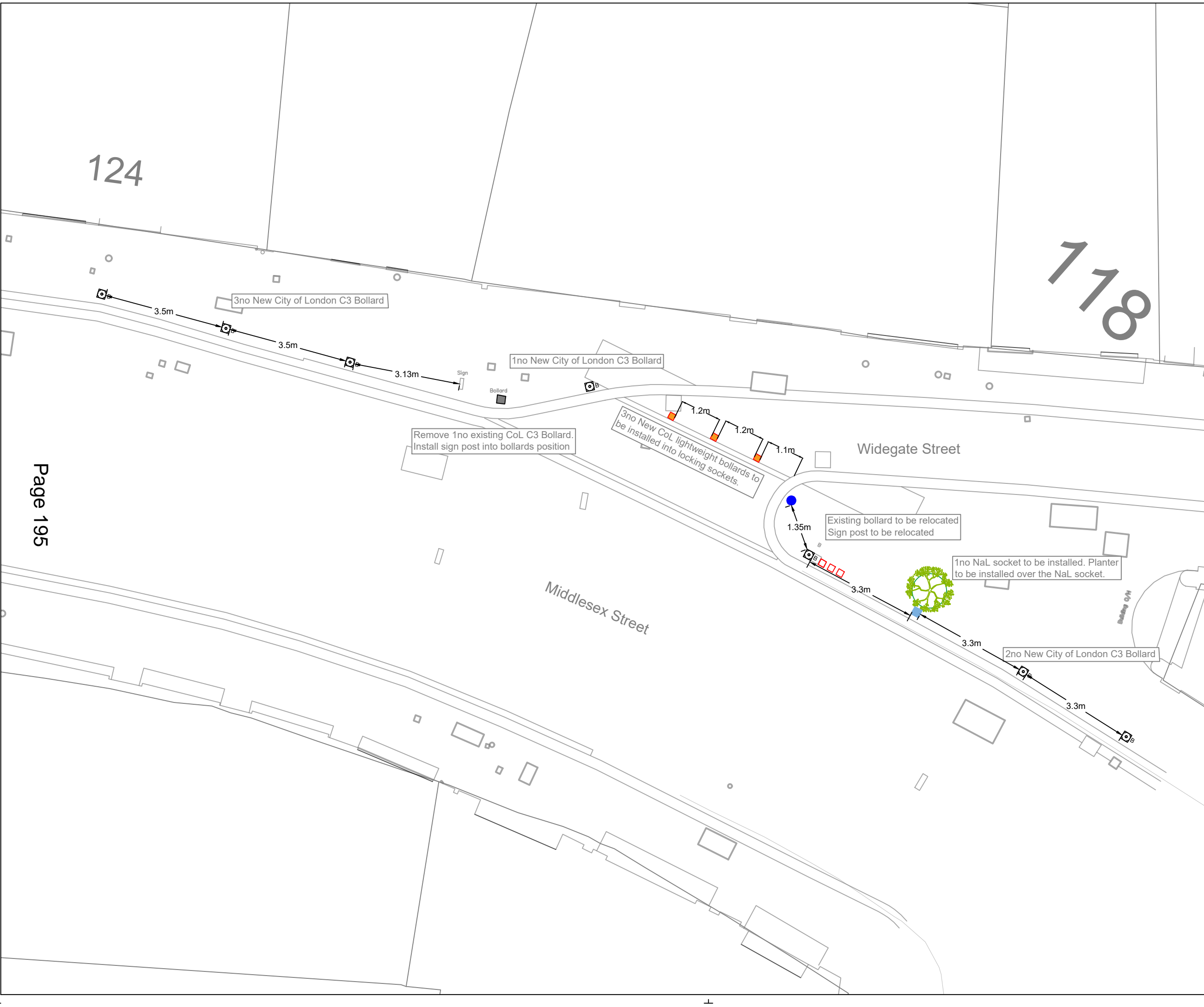
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Key

- Install 6no locking socket
- 3no Reduced Weight City of London Removable Bollard
- Remove existing CoL C3 Bollard
- Install CoL C3 Bollard
- Install sign post
- Install NaL socket



Rev No.	Date	Description	By
Revision			

PROJECT:
WIDEGATE STREET

TITLE:
GENERAL ARRANGEMENT

CLIENT:
HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIRONMENT
PO Box 270
GUILDHALL
LONDON
EC2P 2EJ
TEL: 020 7606 3030



CITY OF LONDON

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Date: JUNE 2023	
Designed by: HP	
Checked by: BM	
Scale & Drawing Size: 1:100 @A3	
Revision: --	Drawing No: COL/000/1

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Agenda Item 10

Committee(s)	Dated:
Streets and Walkways Sub Committee	26/09/2023
Subject: Allocation of ring-fenced S106 deposits to projects and programmes	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 9-12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£8,953,294
What is the source of Funding?	Section 106 deposits
Has this Funding Source been agreed with the Chamberlain's Department?	Agreed
Report of: Interim Executive Director, Environment	For Decision
Report author: Melanie Charalambous	

Summary

This report seeks approval for a further allocation of ring-fenced S106 funds, consistent with previous Member approvals and corporate priorities. This is the fourth report in a series with the aim of providing accurate financial information on available S106 deposits, establishing Member priorities for the use of these funds, and allocating the funds accordingly.

Members approved the allocation of a total of £9m in S106 funding across three previous reports. This current report proposes the allocation of a further £8.953m of S106 funds. These S106 deposits are restricted in geographic scope and purpose to transportation and local community and environmental improvements within the Square Mile. Several of these S106 deposits are restricted to specific geographical areas within the City, such as the City cluster.

Many of the S106 deposits included in this report have been made available for allocation following the close down of projects, releasing underspends, for instance the London development. Furthermore, more recent developments such as 40 Leadenhall Street have commenced which have triggered S106 payments.

Recommendation(s)

It is recommended that Members:

- i) Approve the allocation of £8,953,294 in S106 deposits to programmes and projects, as outlined in this report.

Main Report

Background

1. In December 2018, a report was approved by committees that set out the proposed prioritisation of projects within the Environment directorate and included the allocation of £3.6m of unallocated S106 monies to existing projects.
2. In June and July 2019, Members approved a report that allocated £3.9m of S106 funding to high priority projects to mitigate the impacts of developments from which the funds were generated.
3. The 2019 report also set out the methodology and ranking of Environment Department projects following the completion of a prioritisation exercise and authorised officers to re-negotiate the use of any remaining S106 deposits that require a variation in mitigating the impacts of the developments, consistent with corporate priorities.
4. The third report was approved in December 2020 and allocated a further £1.48m of S106 funds to priority projects.
5. S106 payments have primarily been superseded by the Community Infrastructure Levy (CIL). The remaining S106 payments are restricted in purpose and geography and must be spent on the purposes for which they are held or to address the impacts of specific developments, in accordance with the City's obligations.

Current Position

6. Officers have undertaken a review of the remaining S106 funds that are available, including those sums released through recent outcome reports,
7. Officers have also reviewed the prioritised projects in light of recent capital bids and corporate priorities, including the adoption of the Climate Action strategy and the ongoing review of the Transport Strategy.
8. This report requests authorisation to allocate £8,953,294 of S106 monies that do not require renegotiation. Please refer the Appendix for further details.

Approach to funding allocation

9. The sums available are restricted in geography and purpose to transportation and local community and environmental improvements within the Square Mile. S106 funds must be allocated to projects and activities that mitigate the impact of developments from which these funds were generated.
10. The allocation of the funds falls into three main eligibility categories below:
 1. *Member approved programmes and projects that are eligible for receipt of additional funding, including S106;*
 2. *Member approved programmes and projects that have had a funding allocation from TfL withdrawn and are eligible to receive S106 funding;*
 3. *New projects and activities supporting corporate priorities and the implementation of the Transport Strategy, that are eligible to receive S106 funding.*
11. Table 1 below sets out the eligible programmes and projects that are proposed to receive S106 funding through this report. Further details of the proposed allocations are set out in Table 2 in the Appendix.

Table 1: Programmes and Projects that are proposed to be allocated S106 funds

Programme/ Project	Eligibility category	Prioritisation/allocation reasons
All Change at Bank	1	This is an approved project that is being delivered in Phases. S106 funds from the local area will cover a funding shortfall and assist in delivering the final phases of the project.
City Cluster Programme	1, 2	A significant amount of the available S106 funding is geographically restricted to this area. £4m of TfL funding was withdrawn from this programme in 2020 as a result of the impact of Covid-19 on TfL's finances.
Sculpture in the City	1	This is an established programme of temporary sculpture installations across the east of the City.
Moorgate Crossrail integration, particularly London Wall/Moorgate green space and Finsbury Circus western arm	1	This is an approved project with a funding shortfall. Some of the available S106 funds are geographically restricted to this area.

Liverpool Street Crossrail public art	1	Funds from nearby S106s are proposed to be allocated to help cover a funding shortfall.
St Pauls external lighting	1	This is an approved project to replace the external lighting scheme. Most of the funding for the project has been secured but there is a funding shortfall that the proposed allocation of S106 funds would meet.
100 Minorities Phase 2 (Crescent)	1, 2	This is an approved high priority project with an agreed funding strategy to utilise S106 funds from local developments. TfL funding has been withdrawn from this project because of TfL's ongoing financial difficulties
Tower Hill Gardens	1	This is an existing high priority project that is proposed to be expanded in scope to meet local needs. S106 funds from nearby developments are proposed to be allocated.
Pedestrian Priority Programme	1	This is an established high priority programme
Aldgate and Tower Healthy Streets Plan	3	This is a newly emerging project that will aim to manage traffic and set a framework for walking, cycling and public realm improvements, as well as addressing road danger reduction in the area. It will be coordinated with the Aldgate BID's recent public realm strategy. S106 funds from nearby developments are proposed to be allocated.
Fleet Street Area Healthy Streets Plan delivery	3	This is a recently prepared plan that was publicly consulted upon in summer 2023 with positive feedback received. S106 funds from nearby developments are proposed to be allocated to the delivery of high priority projects from the plan.
London Wall Corridor	3	This study is soon to be initiated and will explore opportunities for walking and cycling improvements. S106 funds from nearby developments are proposed to be allocated to the preparation of the study and the delivery of projects.

12. The projects and proposals that are being allocated funding will continue to be subject to approvals (usually gateway reports) in accordance with the Project Procedure. Individual reports will be required to approve and set up the project budgets.
13. Members should note that a future report will be put to committees to include the allocation of further S106 deposits that may become available as well as accrued interest.

Corporate & Strategic Implications

14. Strategic implications – The allocation of S106 funds as described in this report supports the outcomes of the Corporate Plan, particularly the key aims of contributing to a flourishing society and shaping outstanding environments. Officers have also had regard to the Transport Strategy, the Climate Action Strategy and Destination City.
15. Legal implications - Any S106 payments made and held for specific purposes will be spent on the purposes for which they are held or to address the impacts of specific developments, in accordance with the City's obligations under the relevant S106 Agreements unless these agreements are specifically re-negotiated with the relevant parties.
16. Equalities implications – The priority projects outlined in this report will all be subject to Equality Impact Assessments.
17. Climate implications – The review and prioritisation exercise has been undertaken in line with the Climate Action Strategy and the projects will deliver on the actions that Members have agreed.

Conclusion

18. Officers have reviewed the remaining S106 sums and their corresponding restrictions (in purpose and geography) alongside project priorities and the Transport Strategy. It is proposed to allocate £8,953,294 of ring-fenced S106 monies as set out in this report.

Report author

Melanie Charalambous, Group Manager, City Operations, Environment Department

Appendix 1: Table 2: Proposed S106 allocations

S106 Agreement	Heads of Terms	S106 to be allocated (£'s)	Project or programme that funds are to be allocated to	Project or Programme Total Estimated Cost (£'S)	Notes
05/00864/FULL Bartholomew Lane 1 21/11/2006	LCE	21,672	All Change at Bank	£6.67m - £7.3m	The All Change at Bank project is approved and under construction
06/00500/FULL Lothbury 1 28/12/2006	LCE	360	All Change at Bank		
06/00903/FULL New Court 25/07/2007	LCE	14,209	All Change at Bank		
11/00935/FULEIA Bucklersbury House 30/03/2012	LCE	36,469	All Change at Bank		
13/01004/FULEIA 40 Leadenhall Street 29/05/2014	Transport	45,213	All Change at Bank		
13/01004/FULEIA 40 Leadenhall Street 29/05/2014	LCE	2,934,418	City Cluster Programme	£15m - £22m	The City Cluster Programme is approved and is being delivered in phases as funding becomes available.
04/00111/FULEIA Leadenhall Street 122 29/04/2005	Transport	18,949	City Cluster Programme		
04/00878/FULEIA Lime Street 51 21/03/2005	LCE	2,933	City Cluster Programme		
08/00739/FULEIA St Mary Axe 60-70 10/06/2010	LCE	119,944	City Cluster Programme		
08/01061/FULMAJ Fenchurch Street 20 06/10/2009	LCE	1,664	City Cluster Programme		
08/01061/FULMAJ Fenchurch Street 20 06/10/2009	Transport	565,991	City Cluster Programme		
09/00450/FULMAJ Bevis Marks 6 25/06/2010	Transport	19,838	City Cluster Programme		
13/01082/FULMAJ Mitre Square 09/06/2014	LCE	60,321	City Cluster Programme		
07/00387/FULL St Botolph's 25/04/2008	LCE	83,621	Sculpture In the City	£0.921m	Sculpture In the City is an approved annual programme with an agreed funding strategy.

S106 Agreement	Heads of Terms	S106 to be allocated (£'s)	Project or programme that funds are to be allocated to	Project or Programme Total Estimated Cost (£'S)	Notes
03-3297AS Basinghall Street 35 10/02/2005	Transport	26,177	Moorgate Crossrail integration	£3.1m (part of the area) to £6.3m (whole area)	Moorgate Crossrail integration is an approved project with an agreed funding strategy and a funding shortfall. These additional funds will help to deliver improvements to Finsbury Circus western arm and Moorgate/London Wall green space.
04/00958/FULL Austral House 09/03/2005	LCE	14,181	Moorgate Crossrail integration		
07/00092/FULL Telephone Exchange 29/06/2009	LCE	129,322	Moorgate Crossrail integration		
10/00832/FULEIA London Wall Place 26/08/2011	LCE	18,217	Moorgate Crossrail integration		
12/00811/FULMAJ River Plate House 10/05/2013	Transport	50,351	Moorgate Crossrail integration		
10/00904/FULEIA Broadgate 5 29/07/2011	LCE	29,817	Liverpool Street Crossrail public art	1.7 – 1.8m	Liverpool Street Crossrail public art is currently being manufactured off-site and the project has a funding shortfall.
11/00049/FULEIA Old Bailey 30 08/08/2011	LCE	140,000	St Pauls external lighting	2.075m	St Pauls external lighting is an approved project with an agreed funding strategy that includes S106 deposits. This allocation will cover the project funding shortfall to enable it to proceed.
12/00263/FULMAJ Minorities 100 14/02/2014	Transport	7,986	100 Minorities Phase 2 (Crescent)	0.9 - 1.22m	100 Minorities Phase 2 (Crescent) is an approved project with an agreed funding strategy to utilise S106 deposits from nearby developments.
13/01055/FULMAJ Minorities 15-16 30/06/2014	LCE	192,110	100 Minorities Phase 2 (Crescent)		
13/01055/FULMAJ Minorities 15-16 30/06/2014	Transport	191,818	100 Minorities Phase 2 (Crescent)		
07/00387/FULL St Botolph's 25/04/2008	Transport	38,217	100 Minorities Phase 2 (Crescent)		

S106 Agreement	Heads of Terms	S106 to be allocated (£'s)	Project or programme that funds are to be allocated to	Project or Programme Total Estimated Cost (£'S)	Notes
11/00317/FULMAJ Trinity Square 10 29/03/2012	LCE	10,000	Tower Hill Gardens	250K – 350K	The Tower Hill Gardens project is an approved project that is proposed to be expanded in scope to meet local needs
10/00152/FULMAJ Stone House and Staple Hall 27/05/2011	LCE	90,000	Tower Hill Gardens		
04/00633/FULLEIA Cannon Street Station 11/01/2006	Transport	2,458	Pedestrian Priority Programme	£6.150M - £10.75M	The Pedestrian Priority Programme is an approved city-wide programme that is being delivered in phases
08/00940/FULL Drapers Gardens 11/01/2010	Transport	4,379	Pedestrian Priority Programme		
12/00256/FULEIA Bartholomew Close 29/05/2013	LCE	2,679	Pedestrian Priority Programme		
07/00387/FULL St Botolph's 25/04/2008	Transport	141,568	Aldgate and Tower Healthy Streets Plan	264,568	The Aldgate and Tower Healthy Streets Plan is a newly emerging project that will aim to manage traffic and set a framework for walking, cycling and public realm improvements. This funding will be used to develop and consult on the plan.
10/00152/FULMAJ Stone House and Staple Hall 27/05/2011	LCE	123,000	Aldgate and Tower Healthy Streets Plan		
03-5027C New Street Square 01/03/2005	LCE	853.04	Fleet Street Area Healthy Streets Plan delivery	7 – 12m	The Fleet Street Area Healthy Streets plan was publicly consulted upon in summer 2023 with positive feedback received. S106 funds from nearby developments are proposed to be allocated to the delivery of high priority projects from the plan.
03-5027C New Street Square 01/03/2005	Transport	5,243	Fleet Street Area Healthy Streets Plan delivery		
06/01060/FULL Rolls and Arnold Buildings 18/04/2007	LCE	24,320	Fleet Street Area Healthy Streets Plan delivery		
07/00735/FULL Chancery Lane 40-45 06/05/2010	LCE	14,927	Fleet Street Area Healthy Streets Plan delivery		
07/00735/FULL Chancery Lane 40-45 06/05/2010	Transport	13,052	Fleet Street Area Healthy Streets Plan delivery		

S106 Agreement	Heads of Terms	S106 to be allocated (£'s)	Project or programme that funds are to be allocated to	Project or Programme Total Estimated Cost (£'S)	Notes
11/00049/FULEIA Old Bailey 30 08/08/2011	LCE	365,975	Fleet Street Area Healthy Streets Plan delivery		
11/00049/FULEIA Old Bailey 30 08/08/2011	Transport	201,860	Fleet Street Area Healthy Streets Plan delivery		
11/00210/FULMAJ New Street Square 1 29/03/2012	LCE	947	Fleet Street Area Healthy Streets Plan delivery		
11/00210/FULMAJ New Street Square 1 29/03/2012	Transport	57,459	Fleet Street Area Healthy Streets Plan delivery		
11/00213/FULL Bath House 08/08/2011	LCE	7,413	Fleet Street Area Healthy Streets Plan delivery		
12/01225/FULEIA Fleet Building 28/10/2013	Transport	434,096	Fleet Street Area Healthy Streets Plan delivery		
11/00332/FULEIA Bishopsgate 100 23/11/2011	Transport	2,685,267	London Wall Corridor study and delivery	10 – 15m	This study is soon to be initiated and will explore opportunities for walking and cycling improvements along the length of the corridor including Wormwood Street and various junctions. Following the completion of the study, funds will be ring-fenced for the delivery of relevant projects along the corridor.
06/00240/FULL Dashwood House 12/12/2006	Transport	4,000	London Wall Corridor study and delivery		
TOTAL		8,953,294			

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Agenda Item 11

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<p>Committees: Streets and Walkways Sub – for decision</p>	<p>Dates: 26 September 2023 Click here to enter a date.</p>
<p>Subject: Combined Section 278 Project Initiation Report</p> <ul style="list-style-type: none"> • St Brides House, 10 Salisbury Square • Morley House, 26-30 Holborn Viaduct • 63-66 Coleman Street • 1-14 Liverpool Street • 14-21 Holborn Viaduct • Snow Hill Police Station, 5 Snow Hill • Seal House, 1 Swan Lane • 115-123 Houndsditch • Cripplegate House, 1 Golden Lane • 100 New Bridge Street • 50 Fenchurch Street • 65 Fleet Street <p>The report refers to light and regular projects and does not include any complex project.</p> <p>Unique Project Identifier: <i>See above .</i></p>	<p>Gateway 2: Project Proposal</p>
<p>Report of: Interim Executive Director Environment</p> <p>Report Author: Stephen Oliver</p>	<p>For Decision</p>
<h1>PUBLIC</h1>	

Recommendations

<p>1. Next steps and requested decisions</p>	<p>Project Description: A number of planning applications have been approved by the Planning & Transportation Committee in recent months. All of these proposals are subject to planning obligations or conditions that require the developer to enter into a Section 278 agreement with the City of London Corporation.</p>
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	<p>The scope of each Section 278 agreement is broadly established through the associated Section 106 agreement or planning condition.</p> <p>As is standard for the City Corporation, all the Section 278 agreements will include clauses that obligate the relevant developer to meet the full cost of the works. Therefore, all these projects are fully funded at no risk to the City Corporation.</p> <p>Next Gateway: Various (refer to individual Project Briefings at Appendix 1)</p> <p>Next Steps: Specific next steps are set out in individual Project Briefings at Appendix 1), however some apply across all projects:</p> <ul style="list-style-type: none"> • Set up project budgets. • Commence design work. • Negotiate and enter into Section 278 agreements. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That project budgets are approved for each project to reach the next gateways as set out in the tables in Section 2. 2. Authorise officers to instruct the Comptroller and City Solicitor’s department to negotiate and enter into Section 278 agreements for the individual projects. <p>Operational Property and Projects Sub Only</p> <ol style="list-style-type: none"> 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 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); 2. Delegate authority to the Executive Director Environment to approve budget procedures in consultation with the Chamberlain, between budget lines if this is within the total project budget amounts; 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.

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2. Resource requirements to reach next Gateway	St Brides House, 10 Salisbury Square			
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£10,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£10,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£5,000
	Total			£25,000
	Morley House, 26-30 Holborn Viaduct			
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£14,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£3,000
	Fees	To cover (but not limited to technical assessments,		£8,000

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		including any surveys and utility enquiries.		
Total				£25,000
63-66 Coleman Street				
Item	Reason	Funds/ Source of Funding	Cost (£)	
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£7,500	
Staff costs (Engineer)	Design work, commissioning surveys.		£7,500	
Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000	
Total				£25,000
1-14 Liverpool Street				
Item	Reason	Funds/ Source of Funding	Cost (£)	
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£32,500	

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	Staff costs (Engineer)	Design work, commissioning surveys.		£32,500
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£35,000
	Total			£100,000
14-21 Holborn Viaduct				
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£21,500
	Staff costs (Engineer)	Design work, commissioning surveys.		£18,500
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000
	Total			£50,000

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Snow Hill Police Station, 5 Snow Hill			
Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£12,000
Staff costs (Engineer)	Design work, commissioning surveys.		£8,000
Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£5,000
Total			£25,000
Seal House, 1 Swan Lane			
Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£23,000
Staff costs (Engineer)	Design work, commissioning surveys.		£10,000
Fees	To cover (but not limited to technical assessments,		£17,000

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		including any surveys and utility enquiries.		
	Total			£50,000
Seal House, 1 Swan Lane				
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 106	£20,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£10,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£20,000
	Total			£50,000
115-123 Houndsditch				
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£45,000

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	Staff costs (Engineer)	Design work, commissioning surveys.		£15,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£40,000
	Total			£100,000
Cripplegate House, 1 Golden Lane				
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£10,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£5,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000
	Total			£25,000

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100 New Bridge Street			
Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£25,000
Staff costs (Engineer)	Design work, commissioning surveys.		£15,000
Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000
Total			£50,000
50 Fenchurch Street			
Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£33,000
Staff costs (Engineer)	Design work, commissioning surveys.		£27,000
Fees	To cover (but not limited to		£40,000

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		technical assessments, including any surveys and utility enquiries.		
	Total			£100,000
65 Fleet Street				
	Item	Reason	Funds/ Source of Funding	Cost (£)
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£20,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£20,000
	Fees	To cover (but not limited to) technical assessments, including any surveys and utility enquiries.		£10,000
	Total			£40,000
<p>Costed Risk Provision requested for this Gateway: X Not requested at this stage.</p> <p>Funds have already been received or about to be 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>				

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	Any remaining monies at the end of the evaluation and design stage will be rolled into funding the delivery of the project as per the legal agreement.
3. Governance arrangements	<ul style="list-style-type: none"> • Service Committee: Streets & Walkways Sub Committee • Senior Responsible Officer: Bruce McVean (Assistant Director, Policy & Projects). • Project boards are not expected to be required for any of the projects. Working groups involving key stakeholders will be established where appropriate.

Project Summary

4. Context	<p>4.1. A number of planning applications have been approved by the Planning and Transportation Committee in recent months. All these approvals require the applicant to enter into a Section 278 agreement with City of London, to deliver changes to the highway in the vicinity of the site. An Evaluation & Design payment, to progress initial designs options, is required through Section 106 agreement or planning condition; the value of the E&D is determined by the scale and complexity of the relevant application.</p> <p>The projects proposed for initiation in this report relate to the following planning permissions:</p> <ul style="list-style-type: none"> • 21/00783/FULL, St Brides House, 10 Salisbury Square, EC4Y8EH. • 17/00165/ FULMAJ, 63-66 Morley House, 26-30 Holborn Viaduct and City Temple 31 Holborn Viaduct, EC1A 2AT (referred to as Morley House 26-30 Holborn Viaduct in this report). • 21/00694/FULMAJ, 63-66 Coleman Street and 35-39 Moorgate EC2R 5BX (referred to as 63-66 Coleman Street in this report). • 19/00466/FULEIA, 1 - 14 Liverpool Street And 11-12 Blomfield Street EC2M 7AW (referred to as 1 - 14 Liverpool Street in this report). • 21/00755/FULMAJ, 14-21 Holborn Viaduct 32-33 & 34-35 Farringdon Street EC1A 2AT (referred to as 14-21 Holborn Viaduct in this report). • 20/00932/FULMAJ, Snow Hill Police Station, 5 Snow Hill EC1A 2DP.
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	<ul style="list-style-type: none"> • 18/01178/FULLMAJ, Seal House, 1 Swan Lane EC4R 3TN • 21/00622/FULEIA, 115-123 Houndsditch EC3A 7BU • 22/00202/FULMAJ, Cripplegate House, 1 Golden Lane EC1Y 0RR • 22/00748/FULMAJ, 100 New Bridge Street EC4V 6JA. • 19/01307/FULLEIA, Site Bounded by Fenchurch Street, Mark Lane, Dunster Court and Mincing Lane EC3M 3JY (referred to as 50 Fenchurch Street in this report). • 21/00709FULLMAJ 65 Fleet Street London EC4Y 1HT
5. Brief description of project	<p>5.1. Each project involves changes to the public highway in the vicinity of each site. All are funded via Section 278 agreements, as stipulated in the relevant Section 106 agreements, or planning condition. Seal House, 1 Swan Lane has additional funding from a Section 106 agreement for staff costs and fees.</p> <p>5.2. Descriptions of each individual project are contained in the Project Briefs appended to this report.</p>
6. Consequences if project not approved	<p>6.1. The applicants would be in breach of their planning permission should approval not be granted to progress these projects. Opportunities for developer funded improvements identified in the Transport Strategy and the Healthy Streets Plans will be missed.</p>
7. SMART project objectives	<p>Objectives for each project are set out in the Project Briefings at Appendix 1.</p>
8. Key benefits	<p>The anticipated benefits arising from each project are set out in the Project Briefings at Appendix 1.</p>
9. Project category	<p>7a. Asset enhancement/improvement (capital)</p>
10. Project priority	<p>A. Essential</p>
11. Notable exclusions	<p>None.</p>

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Options Appraisal

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

<p>13. Delivery period and key dates</p>	<p>Overall project: The overall project durations vary and are largely dependent on the respective development programmes. Key dates: Refer to Project Briefings for Gateway approvals. Other works dates to coordinate: Coordination with other works will be assessed and reported in at future Gateways for each individual project.</p>
<p>14. Risk implications</p>	<p>Overall project risk: Low</p> <p>14.1. The City Operations division has delivered many Section 278 projects and is experienced in managing the risks involved with such works. Individual risk registers for each project have not been included as they are similar for each project at this early stage.</p> <p>14.2. Early-stage risks identified are:</p> <ul style="list-style-type: none"> • GATEWAY 1 to 5 - Developments are delayed impacting on project programme and budget. • GATEWAY 1 TO 6 - Inaccurate or incomplete project estimates, including inflationary issues, leads to budget increases. • GATEWAY 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of work. • GATEWAY 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs. • GATEWAY 1 TO 6 - Third party delays may impact negatively on project delivery (time & costs).
<p>15. Stakeholders and consultees</p>	<ul style="list-style-type: none"> • Developers • Local businesses, including BIDS where relevant. • Local residents • Network Rail (100 New Bridge Street) • City divisions and departments, including Planning & Development, Natural Environment, Chamberlains and Comptroller & City Solicitors.

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Resource Implications

<p>16. Total estimated cost</p>	<p>Likely cost range:</p> <ul style="list-style-type: none"> • St Brides House, 10 Salisbury Square - £ 50k to £150k • Morley House, 26-30 Holborn Viaduct - £300k to £700k • 63-66 Coleman Street - £200k to £500k • 1-14 Liverpool Street - £350k to £650k • 14-21 Holborn Viaduct - £500k to £1,1M • Snow Hill Police Station, 5 Snow Hill - £250k to £550k • Seal House, 1 Swan Lane - £350k to £1m • 115-123 Houndsditch - £900k to £1,75M • Cripplegate House, 1 Golden Lane - £650k to £1,5M • 100 New Bridge Street - £500k to £1m • 50 Fenchurch Street - £1m to £3m • 65 Fleet Street - £250k to £1m 	
<p>17. Funding strategy</p>	<p>Choose 1: All funding fully guaranteed</p>	<p>Choose 1: External - Funded wholly by contributions from external third parties</p> <p>All the projects will be fully funded through Section 278 agreements, as required as part of the Section 106 agreements or planning condition for the developments.</p> <p>Consideration will be given to expanding the scope of some projects where appropriate (such as on streets where there are several developments and there may be a benefit in widening the remit to cover the whole corridor). In these cases, bids will be submitted as part of the quarterly 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>18. Investment appraisal</p>	<p>Not applicable.</p>	
<p>19. Procurement strategy/route to market</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 and Public Realm Framework or a comparative tender process in line with City Procurement regulations.</p>	
<p>20. Legal implications</p>	<p>Where the City Corporation are satisfied it will be of benefit to the public, Section 278 of the Highways Act 1980 allows the City</p>	

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	Corporation as highway authority to enter into an agreement with any person for the execution of works by the authority on terms that that person pays the whole or such part of the costs of the works as may be specified. Planning obligations and conditions secure the highway works necessary to make the relevant developments acceptable in planning terms.
21. Corporate property implications	None
22. Traffic implications	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.
23. Sustainability and energy implications	Individual projects will have sustainability impacts, and these will be considered during the design process. It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for the design life of the asset. Any greening and planting in the public realm will help to improve the scheme’s climate resilience and meet the City’s Climate Action Strategy objectives. Further information will be provided at future Gateways.
24. IS implications	None
25. Equality Impact Assessment	A Test of Relevance will be undertaken for each project and where indicated, 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 design of each project to ensure the deliverables maximise accessibility and inclusivity opportunities and improvements for as many users as possible.
26. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken.

Appendices

Appendix 1	Project Briefings

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Contact

Report Author	Stephen Oliver
Email Address	Stephen.oliver@cityoflondon.gov.uk
Telephone Number	

Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	St Brides House, 10 Salisbury Square Section, 278 highway works		
[3] Programme Affiliation (if applicable)	N/A- Standalone project		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean
[6] Project Manager	Stephen Oliver

Description and purpose	
[7] Project Mission statement	
Public Realm changes to facilitate and complement the development at 10 Salisbury Square that are aligned to all relevant strategies and guidance for the area.	
[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)?	
<p>The works will make public realm improvements including new seating, refreshing the existing planting and additional cycle stands St Brides Passage. These are in line with proposals in the draft Fleet Street Healthy Streets Plan.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with stakeholders to develop public realm improvements with the developer. 	
[9] What is the link to the City of London Corporate plan outcomes?	
<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity, and collaboration</p>	
[10] What is the link to the departmental business plan objectives?	
<p>2023/34 business plan</p> <ul style="list-style-type: none"> • Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering • Provide Thriving, Biodiverse, relevant spaces. • Improve public security, safety and environmental resilience. 	

The project meets the following Objectives of the City Transport Strategy:					
The Square Mile's streets are great places to walk and spend time. Street Space is used more efficiently and effectively. The Square Mile is accessible to all. People using our streets and public spaces are safe and feel safe. More people choose to cycle. The Square Mile's air and streets are cleaner and quieter.					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	N	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
<ul style="list-style-type: none"> - Improved public realm surrounding the development to help create an attractive environment that aligns well with other nearby schemes and relevant local strategies. - Helps to promote people cycling by providing additional short stay cycle parking. - Facilitates the development's operational requirements. 	
[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.)	
None.	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £50,000 Upper Range estimate: £150,000	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
Maintenance costs will be covered by the project and materials are as per the City's standard pallette of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.	
[16] What are the expected sources of funding for this project?	
External Section 278 contribution.	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
Lower Range estimate: TBC Upper Range estimate: End date Q4 2026 subject to developers timescale being confirmed. <Critical deadline(s):> TBC	

Project Impact:

[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?	
Limited. This is a standard highway and public realm improvement project.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Olumayowa Obisesan
Chamberlains: Procurement	N/A
IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	Developer's team
External	St Brides Institute, St Brides Church
City Gardens	Jake Tibbetts
City Highways	Giles Radford
City Planning	Carl Bernhardt
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: Environment
Supplier	N/A
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC after GW1 and 2	[1b] Departmental Reference Number	TBC
[2] Core Project Name	Morley House, 26-30 Holborn Viaduct City Temple, 31 Holborn Viaduct, London, EC1A 2DE		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Clarisse Tavin
[6] Project Manager	Marta Woloszczuk

Description and purpose			
[7] Project Description			
To make improvements to the local environment connected to the development of Morley House, 26-30 Holborn Viaduct City Temple, 31 Holborn Viaduct, London, EC1A 2DE			
[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)?			
Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development Providing amenity space, greening and increase of pedestrian movement in the area around the Development, including Shoe Lane, Stonecutter Street and Plumtree Court. There are further proposals looking at extending the scope of the project down to the Holborn viaduct over Shoe Lane, north to link to Thameslink and Farringdon.			
[9] What is the link to the City of London Corporate plan outcomes?			
[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. [12] Our spaces inspire excellence, enterprise, creativity, and collaboration			
[10] What is the link to the departmental business plan objectives?			
2023/34 business plan <ul style="list-style-type: none"> Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering Provide Thriving, Biodiverse, relevant spaces Improve public security, safety and environmental resilience 			
[11] Note all which apply:			
Officer:	N	Member:	N
Corporate:			N

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

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1) Improved pedestrian access and movement
2) Improved amenity space, lighting, greening and use of high-quality materials.
3) The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is aligned with the development programme.
[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.)
N/A
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £300,000 Upper Range estimate: £700,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at Gateway 5 when the detailed design will be finalised. These costs will be assessed and covered by the developer under a S278 agreement, thereby mitigating the impact on local risk budgets.
[16] What are the expected sources of funding for this project?
External Section 278 contribution.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
The highway work will be coordinated with the building's planned practical completion currently in Q3 2024.

Project Impact:
[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?
The project will not be a high-profile activity, it is not expected to generate public or media impact.
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >
Chamberlains: Officer Name: Simon Owen

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Finance	
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	Developer of Morley House – M.H. VIADUCT LP
<p>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</p> <p>Please note the Client supplier departments.</p> <p>Who will be the Officer responsible for the designing of the project?</p> <p>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</p>	
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: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	<A unique project number will travel with the project, and will incorporate a Department lead, within. Will be generated via Project Vision by CPO after CPB>	[1b] Departmental Reference Number	<An internal department reference (if applicable)>
[2] Core Project Name	63-66 Coleman Street S.278		
[3] Programme Affiliation (if applicable)	Standalone Project (Section 278 Highway Works Agreement)		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Kristian Turner
[6] Project Manager	Isaac Taylor

Description and purpose
[7] Project Description
<p>The 63-66 Coleman Street project is a Section 278 highway works projects which proposes to reinstate and improve the public highway within proximity of the development. The development is located between Coleman Street to its west, Moorgate to its east and Great Swan Alley to its north.</p> <p>The main proposed feature of the S.278 works will be improving and enhancing Great Swan Alley, creating a new pedestrainised alleyway that is design to be accessible and inclusive.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.
[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)?
<p>A planning permission has been granted for the redevelopment of 63-66 Coleman Street. The linked Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms.</p> <p>The highway works will improve the public realm around the development which should improve safety and accommodate increased pedestrian and cyclist movements, enhancing the users experience in the City.</p>
[9] What is the link to the City of London Corporate plan outcomes?

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<p>[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [3] People have equal opportunities to enrich their lives and those of others and reach their full potential. [8] We attract and nurture relevant skills and talent. [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. [12] Our spaces inspire excellence, enterprise, creativity and collaboration.</p>					
[10] What is the link to the departmental business plan objectives?					
<p>1. Creating an accessible and inclusive City which is stimulating, safe and easy to move around. 2. Improving quality and safety of the environment for workers, residents, and visitors</p>					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	N	Improvement: New opportunity/ idea that leads to improvement	N

Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?	
<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
1) To enhance the quality and feel of the public highway surrounding the development.	
2) To create a space that enables greater connectivity for people walking and wheeling.	
3) The Project finishes within a timely manner and within budget	
[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.)	
No	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £200,000 Upper Range estimate: £500,000	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
There will be a commuted sum incorporated into the total cost of the project, the value will be agreed at a later Gateway.	
[16] What are the expected sources of funding for this project?	
The expected source of funding will be externally funded via a Section 278 agreement and will not be at the cost of the City of London Corporation.	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
Lower Range estimate: 01/08/2023 – 01/02/2025	

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Upper Range estimate: 01/08/2023 – 01/08/2025

Project Impact:	
[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?	
The project should not generate public or media attention which could impact the City of London.	
[19] Who has been actively consulted to develop this project to this stage?	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Darshika Patel
Chamberlains: Procurement	Officer Name:
IT	Officer Name:
HR	Officer Name:
Communications	Officer Name:
Corporate Property	Officer Name:
External	
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:	
Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	1-14 Liverpool St Section 278 highway works		
[3] Programme Affiliation (if applicable)	N/A- Standalone project		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Gillian Howard
[6] Project Manager	Daniel Laybourn

Description and purpose
[7] Project Mission statement
Highway and Public Realm changes to facilitate and complement the new development at 1-14 Liverpool St that are aligned to all relevant strategies and guidance for the area. The next steps to reach Gateway 5 include: <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer
[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)?
Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.
[9] What is the link to the City of London Corporate plan outcomes?
[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. [12] Our spaces inspire excellence, enterprise, creativity, and collaboration
[10] What is the link to the departmental business plan objectives?
2023/34 business plan <ul style="list-style-type: none"> • Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering • Provide Thriving, Biodiverse, relevant spaces

<ul style="list-style-type: none"> Improve public security, safety and environmental resilience 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	N	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
<ul style="list-style-type: none"> Improved public realm surrounding the development to help create an attractive environment that aligns well with other nearby schemes and relevant local strategies. Helps to promote the priority of people walking Facilitates the development's operational requirements. 	
[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.)	
Improved pedestrian comfort levels in the area.	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £350,000 Upper Range estimate: £650,000	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
Maintenance costs will be covered by the project and materials are as per the City's standard palette of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.	
[16] What are the expected sources of funding for this project?	
External Section 278 contribution.	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
Lower Range estimate: Q1 2023 Upper Range estimate: Q1 - 2024 <Critical deadline(s):> May 2024 – Deadline for entering into the S278 agreement, in line with the requirements of the planning permission and Section 106 agreement.	

Project Impact:	
[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?	
Limited. This is a standard highway and public realm improvement project.	
[19] Who has been actively consulted to develop this project to this stage?	

<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	<i>Officer Name: Carl Bernhardt</i>
Chamberlains: Procurement	N/A
IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	Developer's team
External	Transport for London (for bus stand discussions, now concluded)
City Transportation	
City Highways	Giles Radford, Michelle Ross
City Planning	Carl Bernhardt
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	N/A
Supplier	N/A
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	14-21 Holborn Viaduct S278		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Emmanuel Ojugo

Description and purpose
<p>[7] Project Description</p> <p>The project seeks to deliver changes to areas of public highway in the vicinity of the development at 14-21 Holborn Viaduct, including 32-33 & 34-35 Farringdon Street and Newcastle Close. The project is to be fully funded by the developer through a Section 278 agreement.</p> <p>The scope of the project is defined in the associated Section 106 agreement and includes but is not limited to the aforementioned streets inclusive of relandscaping, greening, tree planting, resurfacing and wayfinding.</p> <p>Whilst it is widely accepted that some enabling work will be required particularly in Newcastle Close where a new access to the building is proposed; it should be noted that the developer will also agree a S278 with TfL to carry out improvement works on Farringdon Street for which TfL have jurisdiction. These works will need to interface with adjacent public highway maintained by the City to ensure consistency of approach, materials and quality of construction. A sum of £50,000 has been identified to cover the City’s reasonable costs to undertake evaluation and design of the S278 works.</p> <p><u>Other Considerations</u></p> <p>It should be noted that betterment also includes improvements to the Grade II Listed Holborn Viaduct Gatehouse Steps. It is believed that this element will be undertaken by the City Surveyor and these works will need to be programmed to meet the schedule of development and subsequent S278 works.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to investigate structural issues and develop highways and public realm improvements with the developer.
<p>[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)?</p> <p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>On 1st February 2022, permission was granted for the demolition of three existing buildings at 14~21 Holborn Viaduct, 34-35 and 32-33A Farringdon Street. The new construction of a new building is to be</p>

arranged over 2 basement levels, ground and 10 upper floors to Holborn Viaduct and 12 upper floors to Farringdon Street. The building is expected to provide a new commercial, business and service; new publicly accessible lift to provide step-free access between Holborn Viaduct and Farringdon Street; hard and soft landscaping works; and other works incidental to the development.

The new building represents a significant increase when compared to existing buildings on the site typified by the much reduced prominence of the Grade II Listed Holborn Viaduct Gatehouse. It is therefore necessary for the City to work closely with TfL to ensure the needs of the area are met due to expected increase in visitors to the building and wider area.

[9] What is the link to the City of London Corporate plan outcomes?

- [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.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

[10] What is the link to the departmental business plan objectives?

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development
- 2) Integration of new pedestrian routes with the surrounding public highway
- 3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.

[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.)

No
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £500,000 Upper Range estimate: £1,000,000
The broad cost range reflects the options for maintaining network resilience given the scale of change in the area and compliance with the City's Climate Resilience policies to create safe, sustainable and biodiverse environments.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard.
[16] What are the expected sources of funding for this project?
The project will be fully funded by the developer through Section 106/278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

Project Impact:	
[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?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	<i>To be provided by corporate PMO</i>	[1b] Departmental Reference Number	N/A
[2] Core Project Name	S278 Highways and Public Realm works associated with the redevelopment of Snow Hill Police Station		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Leila Ben-Hassel

Description and purpose	
[7] Project Description	
<p>The project will deliver improvements to the public highway in the vicinity of the re-development of Snow Hill Police STATION, 5 Snow Hill London EC1A 2DP (Planning Permission ref. 20/00932/FULMAJ granted 30/09/2021 and 22/007/42/FULL – still to be determined).</p> <p>The project is fully funded by the developer through Section 278 agreement.</p> <p>The full scope of the highway and public realm works is yet to be developed with the owner, developer and City’s internal consultees.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work • liaison with developer, landowners, stakeholders and relevant City Officers • Design development of highways and public realm improvements with the developer. 	
[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)?	
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>Planning Permission ref. 20/00932/FULMAJ was granted on 30 September 2021 for “External and internal alterations together with demolition and new build and associated changes of use of existing building from police station (sui generis) to hotel with ancillary uses (Class C1) – including partial demolition, rebuilding and extension to provide a building of 6 to 8 storeys incl. new plant at roof level, sub-basement extension, provision of cycle storage, highway works, greening and other ancillary works.</p> <p>The highways and public realm works are considered necessary to integrate the development in the existing City Highways and to accommodate the anticipated increase of traffic and footfall generated by the new development in that location. The design development of these works will be informed by City Policies, incl. City Transport Strategy (2019) and Climate Action Strategy (2020).</p>	
[9] What is the link to the City of London Corporate plan outcomes?	

[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.
 [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

[10] What is the link to the departmental business plan objectives?

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) An enhanced and welcoming public realm for all users;
- 2) The increased footfall and activities level connected to the new development are accommodated well into the City's Highway.
- 3) Road safety enhanced through minimisation of conflict between vehicles, pedestrians and cyclists

[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.)

If climate adaptation measures were to be included in the project scope (e.g. SUDs, greening), some monitoring post delivery could be considered. This will be established at the next stage once the S278 scope is fully developed and agreed.

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £250,000
 Upper Range estimate: £550,000

The broad cost range reflects the fact that the scope of the highways and public realm works is yet to be fully developed and agreed by relevant parties.

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways if necessary, and will be covered for a period of 20 years as per Section 278 Agreement standard requirements.

[16] What are the expected sources of funding for this project?

The project will be fully funded by the developer through Section 278 agreement.

**[17] What is the expected delivery timeframe for this project (range values)?
Are there any deadlines which must be met (e.g. statutory obligations)?**

These are to be agreed with the developer to tie in with their development programme.

Project Impact:

[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?

No

[19] Who has been actively consulted to develop this project to this stage?

<(Add additional internal or external stakeholders where required) >

Chamberlains: Finance	Officer Name:
Chamberlains: Procurement	N/A
Communications	N/A
External	N/A

[20] Is this project being delivered internally on behalf of another department? NO

If not ignore this question. If so:

Please note the Client supplier departments.

Who will be the Officer responsible for the designing of the project?

If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?

Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	<i>To be provided by corporate PMO</i>	[1b] Departmental Reference Number	N/A
[2] Core Project Name	S278 Highways and City Walkway Improvement works associated with Seal House development		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Leila Ben-Hassel

Description and purpose
<p>[7] Project Description</p> <p>The project will deliver improvements to the public highway and City Walkway in the vicinity of the development at 1 Swan Lane, London EC4R 3TN.</p> <p>The project is fully funded by the developer through Section 278 and S106 agreements.</p> <p>The full scope of the works is yet to be finalised with the owner, developer and City's internal consultees.</p> <p>An indicative Scope of the Public Realm Works is outlined in Schedule 12 of the Section 106 Agreement connected to the development as follows: "The Public Realm Works may include but shall not be limited to:</p> <ul style="list-style-type: none"> • Hard and soft landscaping; • Lighting; • Reconfiguration of existing bollards and gate; and • Any associated structural work required to ensure the integrity of the City Walkway." <p>It should be noted that the development's Public Realm Strategy is a pre-commencement planning condition currently awaiting approval by CoL Planning to discharge. Once discharged, it will further inform the scope of the highways and public realm improvement works.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work • liaison with developer, landowners, stakeholders and relevant City Officers • Design development of highways and public realm improvements options with the developer.
<p>[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)?</p> <p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p>

Planning permission 18/01178/FUIMAJ was granted in March 2019. The scheme is for the demolition of the existing building and construction of an 11-storey building (incl. basement) for mixed uses (Class B1 Office use, retail use Class A1/A3 and restaurant use Class A3), public realm improvement works together with ancillary parking, servicing, plant equipment and all necessary enabling works.

The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund;

- design and implementation of improvement works to the public highway;
- design of improvement works to the City Walkway – construction delivery to be confirmed.

The highways and public realm works are considered necessary to integrate the development in the existing City Highways and to accommodate the anticipated increase of traffic and footfall generated by the new mixed-use development in that location. The design development of these works will be informed by the developer’s Public Realm Strategy once discharged by planning as well as City Policies, incl. City Transport Strategy (2019), Riverside Area Strategy (2015) and Climate Action Strategy (2020).

[9] What is the link to the City of London Corporate plan outcomes?

- [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.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

[10] What is the link to the departmental business plan objectives?

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) An enhanced and resilient public realm with increased greenery that is welcoming to all users.
- 2) The increased footfall and activities level connected to the new development are accommodated well into the City’s Highway and City Walkway.

3) Road safety enhanced through minimisation of conflict between vehicles, pedestrians and cyclists
[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.)
If climate adaptation measures were to be included in the project scope (e.g. SUDs, greening), some monitoring post delivery could be considered. This will be established at the next stage once the S278 scope is fully developed and agreed.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £350,000 Upper Range estimate: £1,000,000
The broad cost range reflects the fact that the scope of the highways and public realm works is yet to be fully developed and agreed by relevant parties.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways if necessary, and will be covered for a period of 20 years as per Section 278 Agreement standard requirements.
[16] What are the expected sources of funding for this project?
The project will be fully funded by the developer through Section 278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
These are to be agreed with the developer to tie in with their development programme.

Project Impact:	
[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?	
No	
[19] Who has been actively consulted to develop this project to this stage?	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name:
Chamberlains: Procurement	N/A
Communications	N/A
External	N/A
[20] Is this project being delivered internally on behalf of another department? NO	
If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	115-123 Houndsditch S278 Improvements		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Emmanuel Ojugo

Description and purpose
[7] Project Description
<p>The project seeks to deliver changes to areas of public highway in the vicinity of the development at 115-123 Houndsditch. The project is to be fully funded by the developer through a Section 278 agreement.</p> <p>The scope of the Section 278 Works include but are not necessarily restricted to:</p> <ul style="list-style-type: none"> • Carriageway works on Cutler Street (West), including the provision of junction treatments at the junctions with Cutler Street (North) and Houndsditch; • New vehicle crossover on Houndsditch; • Footway improvements on Cutler Street (West), Cutler Street (North) and Houndsditch, adjacent to the building; • Dedication and adoption of some parcels of land as public highway and, • any other works necessary to make the Development acceptable; <p>The nature of the Section 278 Works is also set out in the in the associated Section106 agreement and include, but are not limited to the aforementioned streets, inclusive of carriageway/network reconfiguration, relandscaping, greening, tree planting, resurfacing and wayfinding.</p> <p>A sum of £100,000 has been identified to cover the City’s reasonable costs to undertake evaluation and design of the S278 works. However, as is standard in such agreements there is a mechanism to seek reasonable sum or sums by which the actual costs of the Evaluation and Design exceed the Evaluation and Design Fee payment. Equally any savings made or unused funds post evaluation will be utilised as part of the implementation stage.</p> <p><u>Other Considerations</u></p> <p>Whilst the City will be responsible for the completion of the Section 278 Works construction design, unusually, the Section 106 Agreement states (possibly in error) that the Owner shall implement or procure the implementation of the Section 278 Works in accordance with the terms of the Section 106 Agreement. Clarification of this arrangement will be sought with the City of London’s Highway Authority responsible for maintaining Public Highway and will be reported at the next gateway.</p> <p>3-4</p>
[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)?

Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development

On 25th January 2022, permission was granted for the:

Demolition of existing buildings and construction of a new mixed use 24 storey building comprising four basement levels (plus one basement mezzanine), ground floor plus 23 upper storeys.

The building appears to fall within the City Cluster to the east of the City and will local contribute to projected footfall increase in the area and that will require an appraisal of various and competing uses affecting the use of public highway both locally and further afield that it may affect and in-turn be affected by. The aforementioned will consider but will not necessarily be restricted to appraisal of carriageway for walking, cycling and public realm, or junctions improvements that address the Bevis Marks Gyratory.

Recognition of 115-123 Houndsditch contribution to the local townscape and skyline is reflected in the scope of suggested mitigation measures in the Section 106 agreement. The agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway considered necessary to make this development acceptable in planning terms.

[9] What is the link to the City of London Corporate plan outcomes?

[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.

[12] Our spaces inspire excellence, enterprise, creativity, and collaboration

[10] What is the link to the departmental business plan objectives?

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development.

2) Integration of new pedestrian routes with the surrounding public highway and improvements in street network resilience.
3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.
[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.)
No
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £900,000 Upper Range estimate: £1,750,000 The broad cost range reflects the options for maintaining network resilience given the scale of change in the area and compliance with the City's Climate Resilience policies to create safe, sustainable and biodiverse environments.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard. Note: A Tree Maintenance Cap of £75,000 is specified within the Section 106 Agreement.
[16] What are the expected sources of funding for this project?
The project will be fully funded by the developer through Section 106/278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

Project Impact:	
[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?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A

Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>
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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	115-123 Houndsditch S278 Improvements		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Emmanuel Ojugo

Description and purpose
[7] Project Description
<p>The project seeks to deliver changes to areas of public highway in the vicinity of the development at 115-123 Houndsditch. The project is to be fully funded by the developer through a Section 278 agreement.</p> <p>The scope of the Section 278 Works include but are not necessarily restricted to:</p> <ul style="list-style-type: none"> • Carriageway works on Cutler Street (West), including the provision of junction treatments at the junctions with Cutler Street (North) and Houndsditch; • New vehicle crossover on Houndsditch; • Footway improvements on Cutler Street (West), Cutler Street (North) and Houndsditch, adjacent to the building; • Dedication and adoption of some parcels of land as public highway and, • any other works necessary to make the Development acceptable; <p>The nature of the Section 278 Works is also set out in the in the associated Section106 agreement and include, but are not limited to the aforementioned streets, inclusive of carriageway/network reconfiguration, relandscaping, greening, tree planting, resurfacing and wayfinding.</p> <p>A sum of £100,000 has been identified to cover the City’s reasonable costs to undertake evaluation and design of the S278 works</p> <p><u>Other Considerations</u></p> <p>Whilst the City will be responsible for the completion of the Section 278 Works construction design, unusually, the Section 106 Agreement states that the Owner shall implement or procure the implementation of the Section 278 Works in accordance with the terms of the Section 106 Agreement. Clarification of this arrangement will be sought with the City of London’s Highway Authority responsible for maintaining Public Highway and will be reported at the next gateway.</p> <p>3-4</p>
[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)?
On 25 th January 2022, permission was granted for the:

Demolition of existing buildings and construction of a new mixed use 24 storey building comprising four basement levels (plus one basement mezzanine), ground floor plus 23 upper storeys.

The building appears to fall within the City Cluster of tall buildings to the east of the City and will locally contribute to projected footfall increase in the area. The evaluation process will also require an appraisal of competing activities affecting the use of public highway both locally and further afield. The aforementioned will consider but will not necessarily be restricted to appraisal of carriageway for walking, cycling and public realm, or junctions improvements that address the Bevis Marks Gyrotory.

[9] What is the link to the City of London Corporate plan outcomes?

- [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.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration.

[10] What is the link to the departmental business plan objectives?

Providing an enhanced environment for all users.

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development.
- 2) Integration of new pedestrian routes with the surrounding public highway and improvements in street network resilience.
- 3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.

[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.)

No

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £900,000
Upper Range estimate: £1,750,000

The broad cost range reflects the options for maintaining network resilience given the scale of change in the area and compliance with the City's Climate Resilience policies to create safe, sustainable and biodiverse environments.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard. Note: A Tree Maintenance Cap of £75,000 is specified within the Section 106 Agreement.
[16] What are the expected sources of funding for this project?
The project will be fully funded by the developer through Section 106/278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

Project Impact:	
[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?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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Project Briefing

Project identifier	
[1a] Unique Project Identifier	[1b] Departmental Reference Number N/A
[2] Core Project Name	1 Golden Lane
[3] Programme Affiliation (if applicable)	N/A

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Andrea Moravicova

Description and purpose
[7] Project Description
<p>The project will deliver changes to the public highway in the vicinity of the development at 1 Golden Lane. The project is fully funded by the developer through Section 278 agreement. 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"> • Walking improvements around the development • Provision of raised table at the Brackley and Viscount streets junction • Footway extension in conjunction with the raised table at the junction of Brackley and Viscount streets • Relaying of the footways adjacent to the development in Brackley Street, Golden Lane and Viscount Street in the City of London standard material palette. • Provision of dropped kerbs on Brackley and Viscount streets in line with servicing strategy • Changes to traffic management orders to improve loading opportunities along the building's frontages. • Public realm improvements to Cripplegate Street and Golden Lane • Other changes deemed necessary as part of the development. <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements options with the developer.
[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)?
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.</p> <p>A planning permission to redevelop a grade II listed office building at 1 Golden Lane (22/00202/FULMAJ) was granted on 23 January 2023.</p>

The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make development acceptable in planning terms.

A small section of the proposed site lies within the Barbican Conservation area.

[9] What is the link to the City of London Corporate plan outcomes?

- [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.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration.

[10] What is the link to the departmental business plan objectives?

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) Improvements to walking conditions in the vicinity of the development.
- 2) Improvements of public realm in the vicinity of the development by ensuring that the material palette used aligns with the City Public Realm Supplementary Planning Document.
- 3) Accommodate servicing requirements of the development by making necessary adjustments to the highway.

[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.)

No

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: 650,000
Upper Range estimate: 1,500,000

The broad cost range reflects the options for the public realm improvements to Cripplegate Street and Golden Lane.

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

Commuted sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways and will be covered for a period of 20 years as per Section 278 projects' standard.

[16] What are the expected sources of funding for this project?

The project will be fully funded by the developer through Section 278 agreement.

**[17] What is the expected delivery timeframe for this project (range values)?
Are there any deadlines which must be met (e.g. statutory obligations)?**

Range estimate: TBC – Timelines will be agreed with the developer in line with practical completion of the development.

Project Impact:

[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?

No

[19] Who has been actively consulted to develop this project to this stage?

Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	N/A
External	None

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	100 New Bridge Street, 278 highway works		
[3] Programme Affiliation (if applicable)	N/A- Standalone project		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean
[6] Project Manager	Stephen Oliver

Description and purpose	
[7] Project Mission statement	Public Realm changes to facilitate and compliment the development at 100 New Bridge Street that are aligned to all relevant strategies and guidance for the area.
[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)?	<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.</p> <p>The works will make public realm improvements to Waithman Street and improve the platform over the railway lines between Blackfriars Lane and Apothecary Street. These are in line with proposals in the draft Fleet Street Healthy Streets Plan.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer
[9] What is the link to the City of London Corporate plan outcomes?	<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity, and collaboration</p>
[10] What is the link to the departmental business plan objectives?	<p>2023/34 business plan</p> <ul style="list-style-type: none"> • Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering • Provide Thriving, Biodiverse, relevant spaces

- Improve public security, safety and environmental resilience.

The project meets the following Objectives of the City Transport Strategy:

- The Square Mile's streets are great places to walk and spend time.
- Street Space is used more efficiently and effectively.
- The Square Mile is accessible to all.
- People using our streets and public spaces are safe and feel safe.
- More people choose to cycle.
- The Square Mile's air and streets are cleaner and quieter.

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>

- Improved public realm surrounding the development to help create an attractive environment that aligns well with other nearby schemes and relevant local strategies.
- Helps to promote pedestrian priority in the street and activating an existing public space by increasing passive security.
- Facilitates the development's operational requirements.

[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.)

None.

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £500,000
Upper Range estimate: £1,000,000

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

Maintenance costs will be covered by the project and materials are as per the City's standard palette of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.

[16] What are the expected sources of funding for this project?

External Section 278 contribution.

[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?

Lower Range estimate: to be confirmed with developer's programme.
Upper Range End date Q4 2026 subject to developers timescale being confirmed

Project Impact:	
[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?	
Limited. This is a standard highway and public realm improvement project.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	<i>Officer Name:</i> Olumayowa Obisesan
Chamberlains: Procurement	N/A
IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	Developer's team
External	Network Rail
City Gardens	Jake Tibbetts
City Highways	Giles Radford
City Planning	Carl Bernhardt
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	The next steps to reach Gateway 5 include: <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.
Supplier	Department: Environment
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	50 Fenchurch Street S278		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Emmanuel Ojugo

Description and purpose
[7] Project Description
<p>The project seeks to deliver improvements to areas of public highway related to the redevelopment of 50 Fenchurch Street, including but not necessarily restricted to Fenchurch Street, Mincing Lane and Mark Lane. The project is to be fully funded by the developer by entering into a Section 278 agreement as stated in the Section 106 deed of agreement signed by all parties concerned on 21st September 2021.</p> <p>The scope of the project is summarised in the definition of Section 278 Works as works to the public highway as may be considered necessary by the City of London Corporation to make the development acceptable, but not limited to the aforementioned streets. A sum of £100,000 has been identified to cover the City's reasonable costs to undertake evaluation and design of the S278 works.</p> <p><u>Other Considerations</u></p> <p>Whilst the S106 makes mention of a new public square being created as part of the development, it should be noted that this publicly accessible amenity will remain wholly within private land.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.
[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)?
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>On 22nd May 2020 permission was granted for the demolition 41-43 Mincing Lane, 49-54 Fenchurch Street, a former church hall and the Clothworkers' Hall. The redevelopment of the site will provide a new building comprising four levels of basement, ground, up to 35 stories in height.</p> <p>The new building will be a massive increase in volume when compared to existing buildings on the site and will dwarf the existing surrounding structures in the area. The building is nominally within the City Cluster area, a catchment that contains a cluster of the City's tall buildings due to the geometry of the London Views Management Framework.</p>

Whilst the Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make development acceptable; it is necessary for the indicative S278 works area plan, as indicated in the S106 agreement, be reassessed in scope and catchment to mitigate the effects of the development given the expected increase in visitors to the building and wider area.

[9] What is the link to the City of London Corporate plan outcomes?

- [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.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

[10] What is the link to the departmental business plan objectives?

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

[11] Note all which apply:

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

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development
- 2) Integration of new pedestrian routes with the surrounding public highway
- 3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.

[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.)

No

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £1,000,000
Upper Range estimate: £3,000,000

The broad cost range reflects the options for the redesign of the existing public highway and the wider catchment to mitigate the effects of the development.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard.
[16] What are the expected sources of funding for this project?
The project will be fully funded by the developer through a Section 278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

Project Impact:	
[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?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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Project Briefing

Project identifier	
[1a] Unique Project Identifier	[1b] Departmental Reference Number N/A
[2] Core Project Name	65 Fleet Street S278
[3] Programme Affiliation (if applicable)	Fleet Street Area Healthy Streets Plan

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Maria Curro

Description and purpose
[7] Project Description
<p>The project will deliver changes to the public highway in the vicinity of the development at 65 Fleet Street. The project is fully funded by the developer through Section 278 agreement. The design of the highway changes will also need to be coordinated with the adjacent S278 works connected to the courts development.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> • Negotiations and entering into Section 278 agreement. • Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.
[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)?
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>A planning permission was granted in April 2020 for alterations and extensions to 65 Fleet Street, along with changes of use (19/00058/FULMAJ). The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make development acceptable in planning terms.</p>
[9] What is the link to the City of London Corporate plan outcomes?
<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity, and collaboration</p>

[10] What is the link to the departmental business plan objectives?					
2023/34 business plan					
<ul style="list-style-type: none"> • Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering • Provide Thriving, Biodiverse, relevant spaces • Improve public security, safety and environmental resilience 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	N	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?	
1) Highway and public realm changes to accommodate the development.	
2) An improved local environment	
3) Works are coordinated with development to limit disruption to the public.	
[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.)	
N/A	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £250K Upper Range estimate: £1m	
The broad cost range reflects the early stage of design feasibility	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard.	
[16] What are the expected sources of funding for this project?	
The project will be fully funded by the developer through Section 278 agreement.	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
To be coordinated with development programme	

Project Impact:
[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?

No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name:
Chamberlains: Procurement	N/A
Communications	Officer Name:
External	
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: Environment
Supplier	Department: Environment
Supplier	Department: Environment
Project Design Manager	Department: Environment
Design/Delivery handover to Supplier	N/A

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Committee(s): Natural Environment Board Streets and Walkways Sub Committee	Dated: 10 July 2023 26 Sept 2023
Subject: Commemorative Benches and Trees Policy	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Contribute to a flourishing society Shape outstanding environments
Does this proposal require extra revenue and/or capital spending?	NO
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Interim Executive Director	For Decision
Report author: Jake Tibbetts – Environment	

Summary

1. The Commemorative Benches and Trees Policy aims to formalize the existing offer for benches and trees in City Gardens and Public Realm. It includes details on bench type, plaque, location, ownership, and aftercare. The policy also aims to improve the process and make applications easier through the introduction of a dedicated webpage. Commemorative trees will no longer be offered, but opportunities for tree planting contributions will be explored separately.

Recommendation(s)

It is recommended that:

- Members approve the adoption of the draft Commemorative Benches and Trees Policy (see Appendix 1)

Main Report

Background

2. The City Gardens team have for many years dealt with requests for commemorative benches and trees on an ad-hoc basis without a formal policy in place. This paper proposes the adoption of a policy which will formalise and standardise both the offer and the application process.

3. There has been a long tradition of placing benches with an engraving or a plaque in the Square Mile's public realm, parks, gardens and churchyards to commemorate loved ones or mark a special event.

In the past there has been an ad hoc approach for managing commemorative trees which has sometimes evolved into a more strategic approach to for initiatives such as the Queen's Green Canopy scheme.

4. The management of these schemes across City Gardens and the Public Realm has sometimes been inconsistent and the process for applicants has been unclear. It is proposed that a coherent unified Policy will provide clarity and consistency.

Current Position

5. The City Gardens team are responsible for approximately 270 benches across the Square Mile and Bunhill Fields typically located in parks, gardens and churchyards. The replacement and maintenance of these benches is currently met through City Fund revenue budgets or as part of a capital improvement project.
6. Requests for commemorative benches within gardens are processed by the City Gardens Team. The current price is £1,300 which covers the cost of purchasing, installing and maintaining a bench and plaque.
7. Typically most requests are for one of four popular sites. St Paul's, Postman's Park, St Dunstan in the East and Bunhill Fields. There are few suitable bench locations remaining in these popular sites with the largest gardens typically able to accommodate less than twenty benches in total. There is no current waiting list.
8. There are 127 existing historic commemorative trees managed by City Gardens either with or without an associated plaque. The management of this has proved challenging in the past due to holding historic personal data and the added level of complexity when redesigning gardens and public spaces.
9. Current requests for commemorative trees are infrequent and increasingly difficult to accommodate due to high pedestrian footfall adjacent to trees on the Highways, meaning that accommodating plaques at the base of a tree in a safe and secure way is problematic. In addition to this there are challenges around trees dying or maintaining a database and register of sponsored trees.
10. Currently commemorative trees are not offered and any enquiries from members of the public are provided with details of opportunities for a commemorative bench.

Options

Members are asked to agree one of the following options:

11. Option 1: continue considering commemorative bench and tree requests on an ad-hoc basis (not recommended)
12. Option 2: approve the adoption of the draft Commemorative Benches and Trees Policy (recommended)

Proposals

13. The Policy aims to formalise the details of the existing offer including type of bench and plaque available to purchase, how locations are offered, duration the bench remains in place, ownership, and aftercare.
14. The Commemorative Benches and Trees Policy is detailed in Appendix 1. The Policy formalises the offer a 1.95m bench with a standard stainless-steel plaque. Attaching a new plaque to an existing bench is not offered. Two centralised arm rests are included to provide support to users and increase accessibility.
15. The locations offered are typically parks, gardens and churchyards in the Square Mile managed by the City Gardens team plus Bunhill Fields. New commemorative benches typically replace existing, undedicated benches as suitable positions for benches are usually fully occupied. Sponsors usually have a preferred site in mind and are informed of the specific locations within the garden available. Benches may be temporarily or permanently relocated at any time due to operational reasons. Benches are placed to provide good clearance for both users and for staff to carry out operational tasks.
16. The fee to sponsor a bench with a commemorative plaque will be £1,980. The fee covers the placing of a bench with inscribed plaque, administration and will fund a second bench to be placed in the City where most needed.
17. The bench will be maintained for a minimum of ten years and replaced by the City if it is damaged beyond repair within that time.
18. The proposed fee has been benchmarked against other central London local authorities or similar organisations (Appendix 2). The fee will be reviewed and agreed annually as part of the City Gardens Fees and Charges committee report.
19. The adoption of the Policy will also be accompanied by a new webpage on the City of London Corporation's website to detail the opportunity to sponsor a commemorative bench. There will also be an updated audit to identify existing commemorative benches and opportunities for new ones.
20. The Policy removes the opportunity to sponsor commemorative trees with a plaque. In exceptional circumstances any proposed commemorative trees are to be approved by this Committee.

21. Opportunities are to be explored where individuals and organisations can sponsor tree planting in the Square Mile and for this contribution to be acknowledged, with the potential to develop an online site with map showing trees that have been sponsored and sponsors details. This will be reported to committee at a later date.
22. The criteria for applying for a commemorative bench will be:
 - For someone who has died
 - Who has a connection with the city
23. The inscription on the plaque:
 - has to be in English
 - will not detail how someone has died
 - give their name, date of birth and date of death and can include a short sentence such as “in loving memory of”, “they will be missed”, “who loved this park”.
24. The wording will ultimately be approved by the City Gardens Manager.

Key Data

25. The City Gardens team has provided and installed on average three commemorative benches per year over the last five years. The aim of the Policy would be to assist with accelerating the bench replacement programme to target eighteen benches per year to maintain a good provision of well-placed benches through our sites.
26. City Gardens manage 270 benches, which have an estimated life expectancy of 15 years but with many remaining in good condition well beyond this time. To ensure that we maintain our stock of benches we should be replacing approximately eighteen a year. Through projects, sponsorship and maintenance budgets we currently replace on average eight a year, leaving a shortfall. This draft Policy aims to reduce that shortfall.

Strategic implications

27. Contributing towards creating accessible, well maintained and inviting open spaces supports a number of key City of London Corporate Plan outcomes:
28. Contribute to a flourishing society: 1) People are safe and feel safe, 2) People enjoy good health and wellbeing.
29. Shape outstanding environments: 9) We are digitally and physically well-connected and responsive, 10) We inspire enterprise, excellence, creativity and collaboration, 12) Our spaces are secure, resilient and well-maintained.
30. The Policy supports actions of the City Gardens Management Plan and Bunhill Fields Burial Ground Management Plan.

Financial implications

31. The adoption of this policy will increase the amount of benches replaced each year without impacting on revenue budgets.

Resource implications N/A

Legal implications N/A

Risk implications N/A

Equalities implications

32. The policy has a positive effect on equalities as the style of bench that has been chosen, and in use for a number of years, has been selected for seat to be a higher more suitable height. The outside and centralised arms assist with users transferring to and from the bench for those with mobility issues or visual impaired. Many existing older benches are positioned too low and do not have the centralised arms, replacing the old benches for the new model will improve accessibility.

Climate implications N/A

Security implications N/A

Conclusion

33. The Policy (see appendix 1) formalises the current approach for managing requests for commemorative benches and trees within City Gardens managed sites and a limited number of agreed locations on the highway. Its adoption will provide a consistent approach to bench sponsorship throughout the square mile.

Appendices

- Appendix 1 – draft Commemorative Benches and Trees Policy
- Appendix 2 – Fee benchmarking

Background Papers

Jake Tibbetts
City Gardens Manager

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DRAFT Commemorative benches and trees policy

Commemorative benches

This policy applies to all free-standing benches owned and/or managed by the City of London Corporation primarily in parks, gardens and churchyards in the City of London and some areas of the public realm where the positioning of commemorative benches is deemed appropriate. The policy is aimed at individuals wishing to commemorate loved ones or special occasions.

The Offer

A 1.95m bench with a stainless-steel plaque [figure 1] and inscription of the sponsors choice. The bench is constructed out of sustainability sourced Iroko wood and includes two centralised arms.

The plaque is manufactured from standard stainless steel and is 150mm x 50mm (6 x 2") in size. The plaque can accommodate an inscription of approximately 150 characters including spacing and punctuation. The inscription will be subject to approval by the City of London Corporation. Additional charges may apply to variations from the standard plaque.

Location

The City of London offers commemorative benches primarily in parks, gardens and churchyards in the City of London as these are more typically areas of peace and reflection as well as being less susceptible to damage and relocation. Sites outside these areas will only be considered if the environment is similarly appropriate.

The City of London Corporation reserves the right to determine the exact location of the commemorative benches. The sponsor may choose a preferred location based on availability at the time of the request. New commemorative benches are usually sited where current, undedicated benches currently exist. Bench locations have been carefully considered to provide seating where needed while providing clear routes of access for all. Due to works or development it may be necessary to either temporarily or permanently remove or relocate the bench at any time.

Duration

The fee covers for the bench to be maintained for a minimum of ten years. After this date benches will remain in place until the end of their useful life or until they are beyond repair. If this occurs, we will attempt to contact the sponsor to discuss the options available for further sponsorship.

Fee

The cost to sponsor a bench with a commemorative plaque in a location in the City of London is £1980 + VAT. Payment in full (non-refundable) should be made once the application form has been submitted and a location confirmed.

Your sponsorship fee covers the placing of a bench with inscribed plaque, plus administration and maintenance costs for a period of ten years beginning from the installation of the bench.

The bench and plaque are made to order with delivery approximately 5-10 weeks from the date when the order is placed. Once received an installation date can be arranged.

The fee will be reviewed regularly and may be subject to change.

Ownership

The commemorative bench will remain the property of the City of London Corporation at all times.

Aftercare

As part of our standard programme, a sponsored bench will receive an annual inspection. In the event of a bench being damaged or vandalised beyond repair or serviceable use, we are prepared to cover the cost of one full replacement bench per sponsorship period. If the bench continues to be vandalised, it may be necessary to relocate the bench to an alternative location.

Additional memorabilia such as photos, statues, flowers and balloons are not permitted and will be removed.

Criteria

The criteria for applying for a commemorative bench will be that they are for someone:

- who has died
- who had a connection with the city

Commemorative Plaque

The inscription on the plaque:

- will be in English
- will not detail how the person died
- give their name, date of birth and date of death and can include a short sentence such as “they will be missed”, “who loved this place”

The wording will ultimately be approved by the City Gardens Manager.

Waiting list

Where demand for new commemorative benches cannot be met within specific locations, applicants may choose to be added to a waiting list. The waiting list will be capped at a maximum of 50 applicants for all locations covered by the policy.

Commemorative trees

The City of London Corporation does not offer commemorative trees. A separate document will be developed for opportunities to make a donation to plant trees or to sponsor a tree and for this contribution be acknowledged.

Figure 1 – 1.95m bench with two central arms



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Appendix 2 - Fee benchmarking

Local Authority / Charity	Offer	Maintenance period	Fee (including VAT)
Islington Council	Memorial bench and inscription	n/a	£850.00 - £1000.00
Hackney Council	Memorial bench excluding plaque	10 years	£1400.00
Tower Hamlets Council	Bench and plaque	10 years	£1250.00 (Victoria Park) £950.00 (all other parks)
Southwark Council	Commemorative bench and plaque	10 years	£1000.00
Westminster City Council	Memorial bench and plaque	10 years	£1336.20
Camden Council	Commemorative bench and stainless steel plaque	n/a	£1654.44 £2009.00 £2237.00
The Royal Borough of Kensington & Chelsea	Memorial bench and inscription	5 years	£1746.00
Hampstead Heath	Engraved bench	10 years	£2861.93
The Royal Parks	Waiting list closed		

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Committees: Streets and Walkways Sub <i>[for decision]</i>	Dates: 26 September 2023
Subject: 22 Bishopsgate public realm project Unique Project Identifier: 11808	Gateway 5 Regular Issue Report
Report of: Interim Executive Director Environment Report Author: Andrea Moravicova	For Decision
<h2 style="margin: 0;">PUBLIC</h2>	

1. Status update	<p>Project Description:</p> <p>Deliver new and improved public realm in Bishopsgate, Crosby Square, Great St Helen's and Undershaft under the Section 278 and Section 106 agreements associated with the development at 22 Bishopsgate.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): £1,400,500</p> <p>Change in Total Estimated Cost of Project (excluding risk): £105,000 increase since last report to Committees (G5 January 2020) funded from 6-8 Bishopsgate S278.</p> <p>Spend to Date: £992,007</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Funding sources:</p> <p>This project is fully funded through a combination of S106 and S278 contributions. The increase of the budget is funded through a S278 contribution received from the developer of 6-8 Bishopsgate.</p> <p>Slippage:</p> <p>The overall programme for 22 Bishopsgate public realm project was affected by the global pandemic and access to works' site at the southernmost end of Undershaft (due to the development at 6-8 Bishopsgate).</p> <p>The project was also impacted by the materialisation of several identified risks, including delays in the developer's delivery of Phase 1, the length of time required to conclude the S278 agreement and the presence of an underground structure related to the development that needed to be demolished.</p>
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	<p>The development work at 6-8 Bishopsgate delayed the completion of the S278 and S106 works of 22 Bishopsgate. The increase in cost of this last phase of work is paid for by 6-8 Bishopsgate and constitutes the increase in cost that this Issues report refers.</p> <p>The works are expected to be completed in December 2023.</p>																																												
<p>2. Requested decisions</p>	<p>Next Gateway: Gateway 6 Outcome report</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Note the delay to the completion of the S278 works associated with 22 Bishopsgate. 2. Note the 6-8 Bishopsgate S278 contribution of £105,000 towards the increased cost of the 22 Bishopsgate public realm project. 3. Approve an increase to the 22 Bishopsgate public realm project budget of £105,000 to complete the project implementation in Undershaft, Note the revised total estimated project cost at £1,400,500. 4. Approve the budget adjustment related to staff and works costs to be actioned as outlined in Table 2 Appendix 4 																																												
<p>3. Budget</p>	<p>The revised total cost of the project is estimated at £1,400,500 and includes a £105,000 increase from the Gateway 5 report agreed in January 2020. The cost increase is fully funded from 6-8 Bishopsgate development through their S278 contribution.</p> <p>The change in the total estimated costs is attributable to increase in material and works' costs over the period of two years whilst the development at 6-8 Bishopsgate was being undertaken making it unavailable for the public highway works to be completed.</p> <table border="1" data-bbox="411 1182 1353 1585"> <thead> <tr> <th>Item</th> <th>Approved Budget at G5 authority to start work (£)</th> <th>Additional Resource required to reach next gateway (£)</th> <th>Revised Budget (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>66,807</td> <td>5,728</td> <td>72,535</td> </tr> <tr> <td>Staff costs</td> <td>451,440</td> <td>14,448</td> <td>465,888</td> </tr> <tr> <td>Works</td> <td>667,640</td> <td>154,409</td> <td>822,049</td> </tr> <tr> <td>Lighting</td> <td>15,950</td> <td>-15,950</td> <td>-</td> </tr> <tr> <td>Utilities</td> <td>93,663</td> <td>-53,635</td> <td>40,027</td> </tr> <tr> <td>Total</td> <td>1,295,500</td> <td>105,000</td> <td>1,400,500</td> </tr> </tbody> </table> <table border="1" data-bbox="411 1615 1345 1944"> <thead> <tr> <th colspan="2">Funding sources</th> </tr> <tr> <th>Description</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td><i>Pinnacle - S106 - LCEIW</i></td> <td>250,863</td> </tr> <tr> <td><i>Pinnacle – S106 - Transport</i></td> <td>100,000</td> </tr> <tr> <td><i>22 Bishopsgate S278 (Crosby Sq supervision payment)</i></td> <td>44,637</td> </tr> <tr> <td><i>22 Bishopsgate - S278</i></td> <td>900,000</td> </tr> <tr> <td><i>6-8 Bishopsgate S278</i></td> <td>105,000</td> </tr> <tr> <td>Total Funding</td> <td>1,400,500</td> </tr> </tbody> </table> <p>Costed Risk Provision requested for this Gateway: N/A</p>	Item	Approved Budget at G5 authority to start work (£)	Additional Resource required to reach next gateway (£)	Revised Budget (£)	Fees	66,807	5,728	72,535	Staff costs	451,440	14,448	465,888	Works	667,640	154,409	822,049	Lighting	15,950	-15,950	-	Utilities	93,663	-53,635	40,027	Total	1,295,500	105,000	1,400,500	Funding sources		Description	Amount	<i>Pinnacle - S106 - LCEIW</i>	250,863	<i>Pinnacle – S106 - Transport</i>	100,000	<i>22 Bishopsgate S278 (Crosby Sq supervision payment)</i>	44,637	<i>22 Bishopsgate - S278</i>	900,000	<i>6-8 Bishopsgate S278</i>	105,000	Total Funding	1,400,500
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<p>4. Issue description</p>	<p>Although most of the project scope (Phases 1 and 2) was delivered in 2021, the Implementation of the southernmost area of Undershaft was impacted by access needs of the adjacent development at 6-8 Bishopsgate.</p> <p>Officers liaised with the developer at 6-8 Bishopsgate and 22 Bishopsgate about the completion of works to Undershaft and agreed that:</p> <ul style="list-style-type: none"> • Public realm works to the southernmost part of Undershaft will be deferred until the completion of the development at 6-8 Bishopsgate. This section of works will be treated as a separate phase (Phase 3 - see location plan in Appendix 3). • 6-8 Bishopsgate developer will contribute a sum towards the remaining works to Undershaft in accordance with the S8 and S278 agreement related to the development at 6-8 Bishopsgate. <p>Local stakeholders were informed of the issue and the proposed way forward.</p> <p>The work that is remaining includes reconstruction of a carriageway at the southernmost part of Undershaft as can be seen in Appendix 2.</p>
<p>5. Next steps</p>	<p>The construction at 6-8 Bishopsgate is nearing completion and officers are liaising with local occupiers about the works schedule for the Phase 3 implementation. This includes occupiers of St Helen's church and the Leadenhall Building,</p> <p>Cost estimates for the remaining works (Phase 3) were calculated based on the current material and works costs. The relevant funds have now been received from the developer of 6-8 Bishopsgate and officers are seeking Members approval for these to be allocated to the 22 Bishopsgate project budget as outlined in this report.</p> <p>Phase 3 works will be implemented from September 2023 in sections to ensure access to neighbouring premises is maintained and are due to be completed by December 2023.</p> <p>Gateway 6 report is expected to be submitted to committees before April 2024.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Plan of the remaining works (Phase 3)
Appendix 3	General arrangement plan for the 22 Bishopsgate project
Appendix 4	Finance tables

Contact

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Email Address	Andrea.moravicova@cityoflondon.gov.uk
Telephone Number	020 7332 3925

Appendix 1

Project Coversheet

[1] Ownership & Status

UPI: 11808

Core Project Name: 22 Bishopsgate public realm project

Programme Affiliation: City Cluster

Project Manager: Andrea Moravicova

Definition of need:

Provision of new public space, including a raised table along Gt St Helen's, to cater for the sharp rise in pedestrian and cyclists expected to use this area.

Key measures of success:

1. Deliver an enhanced public realm in the vicinity of 22 Bishopsgate.
2. Ensure that the required functions of the streets are maintained.
3. Improve accessibility for all throughout the area.

Expected timeframe for the project delivery:

Key Milestones at Gateway 5:

Practical completion of development including Phase 1 works – March 2020

Commence Phase 2 work on site – March 2020

Completion of work on site – October 2020

The start on site was delayed by the Covid-19 pandemic and the timescales were revised accordingly. Further revisions were made due to adjacent development impacting access to works area, with Phase 2 works split to two separate works packages.

Key Milestones (current):

Completion of Phase 1 – August 2020

Commence Phase 2 – July 2020

Substantial completion of Phase 2 – 31 March 2021

Commence work to the southernmost section of Undershaft (Phase 3) – September 2023

Completion of works to the southernmost section of Undershaft (Phase 3) – December 2023

Gateway 6 (outcome report) – April 2024

Are we on track for completing the project against the expected timeframe for project delivery? No

Several issues delayed the works programme, including the Covid-19 pandemic, access to works site and the signing of the S278 agreement as well as obtaining a licence to work on private land in Undershaft.

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

No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing and Project Proposal' G1/2 report (as approved by PSC March 2017):

- **Total Estimated Cost** (excluding risk): £250,000 - £5,000,000
- **Resources to reach next Gateway** (excluding risk): £100,000
- **Spend to date:** £0
- **Estimated Programme Dates:**
 - Gateway 3 (Design) – July 2017
 - Gateway 4 (Detailed designs) – January 2018
 - Gateway 5 (Delegated authority to start works) - March 2018
 - Gateway 6 (Project Update) – November 2018
 - Works completion – November 2018
 - Project closure – April 2019

'Options Appraisal' G3 report (as approved by PSC 18/07/2017):

- **Total Estimated Cost** (excluding risk): £250,000 - £5,000,000
- **Resources to reach next Gateway** (excluding risk): additional budget of £50,000 was requested at this gateway, with the combined budget of G1/2 and G3 totalling £150,000.
- **Spend to date:** £5,500
- **Estimated Programme Dates:** Not supplied at this gateway

Project's scope increased since G2 report, increasing the lowest cost estimate of the project.

'Detailed Options Appraisal (Phase 2)' G4 report and Authority to start work (Phase 1)' G5 report (as approved by PSC 10/04/2018):

- **Total Estimated Cost** (excluding risk): £2,012,690
- **Resources to reach next Gateway** (excluding risk): £194,637
- **Spend to date:** £91,213
- **Estimated Programme Dates:**
 - Construction (Phase 1) – October 2018 – May 2019
 - Gateway 5 for Phase 2 - September 2018
 - Construction (Phase 2) – January 2019 – June 2019
 - Practical completion of the development – May 2019

'Authority to start Work (Phase 2)' G5 report (as approved by Chief Officer 10/01/2020):

- **Total Estimated Cost** (excluding risk): £1,295,500
- **Resources to reach next Gateway** (excluding risk): £1,002,821
- **Spend to date:** £211,506
- **Costed Risk Against the Project:** N/A
- **CRP Requested:** £0
- **CRP Drawn Down:** £0
- **Estimated Programme Dates:**
 - Construction works from March 2020 until October 2020

Detailed design has been completed on Option 1. The key design principles remain unchanged.

The final project budget of £1,295,500 sits within the original range.

There has been a delay of around 12-14 months to the planned schedule noted at the GW4/5 submission in April 2018. This delay emerged due to two factors: the first was a long Section 278 negotiation process with the developer, with the agreement finally being concluded in July 2019; and the second was delays to the Phase 1 works which are being implemented by the developer's contractor under the terms of the S278 agreement, and which need to be substantially complete before the Phase 2 works can commence.










Gateway 1&2 estimated completion in November 2018 and Members approval for project closure April 2019. Due to the delays detailed above the GW6 submission is now estimated to be December 2020.

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

Notes:

- 1. No information to be scaled from this drawing.
- 2. Works shall comply with the current City of London Specification for Highway works.
- 3. All road markings refer to the "Traffic Signs Regulations and General Directions 2016". Refer to drawing number 1200/16100403/PH3/RM
- 4. This drawing is to be read in conjunction with all relevant drawings
- 5. The Contractor will be held responsible for any damage caused to private highways and privately owned street furniture.

KEY

-  300 x 200 fine picked silver grey granite kerb
-  150 x 300 fine picked silver grey granite kerb
-  Proposed 40mm thick mastic surfacing
-  Proposed UltiLayer Carriageway surfacing
-  50mm thick hot poured mastic channel 225mm wide.
-  Proposed 450 x 450mm cycle friendly gully
-  Proposed 675 x 675mm 225mm thick internal brickwork manhole with 600 x 600mm D400 cover.
-  FASERFIX KS 200 with built-in fall 0.5 %, up to load class F 900 with D400 Ductile iron grating (SW 18).
-  FASERFIX KS 200 Trash box with galvanised bucket.



TITLE:
22 Bishopsgate S278 (Phase 3)

TITLE:
General Arrangement

CLIENT:
HIGHWAY DESIGN AND CONSTRUCTION
DEPARTMENT OF THE BUILT ENVIRONMENT
PO BOX 270
GUILDHALL
LONDON
EC2P 2EJ
TEL: 020 7606 3030



FOR CONSTRUCTION

Issued By:

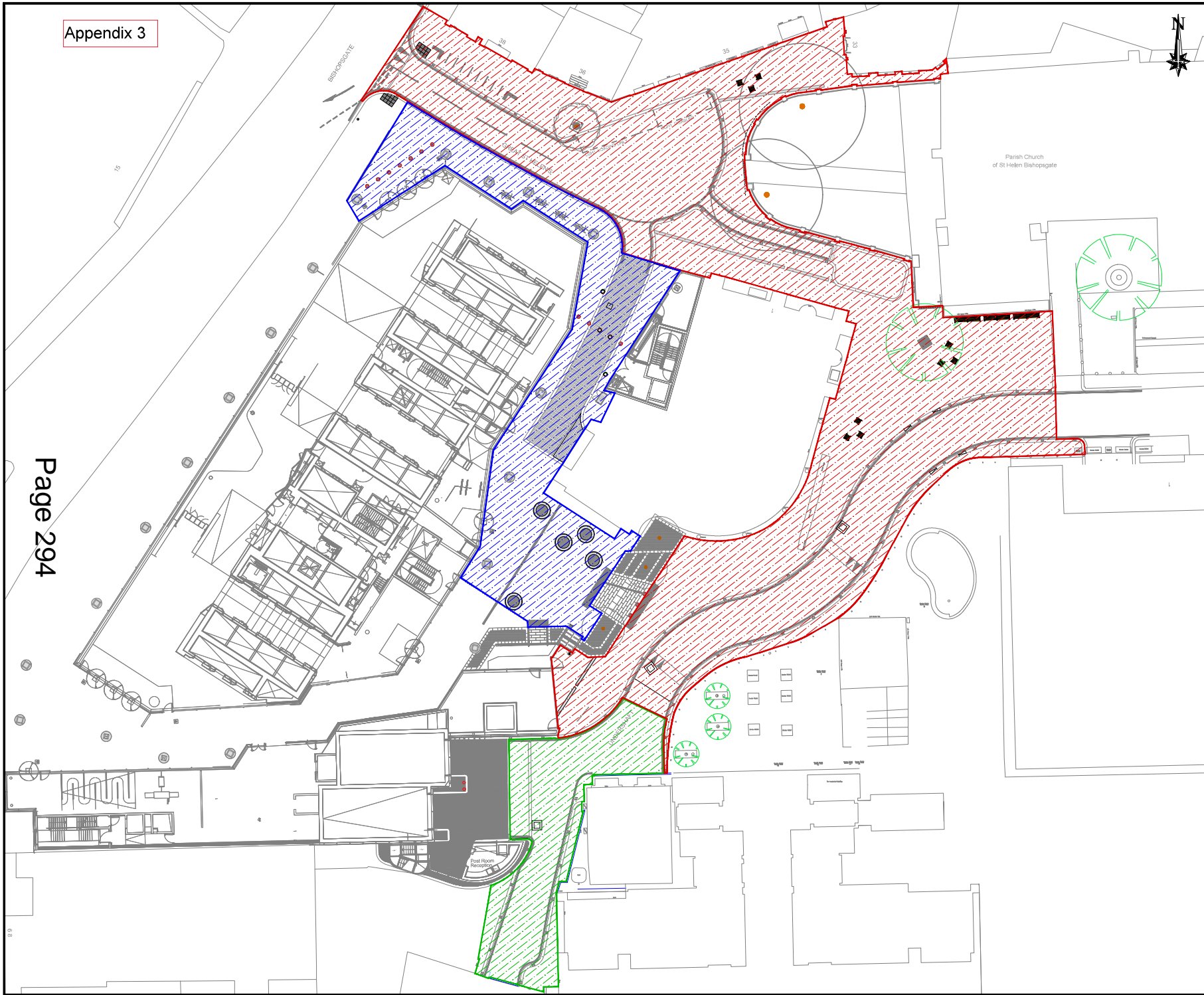
Signed:

Date:

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Date: Nov 2022	
Designed by: SR	
Checked by: BM	
Scale & Drawing Size: N.T.S.@A1	
Revision: 100/16100403/PH3/GA	Drawing No: 100/16100403/PH3/GA

Appendix 2

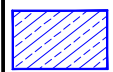
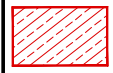
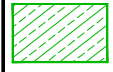
Page 293



Notes:

1. No information to be scaled from this drawing.
2. This drawing is to be read in conjunction with all relevant drawings

Key:

-  Phase 1 Works Boundary
-  Phase 2 Works Boundary
-  Phase 3 Works Boundary

Rev. No.	Date	Description	By
Revision			

TITLE:
22 Bishopgate S278

TITLE:
Works Boundary Plan

CLIENT
HIGHWAY DESIGN AND CONSTRUCTION
 DEPARTMENT OF THE BUILT ENVIRONMENT
 PO Box 270
 GUILDHALL
 LONDON
 EC2P 2EJ
 TEL: 020 7606 3030



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DATE: Aug 2023	
DESIGNED BY: SR	
CHECKED BY: BM	
SCALE & Drawing Size: 1:200@A1	REVISION: DRAWING NO: 100/16100403/WB

Appendix 4

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800371: 22 Bishopsgate S106			
Env Servs Staff Costs	8,976	8,975	1
P&T Staff Costs	86,443	86,442	1
P&T Fees	2,625	2,625	-
Total 16800371	98,044	98,042	2
16800419: 22 Bishopsgate Phase 1 S278			
Env Servs Staff Costs	44,637	44,389	248
Total 16800419	44,637	44,389	248
16100403: 22 Bishopsgate Phase 2			
Env Servs Staff Cost	181,154	152,732	28,422
Legal Staff Costs	2,500	1,148	1,352
Open Spaces Staff Costs	5,000	-	5,000
P&T Staff Costs	122,730	122,461	269
P&T Fees	64,182	59,111	5,071
Lighting	15,950	-	15,950
Main Works	667,640	479,973	187,667
Utilities	93,663	40,027	53,636
Total 16100403	1,152,819	855,452	297,367
GRAND TOTAL	1,295,500	997,883	297,617

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
16800371: 22 Bishopsgate S106			
Env Servs Staff Costs	8,976	-	8,976
P&T Staff Costs	86,443	-	86,443
P&T Fees	2,625	-	2,625
Total 16800371	98,044	-	98,044
16800419: 22 Bishopsgate Phase 1 S278			
Env Servs Staff Costs	44,637	-	44,637
Total 16800419	44,637	-	44,637
16100403: 22 Bishopsgate Phase 2			
Env Servs Staff Cost	181,154	5,000	186,154
Legal Staff Costs	2,500	(1,352)	1,148
Open Spaces Staff Costs	5,000	(5,000)	-
P&T Staff Costs	122,730	15,800	138,530
P&T Fees	64,182	5,728	69,910
Lighting	15,950	(15,950)	-
Main Works	667,640	154,409	822,049
Utilities	93,663	(53,635)	40,028
Total 16100403	1,152,819	105,000	1,257,819
TOTAL	1,295,500	105,000	1,400,500

Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
16800371: 22 Bishopsgate S106			
S106 - Pinnacle - Transport - 06/01123/FULEIA	98,044	-	98,044
Total 16800371	98,044	-	98,044
16800419: 22 Bishopsgate Phase 1 S278			
S278 - 22 Bishopsgate Crosby Square Supervision Payment	44,637	-	44,637
Total 16800419	44,637	-	44,637
16100403: 22 Bishopsgate Phase 2			
S106 - Pinnacle - LCEIW - 06/01123/FULEIA	250,863	-	250,863
S106 - Pinnacle - Transport - 06/01123/FULEIA	1,956	-	1,956
S278 - 22 Bishopsgate	900,000	-	900,000
S278 - 6-8 Bishopsgate	-	105,000	105,000
Total 16100403	1,152,819	105,000	1,257,819
TOTAL	1,295,500	105,000	1,400,500

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Committees: Corporate Projects Board Streets & Walkways Sub Committee	Dates: 31 August 2023 26 September 2023
Subject: 35 Vine Street Section 278 highway works Unique Project Identifier: 11998	Gateway 6: Outcome Report Light
Report of: Executive Director Environment Report Author: George Wright	For Decision
<h1 style="margin: 0;">PUBLIC</h1>	

Summary

1. Status update	<p>Project Description: An enhanced package of Section 278 highway and public realm improvements around the new development at 35 Vine Street, including the introduction of pedestrian priority measures in part of Vine Street, new cycle parking and ten street trees.</p> <p>RAG Status: Green (Green at last report)</p> <p>Risk Status: Low (Low at last report)</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Final Outturn Cost: £399,407 (excluding Maintenance)</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. To retain £14,987 as a commuted maintenance sum for City Gardens to maintain the ten street trees; 2. Approve the budget adjustment set out in Appendix 3, Table 2 3. Approve the content of this outcome report and agree for the project to be closed; 4. Authorise the return of unspent funds to the developer.
3. Key conclusions	<p>The project team successfully negotiated an enhanced Section 278 package of works that was over and above the basic scope expected for a development of this nature. The principal enhancement was the closure of part of Vine Street to motor</p>

	<p>vehicles, enabling the creation a new pedestrian space. The developer also agreed to fund the cleaning and re-laying of the original granite setts in Vine Street square.</p> <p>The project was delivered within budget and to specification. The main construction works were largely completed within the original project programme. However, final works relating to changes to waiting and loading were delayed by over 12 months, due to budget issues relating to the return from funds from a utility company.</p> <p>Both the developer and a local business have successfully secured outdoor tables and chairs licences and this has helped to “activate” the new pedestrian space.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	Detailed construction designs were prepared by the City’s highways team. Construction was undertaken by the City’s highways term contractor and managed in-house by members of the City Transportation and Highways team. Tree planting was coordinated by City Gardens.
5. Options appraisal	One option was recommended at Gateway 5. This was the enhanced package of Section 278 works agreed with and funded by the developer.
6. Procurement route	Detailed designs were prepared by the City’s highways team. The City’s term contractors at the time, JB Riney, undertook the highway construction works. Tree planting was coordinated by the City Gardens team.
7. Skills base	The project team had the skills, knowledge and experience to manage and deliver this project.
8. Stakeholders	Engagement took place with local residents and businesses during scheme development and the construction phase. There were regular project review meetings with the developer’s team and this enabled issues and queries to be dealt with in a timely and effective manner throughout the project’s lifetime.

Variation Review

v.April 2019

9. Assessment of project against key milestones	G5 report start date	Actual start date
	March 2021	April 2021
	G5 completion date	Actual completion date
	September 2021	April 2023
	Detailed design of the project commenced following receipt of funding from the developer and this included the selection of the trees. Engagement with local residents and businesses took place as planned, leading the preparation of the detailed construction design. Construction was largely completed to the original programme, although there were some minor COVID 19-related delays. There was a further delay of over 12 months to finally complete the project and these were connected to the need to wait for a refund from a utility company. These delays did have a minor cost impact but did not result in the need to request additional funds from the developer.	
10. Assessment of project against scope	The project was delivered to the agreed scope.	
11. Risks and issues	One of the risks identified at Gateway 5 became an issue. This was unidentified utility works that had not been budgeted for. The initial payment to the utility company may have led to the need to seek additional funds from the developer. However, on completion of the works, it emerged the original estimate from the utility company was too high and a refund was due. There was a long delay before the refund cheque was received. The cheque then went missing in the internal post, leading to a further long delay until a replacement cheque was issued. It was not until the refund was back in the project budget that the final works relating to waiting and loading lines and signage could be completed.	
12. Transition to BAU	The areas of improved public highway will be maintained as part of the highways department BAU. The trees will be maintained by City Gardens.	

Value Review

13. Budget	Estimated Outturn Cost (G2)		Estimated cost (including risk): £453,130 Estimated cost (excluding risk): £453,130
		At Authority to Start work (G5)	Final Outturn Cost
	Fees	£34,900	£26,905

v. April 2019

	Staff costs	£125,544	£126,846
	Highway works	£258,419	£233,443
	Tree works	£19,280	£12,214
	Commuted sum	£14,987	£0
	Total	£453,130	£399,407
	Please confirm whether or not the Final Account for this project has been verified.* No		
14. Investment	N/A		
15. Assessment of project against SMART objectives	<p>The project achieved the following objectives set at Gateway 5:</p> <ul style="list-style-type: none"> • Meeting the needs of the developer: delivery of the Section 278 highway works to a programme that enables the timely occupation of the new building. • Meeting the needs of residents and businesses: creating a space that enhances their neighbourhood. • Meeting the City's requirements: implementing a scheme that improves the public realm, plants trees, uses quality materials and provides pedestrian priority on a City street. 		
16. Key benefits realised	Yes, through the creation of high quality public realm including tree planting, leading to the creation of outdoor seating areas for an adjacent café and pub/hotel.		

Lessons Learned and Recommendations

17. Positive reflections	The project team worked well with each other during the difficult COVID-19 lockdown period. Liaison with the developer and its team was frequent and effective.
18. Improvement reflections	Request that refunds from utility companies are made electronically, rather than by cheque.
19. Sharing best practice	Project is a good example of restoring traditional granite setts. City Gardens planted climate resilient trees and are monitoring their progress as part of the Cool Streets and Greening programme
20. AOB	None

Appendices

Appendix 1	Project Coversheet
Appendix 2	Financial information
Appendix 3	Before and after photos

Contact

v. April 2019

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Project Coversheet

[1] Ownership & Status

UPI: 11998

Core Project Name: 35 Vine Street Section 278 highway works

Programme Affiliation (if applicable): N/A

Project Manager: George Wright

Definition of need: Developer Urbanest is constructing a new development that comprises student accommodation and office space. A package of Section 278 works around the perimeter of the building is required to enable the various elements of the new building to operate effectively. An enhanced package of works have been agreed with the developer and these include the part-pedestrianisation of Vine Street.

Key measures of success:

1. Meeting the needs of the developer: delivery of the Section 278 highway works to a programme that enables the timely occupation of the new building.
2. Meeting the requirements of residents and businesses: implementing a scheme that improves the public realm, plants trees, uses quality materials and part-pedestrianises a City street.

Expected timeframe for the project delivery: March 2018-April 2023.

Key Milestones:

- March 2018 – Gateway 1/2 report approval
- August 2019 – Concept design agreed with developer
- December 2019 – Section 278 agreement between the City and developer finalised
- April 2020 – Gateway 5 authority to start work
- April to September 2020 – Detailed design construction pack prepared
- March 2021 to April 2023 – Section 278 construction phase

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G1/2 report (as approved by PSC March 2018):

- Total Estimated Cost (excluding risk): Cost range £250k to £5m
- Resources to reach next Gateway (excluding risk): £50,000
- Spend to date: £
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: April 2018-February 2020

Scope/Design Change and Impact: N/A

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

- Total Estimated Cost (excluding risk): £453,130
- Resources to reach next Gateway (excluding risk): £403, 130
- Spend to date: £45,510
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: February 2020-January 2022

Scope/Design Change and Impact: N/A

Total anticipated on-going commitment post-delivery [£]: A commuted sum of £14,987 is included within the G5 budget to fund maintenance of the new street trees.

Programme Affiliation [£]: N/A

'G6 report :

- Total Estimated Cost (excluding risk): £453,130
- Spend to date: £423, 773
- Costed Risk Against the Project: £0
- Programme Dates: September 2023.

Scope/Design Change and Impact: N/A

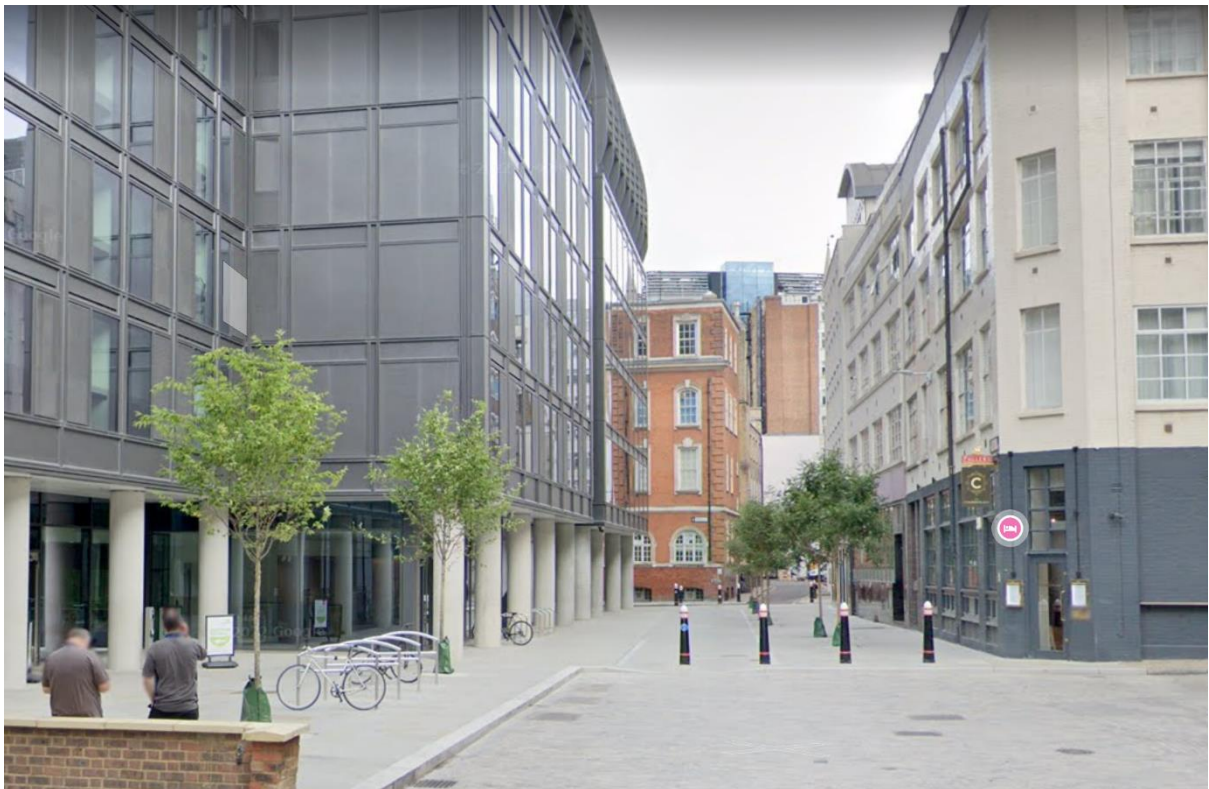
Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800397: 35 Vine Street S278 (SRP)			
Env Servs Staff Costs	17,500	17,499	2
P&T Staff Costs	21,768	21,767	1
P&T Fees	9,249	9,248	1
Total 16800397	48,517	48,513	4
16100397: 35 Vine Street S278 (CAP)			
Env Servs Staff Costs	62,878	64,033	(1,155)
Legal Staff Costs	2,500	2,097	403
Open Spaces Staff Costs	3,260	90	3,170
P&T Staff Costs	23,138	21,360	1,778
P&T Fees	20,151	17,657	2,494
Env Servs Works	258,419	233,443	24,976
Open Space Works	19,280	12,214	7,067
Total 16100397	389,626	350,894	38,733
GRAND TOTAL	438,143	399,407	38,736

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
16800397: 35 Vine Street S278 (SRP)			
Env Servs Staff Costs	17,500	-	17,500
P&T Staff Costs	21,768	-	21,768
P&T Fees	9,249	-	9,249
Total 16800397	48,517	-	48,517
16100397: 35 Vine Street S278 (CAP)			
Env Servs Staff Costs	62,878	1,156	64,034
Legal Staff Costs	2,500	-	2,500
Open Spaces Staff Costs	3,260	-	3,260
P&T Staff Costs	23,138	-	23,138
P&T Fees	20,151	(1,156)	18,995
Env Servs Works	258,419	-	258,419
Open Space Works	19,280	-	19,280
Total 16100397	389,626	-	389,626
GRAND TOTAL	438,143	-	438,143

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Looking north up Vine Street before



Looking north after scheme completion



The carriageway enabled vehicles to travel north



A new pedestrian and cycle zone was created and eight tree were planted

Committees: Streets and Walkways Sub Committee [for decision]	Dates: 26 September 2023
Subject: Creed Court S.278 Unique Project Identifier: 12032	Gateway 6: Outcome Report Regular
Report of: Interim Executive Director Environment Report Author: Andrea Moravicova	For Decision
<h2 style="margin: 0;">PUBLIC</h2>	

Summary

1. Status update	<p>Project Description: Deliver public realm enhancements to the area surrounding the new development at Creed Court as outlined in the Sections 106 and 278 agreements, to accommodate the projected increase in pedestrian traffic and servicing needs of the hotel.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to committee)</p> <p>Costed Risk Provision Utilised: None</p> <p>Final Outturn Cost: £583,167</p>
2. Next steps and requested decisions	<p>Requested Decisions:</p> <ul style="list-style-type: none"> Approve the contents of this report and agree to close this project. Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 3. Authorise return of unused funds to the developer, including any accrued interest as per the Section 278 agreement.
3. Key conclusions	<p>The project was completed within the budget and delivered its main objective to enhance the public realm in Creed Lane and Ludgate Square to support people walking whilst maintaining the function of the streets. The design was implemented fully, without a need for variations during the construction phase.</p> <p>The programme was adjusted in agreement with the developer to coincide with their timelines affected mainly by the Covid pandemic. This delayed the works start by a further six months from the timelines presented in the Gateway 5 report (12 months overall). Further delays were caused by several risks that materialised and are described in Section 11 below.</p> <p>Key learning and recommendations for future projects:</p>

	<ul style="list-style-type: none"> • Early face-to-face engagement with local stakeholders, starting at the pre-construction phase, can help prevent some of the issues arising during construction (particularly noisy working affecting local businesses). • Changes to the term-contractor mid implementation phase can affect the works progress and programme, and the impression to external stakeholders that the site is inactive.
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Main Report

Design & Delivery Review

4. Design into delivery	<p>The design was developed in-house in liaison with the developer and was consulted on with the local stakeholders and internally.</p> <p>Considering the constraints and needs of the area, such as narrow streets and access to premises, ensured the works were phased accordingly to help smooth the implementation.</p>
5. Options appraisal	<p>The chosen option met the project's objectives to improve the environment for people walking and cycling in the area, whilst maintaining the function of the street and supporting the servicing needs of the new hotel.</p> <p>The materials used adhere to the City's standards, with the works delivering the scope of the project without any changes.</p>
6. Procurement route	<p>The works were delivered through the City's term contractor, however, due to the site becoming available later than expected from the developer, the construction phase was affected by the change of the City's term contractor. The work's progress on site was slowed by demobilisation, handover procedures and mobilisation of contractors.</p>
7. Skills base	<p>The project team has the necessary skills, knowledge and experience to manage delivery of this and similar future projects.</p>
8. Stakeholders	<ul style="list-style-type: none"> • The project was delivered in close liaison with the developer and stakeholders to ensure the proposals met their needs. • A three week public engagement was organised, and comments were considered and informed the development and delivery of the project. • Regular updates were provided to all interested parties via a newsletter. • Information on the project was shared via letters distributed to all premises and via emails. Face-to-face engagement with local businesses should have been undertaken during the pre-construction phase. Explaining the phasing plan, devised to enable safe undertaking of works, and prescribed noisy working hours in person may have prevented complaints from local businesses.

Variation Review

<p>9. Assessment of project against key milestones</p>	<p>The construction programme was affected by several risks that have materialised, including delayed site release from the developer and changes to term contractor during the implementation phase.</p> <ul style="list-style-type: none"> • At Gateway 5, construction was initially planned to start in October 2021 and works completed in March 2022 • Construction started in April 2022; slippage of approximately six months due to late handover of the site from the developer. The completion was expected in September 2022. • Construction work was completed in December 2022; further slippage of approximately three months was due to change in the term contractor and other materialised risks detailed in Section 11 below.
<p>10. Assessment of project against Scope</p>	<p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> • Street surfaces were upgraded to the City's standard pallet, providing a more pleasant environment to walk in. • Carriageway in Ludgate Square (a pedestrian priority street) was raised to footway level to benefit people walking. • Servicing requirements for Creed Court development were accommodated within the design. • The improvements were sympathetic to the conservation area setting.
<p>11. Risks and issues</p>	<p>Several factors affected the overall programme of this project:</p> <ul style="list-style-type: none"> • Delay in the handover of the site at the start of the programme, causing overall slippage of approximately 12 months. At Gateway 5 report advised of six months delay due to a global pandemic, with the works programmed to start in October 2021. The developer's programme was delayed by another six months since the Gateway 5 report was approved, moving the start of implementation of the public realm works to April 2022. • Change in the term contractor during the construction resulted in delays to the works' schedule, with longer than expected demobilisation and mobilisation period. This delay had no impact on the overall cost of the project. • The site is in the vicinity of both residential and business properties, which all have different requirements for quiet hours. This resulted in several complaints from the local business owners. The City's standard noisy working hours prescribed by the environmental guidance for demolition, construction and street works proved disruptive to some local occupiers. Additional door-to-door visits might have been more useful in gathering evidence to support noisy hour variation requests.

	<ul style="list-style-type: none"> • Unforeseen emergency works to utility apparatus in the area caused part of the repaved carriageway in Ludgate Square being open and needing relaying once the emergency was attended to, which resulted in approximately two-week delay to the completion of works in this area. • Unforeseen shortage of supplies, particularly bollards, also contributed to the project's delays.
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Value Review

12. Budget	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost: 300,000 - 800,000</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost: 300,000 - 800,000															
	<i>Estimated Outturn Cost (G2)</i>	Estimated cost: 300,000 - 800,000																	
<table border="1"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£38,529</td> <td>£35,465</td> </tr> <tr> <td><i>Staff Costs</i></td> <td>£194,938</td> <td>197,606</td> </tr> <tr> <td><i>Works</i></td> <td>£419,693</td> <td>£345,096</td> </tr> <tr> <td><i>Maintenance</i></td> <td>£5,000</td> <td>£5,000</td> </tr> <tr> <td><i>Total</i></td> <td>£658,160</td> <td>£583,167</td> </tr> </tbody> </table> <p>The final accounts for this project have been verified.</p> <p>It is requested that the underspend, together with all accrued interest is refunded to the developer as per provision in the Section 278 agreement.</p>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£38,529	£35,465	<i>Staff Costs</i>	£194,938	197,606	<i>Works</i>	£419,693	£345,096	<i>Maintenance</i>	£5,000	£5,000	<i>Total</i>	£658,160	£583,167
	<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>																	
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<i>Maintenance</i>	£5,000	£5,000																	
<i>Total</i>	£658,160	£583,167																	
13. Assessment of project against SMART objectives	<p>This project delivered against its main objectives to:</p> <ul style="list-style-type: none"> • provide a high-quality public realm, sympathetic to the character of the conservation area, using the City's standard palette of materials to ensure consistency and ease of maintenance. • Accommodate projected increase in pedestrian traffic and servicing needs of the hotel. 																		
14. Key benefits realised	<p>Key benefits outlined in the Gateway 2 report were realised, with improvements to the highway arrangements and surfaces around the development benefiting people walking, including residents, commuters and visitors to the hotel, restaurant and local businesses.</p> <p>Accessibility was improved by creating a smooth levelled surface on lightly trafficked streets with narrow pavements.</p>																		

Lessons Learned and Recommendations

15. Positive reflections	<ul style="list-style-type: none"> • Use of high quality, standard palette of materials improved the environment around the development for people walking. • A good rapport and communication with the term contractors helped with prompt resolution of issues that occurred,
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	<p>including the area of completed work that needed re-laying after the emergency works were carried out by a statutory undertaker.</p> <ul style="list-style-type: none"> • Upon completion of the main works, several positive comments on the workmanship and the look and feel of the area were received from local stakeholders.
16. Improvement reflections	<ul style="list-style-type: none"> • In person communication with local businesses from the start of the project might have improved the overall relationship and supported better understanding of the works. It may have allowed all businesses to raise concerns about potential impact of the noisy working on their operations. This information would support officers' request for noisy working variations. • Formal guarantees should have been sought from the developer's contractor about site release, to avoid numerous re-programming of the works. • Commitment of the outgoing term contractor to complete agreed portion of works before their contract comes to an end should have been sought to avoid unnecessary delays at handover to the new term contractor.
17. Sharing best practice	Information will be disseminated through team and project staff briefings.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Before and after photos
Appendix 3	Finance tables

Contact

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Telephone Number	020 7332 3925

Project Coversheet

[1] Ownership & Status

UPI: 12032

Core Project Name: Creed Court S.278

Programme Affiliation (if applicable): N/A

Project Manager: Andrea Moravicova

Definition of need:

A planning permission to redevelop an office building at Creed Court (14/00300/FULMAJ) to a hotel with ground floor retail, was granted on 6 October 2017, with S.73 application (17/01207/FULMAJ), proposing predominantly internal reconfiguration / amendments to the scheme, approved in September 2018.

The change of use of the Creed Court necessitates changes to the highways adjacent to the development to deliver a well-functioning street environment that improves pedestrian permeability and accommodates projected increase in pedestrian traffic and servicing needs of the hotel.

The proposed site lies within the St Paul's Conservation area and the setting of grade II listed 1-3 Ludgate Square.

Key measures of success:

- 1) Improve the pedestrian environment by ensuring that the public realm in the vicinity of the development aligns with the CPR Supplementary Planning document.
- 2) Accommodate the servicing requirements of the new development by making necessary adjustments to the highway.

Expected timeframe for the project delivery: construction to start in Q4 2021 and to complete in March 2022

Key Milestones:

- Finalise S278 Agreement – January 2021
- Draft construction package – January – March 2021
- Gateway 5 report – Spring 2021
- Issue Construction package – April 2021
- Pre-construction planning – May - July 2021
- Project construction – Q4 2021

Are we on track for completing the project against the expected timeframe for project delivery? Six months slippage attributed to revised developer's plan due to Covid-19 pandemic and associated restrictions.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No, neither is expected to raise any public or media attention. The project team engages local stakeholders.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer):

- Total Estimated Cost (excluding risk): £300,000 – £800,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: May – November 2021

'Project Proposal' G2 report (as approved by PSC 12/12/2018):

- Total Estimated Cost (excluding risk): £300,000 - £800,000
- Resources to reach next Gateway (excluding risk): £50,000
- Spend to date: £0
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: May – November 2021

'Options Appraisal' G3/4 report (as approved by PSC and S&WSC October 2020)

- Total Estimated Cost (excluding risk): £800,000
- Resources to reach next Gateway (excluding risk): £100,000
- Spend to date: £40,105
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2021 – April 2022

'Authority to start Work' G5 report (as approved by PSC 07/07/2021):

- Total Estimated Cost (excluding risk): £658,160
- Resource to reach next Gateway (excluding risk): £508,160
- Spend to date: £91,146
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2021* – March 2022
**Subject to changes to the Developer's programme and site release.*

Scope/Design Change and Impact: N/A

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

Appendix 2

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Ludgate Square (view from Ludgate Hill)



Ludgate Square (view from Creed Lane)

Appendix 3

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
16800406: Creed Court S278 (SRP)			
Env Servs Staff Costs	12,645	12,644	1
Legal Staff Costs	700	679	21
P&T Staff Costs	20,985	20,984	1
P&T Fees	12,829	10,655	2,174
Total 16800406	47,159	44,962	2,197
16100406: Creed Court S278 (CAP)			
Env Servs Staff Costs	75,164	75,349	(185)
P&T Staff Costs	85,444	87,949	(2,505)
P&T Fees	25,700	24,810	890
Env Servs Works	305,193	259,802	45,391
Lighting Works	14,500	13,657	843
Utilities	100,000	71,636	28,364
Total 16100406	606,001	533,205	72,796
GRAND TOTAL	653,160	578,167	74,993

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
16800406: Creed Court S278 (SRP)			
Env Servs Staff Costs	12,645	-	12,645
Legal Staff Costs	700	-	700
P&T Staff Costs	20,985	-	20,985
P&T Fees	12,829	-	12,829
Total 16800406	47,159	-	47,159
16100406: Creed Court S278 (CAP)			
Env Servs Staff Costs	75,164	186	75,350
P&T Staff Costs	85,444	2,506	87,950
P&T Fees	25,700	-	25,700
Env Servs Works	305,193	(2,692)	302,501
Lighting Works	14,500	-	14,500
Utilities	100,000	-	100,000
Total 16100406	606,001	-	606,001
GRAND TOTAL	653,160	-	653,160

<i>Date</i>	<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
<p>15 October 2020 1 December 2021 18 February 2021 08 July 2021 10 Sep 2021 15 Feb 2022 03 May 2022 31 May 2022 05 July 2022 08 Nov 2022 17 Jan 2023 7 March 2023 23 May 2023 4 July 2023 26 September 2023</p>	<p><u>Dockless Vehicles</u> To keep the Sub Committee informed of activities to manage the use of dockless cycles and e-scooters in the Square Mile and any related issues.</p>	<p>Executive Director, Environment</p>	<p>April 2021 Sep 2021 Dec 2021 Feb 2022 Sep 2022 Nov 2022 Mar 2023 May 2023 July 2023 26 September 2023</p>	<p>Officers met with Lime and HumanForest (now called Forest following a rebrand) alongside Members over the summer to discuss performance and compliance. Issues were raised with operators, including parking compliance and vehicle “hacking”, and they updated their performance improvement plans in response.</p> <p>Officers will continue to meet with Operators on a regular basis, including those not currently approved to operate in the City (Dott and Tier).</p>
<i>Date</i>	<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>

<p>3 December 2019 25 February 2020 7 July 2020 15 October 2020 1 December 2021 18 February 2021 08 July 2021 10 Sep 2021 15 Feb 2022 31 May 2022 05 July 2022 08 Nov 2022 06 Feb 2023 7 March 2023 23 May 2023 4 July 2023 26 Sept 2023</p>	<p><u>Beech Street Transport and Public Realm Improvements</u> The project will address air quality issues by reducing traffic that pass through the tunnel. At the same time, it aims to deliver a vibrant street with a high-quality public realm at the centre of the Culture Mile, which will also provide the opportunity to realise property outcomes.</p>	<p>Executive Director Environment</p>	<p>May 2022 Nov 2022 Nov 2022 February 2023 May 2023 July 2023 26 Sept 2023</p>	<p>This project was essentially agreed to work towards closure following the decision to not reintroduce the Zero Emission Street Scheme.</p> <p>The focus of work turns to the Healthy Neighbourhood plan that is being jointly progressed with the London Borough of Islington.</p>
<i>Date</i>	<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>

<p>31 May 2022 17 Jan 2023 7 March 2023 23 May 2023 4 July 2023 26 Sept 2023</p>	<p><u>Bank Junction Traffic & Timings Review</u></p>	<p>Executive Director, Environment</p>	<p>Sep 2022 Nov 2022 Jan 2023 March 2023 May 2023 June 2023 July 2023 Sept 2023</p>	<p>Following the decision of the Court of Common Council in July, work is progressing on the next phase of the review, with a request for a progress report to be received by the Court in December 2023.</p>
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