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Operational Property and Projects Sub Committee

Date: **THURSDAY, 26 JANUARY 2023**

Time: 10.00 am

Venue: **COMMITTEE ROOMS, WEST WING, GUILDHALL**

Members:

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

Enquiries: **Polly Dunn**
Polly.Dunn@cityoflondon.gov.uk

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https://www.youtube.com/@CityofLondonCorporation/streams

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

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Michael Cogher
Acting Town Clerk and Chief Executive

AGENDA

19. **APOLOGIES**

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

3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 14 December 2022.

For Decision
(Pages 5 - 8)

4. **GW2: MUSEUM OF LONDON S278 PROJECT**
Report of the Executive Director Environment.

For Decision
(Pages 9 - 26)

5. **GW2: CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS**
Report of the City Surveyor.

For Decision
(Pages 27 - 54)

6. **GW4: 100 MINORIES PHASE TWO: PUBLIC REALM ENHANCEMENTS**
Report of the Executive Director Environment.

For Decision
(Pages 55 - 68)

7. **GW4: WANSTEAD PARK PONDS PROJECT**
Report of the Executive Director Environment.

For Decision
(Pages 69 - 86)

8. **GW3/4: CITY GREENING AND BIODIVERSITY - PHASE 3 OF THE COOL STREETS AND GREENING PROGRAMME**
Report of the Executive Director Environment.

For Decision
(Pages 87 - 162)

9. **GW3/4/5: 40 LEADENHALL STREET SECTION 278 HIGHWAY WORKS**
Executive Director Environment.

For Decision
(Pages 163 - 242)

10. **GW5: 51 LIME STREET S106 PUBLIC REALM ENHANCEMENTS - OUTSTANDING WORKS**
Report of the Executive Director Environment.

For Decision
(Pages 243 - 250)

11. **MONITORING OF THE FINANCIAL HEALTH OF CONTRACTS**
Report of the Chief Operating Officer.

For Information
(Pages 251 - 254)

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

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

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

For Decision

15. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 14 December 2022.

For Decision
(Pages 255 - 258)

16. **GW2: GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**
Report of the City Surveyor.

For Decision
(Pages 259 - 298)

17. **GW5: ST LAWRENCE JEWRY CHURCH**
Report of the City Surveyor.

For Information
(Pages 299 - 326)

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

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

OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE
Wednesday, 14 December 2022

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 14 December 2022 at 11.00 am

Present

Members:
Alderman Timothy Hailes (Chair)
Deputy Randall Anderson
Deputy Michael Cassidy
Deputy Shravan Joshi
Deputy Edward Lord
Anett Rideg

Officers:

Genine Whitehorne	-	Chief Operating Officer's Department
Rohit Paul	-	Chief Operating Officer's Department
Sarah Baker	-	Chief Operating Officer's Department
Paul Wilkinson	-	City Surveyor
Peter Young	-	City Surveyor's Department
Ola Obadara	-	City Surveyor's Department
John Galvin	-	City Surveyor's Department
Dorian Price	-	City Surveyor's Department
Jessica Lees	-	City Surveyor's Department
Ian Hughes	-	Environment Department
Peter Sebastian	-	Chamberlain's Department
Polly Dunn	-	Town Clerk's Department

1. **APOLOGIES**
Apologies were received from the Deputy Chairman – Deputy Rehana Ameer, Deputy Keith Bottomley, Deputy Madush Gupta, Deputy Christopher Hayward and Paul Martinelli.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.

3. **MINUTES**
With regard to item 7 of the minutes, it was requested that the resolution contain the Sub-Committee's requirement for a satisfactory business case.

For item 9, the Sub-Committee confirmed that the requirement for a project paper be included in the resolution wording.

RESOLVED – That, subject to these two revisions to items 7 and 9, the public minutes of the meeting held on 23 November 2022 be approved as an accurate record.

4. **TECHNICAL CLARIFICATIONS TO THE PROCUREMENT CODE**
Members considered a report of the Chief Operating Officer regarding changes to the Procurement Code.

RESOLVED, that Members approve two technical clarifications as described in the report, to the procurement processes contained in rule 15 of the revised Procurement Code effective from 3 January 2023.

5. **GW2: EPPING FOREST: COVID-19 DAMAGE TO SHARED USE TRAIL NETWORK**
Members considered a Gateway 2 report of the Executive Director Environment regarding COVID-19 Damage to the Shared Use Trail Network.

It was confirmed that initial funding for works was available. However, ongoing arrangements would be subject to the Capital Review.

RESOLVED, that Members:

1. Approve the project proposal to undertake the evaluation and design of the options presented in Section 9 of the report.
2. Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub-Committee.

6. ***CLIMATE ACTION STRATEGY (CAS) NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO**
Members received a report of the City Surveyor regarding the Climate Action Strategy workstream update for the operational portfolio.

A Member asked whether it was possible to review the ranking of the City's Estate portfolio, to assess whether specific buildings, such as the Barbican Estate, were contributing disproportionately to the City's carbon output.

RESOLVED, that the report be noted.

7. ***CYCLICAL WORKS PROGRAMME - MID-YEAR PROGRESS REPORT**
Members received a report of the City Surveyor regarding the mid-year progress of the Cyclical Works Programme.

Given that historic spends had been focussed on Health & Safety requirements, the Chairman reminded the Comm

RESOLVED, that the report be noted.

8. ***22/23 ENERGY & DECARBONISATION PERFORMANCE Q2 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Members received a report of the City Surveyor regarding the 2022/23 Energy and decarbonisation performance for the Operational Portfolio.

Members focussed on the bottom 5 performing sites – noting that the Guildhall School of Music and Drama Milton Court site and New Street (21) had the most significant percentage increases in kWh between 2021/22.

Whilst some of this increase was attributed to the Covid-19 pandemic, the City Surveyor confirmed that officers would investigate these two sites specifically and report back with greater detail as to the cause(s) of the increase.

RESOLVED, that Members note the report and commission a further report on the energy and decarbonisation performance at the Milton Court and New Street sites.

9. ***GW5 (ISSUES) - BEECH STREET TRANSPORTATION AND PUBLIC REALM PROJECT**

Members received a report of the Executive Director Environment regarding the Beech Street Transportation and Public Realm Project.

RESOLVED, that the report be noted.

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

There were no questions.

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

There was no other business.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 23 November 2022, be approved as an accurate record.

14. **WALBROOK WHARF STRATEGIC PURCHASE OPPORTUNITY**

Members considered a report of the City Surveyor regarding the Walbrook Wharf Strategic Purchase Opportunity.

15. **GW2: CENTRAL CRIMINAL COURT - CELL AREA DUCTING AND EXTRACT SYSTEM BALANCING**

Members considered a Gateway 2 report on the Central Criminal Court cell area ducting and extraction system balancing.

16. **GW3: BARBICAN FIRE SAFETY**
Members considered a Gateway 3 report of the City Surveyor regarding Barbican Fire Safety.

17. **GW4C: GUILDHALL COOLING PLANT REPLACEMENT**
Members considered a Gateway 4 report of the City Surveyor regarding the Guildhall Cooling Plant Replacement.

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.

19. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 11.30 am

Chairman

Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

Committees: Operational Property and Projects Sub - for decision Streets & Walkways Sub – for decision	**Dates:** 26 January 2023 17 January 2023
Subject: Museum of London S278 project **Unique Project Identifier:** *tbc*	**Gateway 2: Project Proposal** Complex
Report of: Executive Director – Environment **Report Author:** Clarisse Tavin	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	Project Description: Highway and Public Realm improvement works in the vicinity of the new Museum of London development in West Smithfield associated with required change for the development. Next Gateway: Gateway 3 - Outline Options Appraisal (Complex) Next Steps: • Evaluate the scope of the Section 278 agreement and scheme of highway works with the developers. • Evaluation and Design development including baseline pedestrian modelling and traffic assessments • Stakeholder engagement prior to the outline options appraisal and GW 3. Requested Decisions: 1. That a budget of £100,000 is approved to reach the next Gateway, when received from the developer; 2. Note the total estimated cost of the project at £5-£10M (excluding risk) at this preliminary stage; 3. Authorise officers to enter into a Section 278 agreement with the developer at the appropriate time. 4. Delegate authority to Chief Officer, in consultation with the Chamberlain to increase and or adjust the project budget for the Design and Evaluation phase, if following

<table>
<tr><td></td><td>initial Design and Evaluation work, further investigation is deemed necessary to complete the phase (to be carried out at the Developer's cost).</td></tr>
<tr><td>2. Resource requirements to reach next Gateway</td><td>
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Staff costs</td><td>Project Management, and Stakeholder Engagement</td><td>S.278
(Design & Evaluation Fee (receipted)</td><td>£30,000</td></tr>
<tr><td>Staff costs</td><td>City of London Highways Engineer</td><td>S.278
(Design & Evaluation Fee (receipted)</td><td>£10,000</td></tr>
<tr><td>Fees</td><td>Surveys and consultants</td><td>S.278 Design & Evaluation Fee</td><td>£60,000</td></tr>
<tr><td>Total</td><td></td><td></td><td>£100,000</td></tr>
</table>
Costed Risk Provision requested for this Gateway: £0
</td></tr>
<tr><td>3. Governance arrangements</td><td>• Service Committee: Streets and Walkways Committee
• Senior Responsible Officer: Bruce McVean, Assistant Director, Policy & Projects Team, City Operations</td></tr>
</table>

Project Summary

4. Context	1. The Planning Applications Sub-committee resolved to grant planning permission for the the new Museum of London in West Smithfield (19/01343/FULEIA) on 22 November 2022. The new activities attracted to the development necessitates improvements to the street environment ensuring enhanced safety and

	attractiveness, as well as creating the setting for a new Museum of international renoun. 2. The changes to the highway to facilitate the development will form the scheme of highway works around the site. To align with the tight programme for the new Museum and its soft launch, currently planned in 2025, it is necessary to progress the scheme of highway works and the S278 promplty. 3. It is therefore requested that the project be initiated now in advance of receipt of funds to ensure that there is not a delay once the payment is made. 4. At the current time it is likely that the part of the site known as the Annexe Site, will be delivered by the City Corporation itself as landowner. In this situation the City Corporation as landowner are likely to be responsible for those highway works necessary to make the Annexe Site acceptable. In respect of any works that the City Corporation are responsible for as landowner, these cannot be secured through a s278 agreement because the City cannot enter into a legal agreement with itself. These works will be need to be approved pursuant to the condition which will be attached to the planning permission, and the cost of these works will be met by the City Corporation as landowner. 5. It is likley, at the time of writing, that the signing of the S106, which would normally release the payment for the design and evaluation fee for the S278, may be a little way off. It is therefore proposed to progress with an exchange of letters between the City of London and the Developers to intiate the Design and Evaluation payment, in advance of the S106 being signed. Which ever process activates the receipt of funds first will allow the project to commence. 6. In parallel to the works required to faciliate the the Museum and Annexe Site develoment through the S278 project, the existing Smithfield Public Realm project will continue to be developed to ensure the public realm in the vicinity of the development delivers a world class visitor destination in line with Destination City. 7. Whilst there are two projects , the design team will be coordinated in its approach and delivery.

5. Brief description of project	The S278 project aims to deliver the necessary highway, transport, security and public realm works in the vicinity of the new Museum of London (including the Annexe Site). The S278 project will focus on the works required for the operation of the new museum and the Annexe Site in terms of safety and function. The enhancements (specified in conditions which will be included on the planning permission) may include but are not limited to:- • Widening and making good of footways surrounding the Development Site; • Improvements to existing crossings and provision of new crossing facilities; • Any other safety measures to ensure safe pedestrian passage to, from and between the General Market, the Poultry Market and the Annexe Site; • Any changes to the highway to accommodate servicing of the Annexe Site and the General Market; • Provision of security measures on the highway if necessary to protect the Buildings and members of the public; • Provision of a coach drop-off and pick up facility; • Provision of suitable space for taxi pick-ups and drop-offs; • Provision of accessible parking spaces on the highway; • Provision of short stay cycle parking on the highway; • Changes to the kerbside function including market loading bays and hours of operation, waiting and loading restrictions; • Introduction of wayfinding measures on the highway. The Section 278 agreement will also capture the requirement for the Museum of London as developer to meet the cost of any remedial highway works required following the completion of the development. For the avoidance of doubt, for convenience in this report, the term ‘Section 278 project’ is used to refer to the works required to make both the Museum and Annexe parts of the development site, acceptable in planning terms.
6. Consequences if project not approved	1. There would be no mechanism through which the highway changes required to accommodate the development can be delivered and the developer will be in breach of a planning condition if they are unable to

	enter into a Section 278 agreement providing for the works necessary for the Museum to open. 2. Insufficient access requirements to new commercial activities provided by the new development would disadvantage road users with mobility impairments. 3. The public realm / materials surrounding the new development would not meet the requirements of the CoL Local Plan and supplementary planning documents. 4. Lack of cycling/pedestrian upgrades would not encourage shift to sustainable transport modes. 5. Highways that are not maintainable to agreed CoL standards.
7. SMART project objectives	1) Improvements for walking and cycling in the proximity of the development 2) Improved safety for all road users
8. Key benefits	Improvements to the surrounding highways and crossings to the Museum site will improve the site for people walking to the museum from public transport or other cultural attractions, encouraging shifts to more sustainable modes of transport. Public realm improvements will increase visitors to the area and promote the new commercial activities at the new development and will support the functional changes required by the Museum to facilitate their new development The area should be accessible to all, promoting inclusivity of the public realm as well as within the Museum. Following the initial evaluation of what is required around the site, the key benefits will be able to be better articulated at the next reporting stage.
9. Project category	4a. Fully reimbursable
10. Project priority	A. Essential
11. Notable exclusions	*None*

Options Appraisal

12. Overview of options	At this stage there is significant unknowns about the requirements of the S278 work. It is proposed that initial evaluation is undertaken following the receipt of the funding

	and an update report submitted setting out more detail on what will need to be included as part of the S278 investigations.

Project Planning

13. Delivery period and key dates	**Overall project:** The programme is influenced by the evaluation and design stage with three factors likely to determine the complexity of the project: • Road safety and any identified requirement to close a street (such as West Smithfield) • The scope of security infrastructure required • Any changes required to Farringdon Street which is a TfL managed street The developer has indicated an opening date of 2026 with a soft opening in 2025. The initial estimate is that this will be a challenging timeline to meet, hence the early request to initiate the project **Key dates:** *following receipt of funds indicative timeline • January 2023 – development works begin • Dec 2023 - highway design finalised following outline options appraisal (Gateway 3) • June 2024– Gateway 4 report to be finalised and submitted for approval • May 2025– Gateway 5 report to be finalised and submitted for approval • late 2025 – development works finish and public realm construction works to start on site. **Other works dates to coordinate:** TBC with highways/transport works programme and TfL.
14. Risk implications	**Overall project risk:** Medium • The level of change required to facilitate the development requires external and statutory approvals which do not align with the Developers timeline • Delays to the developer programme owing to changing market forces or engineering difficulties during construction delays the ability for the highway work to be undertaken in time • Linkages to the continued use of the operational market requiring different highway needs to that of the museum meaning that the phasing of work does not meet the Developers aspirations

15. Stakeholders and consultees	1. Local Ward Members 2. Owners/occupiers of adjacent buildings (including the development site) 3. Statutory consultees 4. TfL 5. Local residents 6. Neighbouring local authorities 7. Project Dependencies 8. Local stakeholders An equality impact assessment will be undertaken prior to Gateway 4.

Resource Implications

<table>
<tr><td>16. Total estimated cost</td><td colspan="2">Likely cost range (excluding risk): £5-10m
Likely cost range (including risk): £5-10m</td></tr>
<tr><td>17. Funding strategy</td><td>Choose 1:
All funding fully guaranteed</td><td>Choose 1:
Mixture - some internal and some external funding

<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Section 106 (Section 278 Design & Evaluation fee)</td><td>£100k</td></tr><tr><td>Section 278</td><td>£4.9 – £9.9m</td></tr><tr><td>Total</td><td>£5 - £10 m</td></tr></table></td></tr>
<tr><td>18. Investment appraisal</td><td colspan="2">Not applicable.</td></tr>
<tr><td>19. Procurement strategy/route to market</td><td colspan="2">The design and construction drawings are to be undertaken by City of London officers and CoL framework consultants.

The construction work is to be carried out by the City of London’s Term Highways Contractor.</td></tr>
<tr><td>20. Legal implications</td><td colspan="2">Where the City Corporation are satisfied it will be of benefit to the public, Section 278 of the Highways Act 1980 allows the City Corporation as highway authority to enter into an agreement with any person for the execution of works by the</td></tr>
</table>

	authority on terms that that person pays the whole or such part of the costs of the works as may be specified. The proposed works are considered to be of benefit to the public. Conditions on the planning permission will require the developers to enter into a Section 278 agreement with the City. The Section 278 agreement will be finalised before the Gateway 5 report is submitted for approval. The City Corporation as landowner are likely to be responsible for those part of the highway works which are necessary to make the Annexe part of the development acceptable in planning terms. The City Corporation cannot enter into a S278 agreement with itself, and as such the necessary works will be agreed pursuant to a planning condition which will require a scheme of highway works to be approved.
21. Corporate property implications	The existing Smithfield Public Realm project, developed with architects Hawkins/Brown and their subcontractors, was intended to develop a holistic plan for the public realm across the wider Smithfield area, which could then be delivered in stages to align with the different major developments, i.e. New Museum in West Smithfield followed by the East and West Markets. This was to allow a joined up and visually seamless vision to be delivered at different times. The S278 highway, security, and public realm improvements will need to work with both an operational Meat Market until c.2028 and then support the aspirations for the Garde II* listed East and West Market Buildings and Grade II Rotunda to become an exciting new international cultural and commercial destination. Therefore, as the S278 proposals evolve, the City Environment Team will continue to work closely with City Surveyors to ensure any physical changes at West Smithfield complement the wider area vision and future of the Meat Market buildings.
22. Traffic implications	Possible road closures and disruption to vehicle traffic during the construction phase. Other traffic implications will be assessed as part of the project evaluation. Pedestrian access on the public highway will be maintained at all times.
23. Sustainability and energy implications	2. There are relevant sustainability impacts associated with this project but they have not been considered to date The materials and working practises will be as per the sustainability criterion of the City of London's Term Highways Contract. The design will seek to integrate sustainable measures in line with the Climate Action Strategy. The level of sustainability impact associated with the project will be determined as the project is started to be fully scoped out, and impacts will be fully considered as the design develops.

24. IS implications	None
25. Equality Impact Assessment	An equality impact assessment will be undertaken as part of the design process.
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 Briefing
Appendix 2	Site location plans
Appendix 3	Risk Register

Contact

Report Author	Clarisse Tavin
Email Address	Clarisse.tavin@cityoflondon.gov.uk
Telephone Number	02073323634

Appendix 1 : Project Briefing

Project identifier			
[1a] Unique Project Identifier	tbc	**[1b] Departmental Reference Number**	*N/A*
[2] Core Project Name	Museum of London Section 278 project		
[3] Programme Affiliation *(if applicable)*	Markets Colocation Programme; Museum of London;		

Ownership	
[4] Chief Officer has signed off on this document	
[5] Senior Responsible Officer	Bruce McVean – Assistant Director
[6] Project Manager	Clarisse Tavin – Group Manager

Description and purpose
[7] Project Description
The Project will provide highway and Public Realm improvement works in the vicinity of the new Museum of London.
[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)?
• Local Plan • City Transport Strategy /Barbican and Smithfield 'Healthy Streets Plan' • Climate Action Strategy • Culture Mile Look and Feel Strategy • Destination City The project is required to support the of the new Museum of London and Annexe building.
[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] What is the link to the departmental business plan objectives?
3. Creating a welcoming seven-day City that is inclusive, clean, secure and accessible 4. Improving the quality and safety of the environment for businesses, workers, residents and visitors 5. Ensuring the built environment, businesses and people take action on and are resilient to climate change.

The Climate Action Strategy identifies pedestrian priority and improve pedestrian comfort as necessary conditions for Net Zero by 2050.					
[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?
1) Increased high-quality public realm, e.g. materials to meet SPD, greater capacity for people, improved accessibility, increased historic interpretation elements
2) Increased quantity of greenery and planting in the area; improved flood risk mitigation measures
3) Improved air quality
4) Radical reduction in vehicle movement in line with aims of the transport strategy; and improved road safety
5) Number of visitors increases
6) Healthy Streets Indicators improve for each space in the project area
[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.)
The project will mitigate two of the Corporate Risks. Wider footways and less traffic in the area will likelt result in fewer road collisions contributing to the mititgation of CR20. Reduction in veihcle traffic traffic is also likely to improve local air quality contributing to the mitigation of CR21. Benefits and outcomes will be measured and reported as part of the Transport Strategy Monitoring and reporting.
[14] What is the expected delivery cost of this project (range values)[£]?
£5-10m
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
TBC
[16] What are the expected sources of funding for this project?
Mixture - some internal and some external funding Mixture of funding sources – some external funding from the Museum of London and some internal funding form the City as land owner.
[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 Developer has indicated an opening date of 2026 with a soft opening in 2025. The initial estimate is that this will be a challenging timeline to meet, hence the early request to initiate the project.

Key dates: *following receipt of funds indicative timeline

• January 2023 – development works begin

• Dec 2023 - highway design finalised following outline options appraisal (Gateway 3)

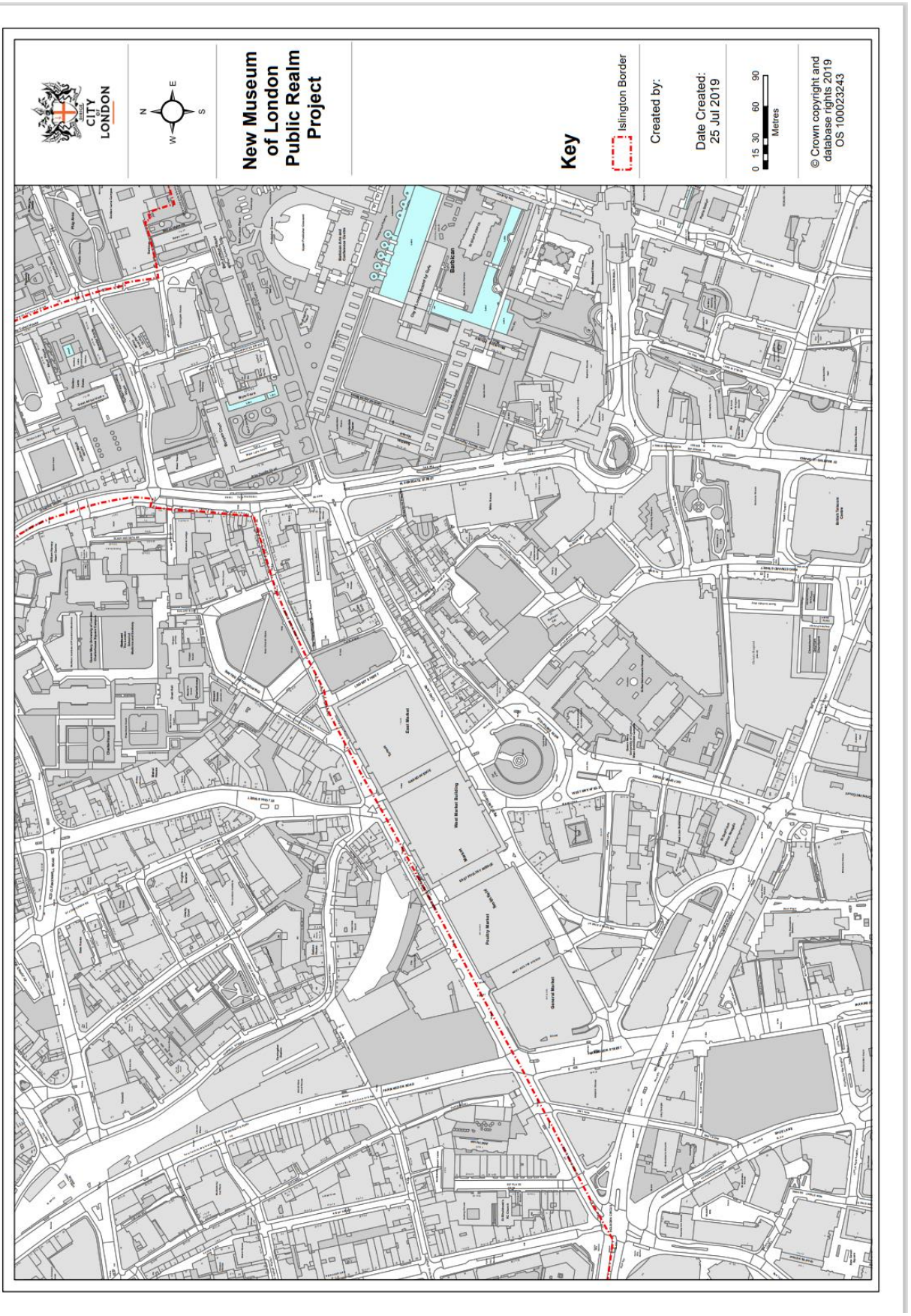
• June 2024– Gateway 4 report to be finalised and submitted for approval

• May 2025– Gateway 5 report to be finalised and submitted for approval

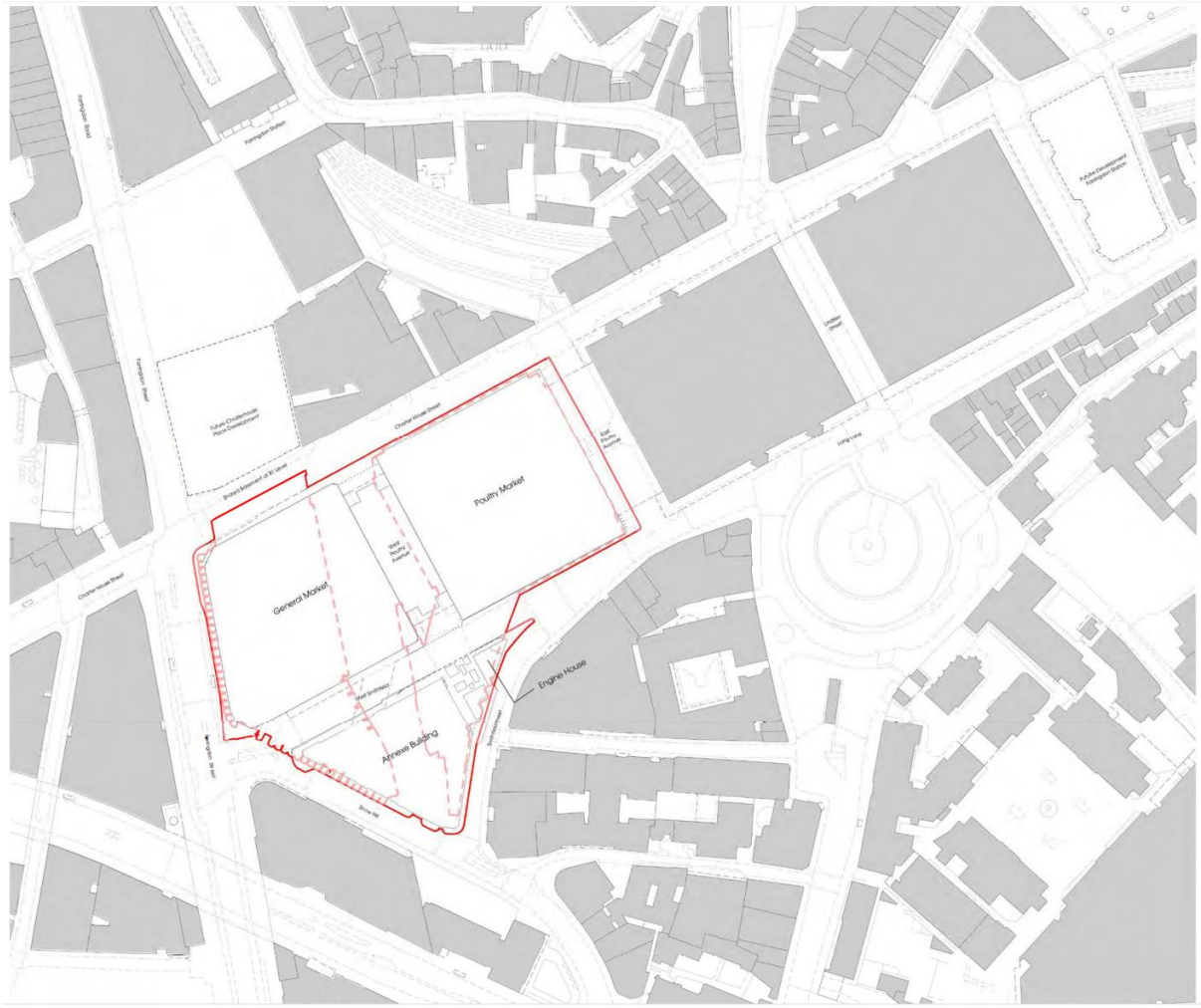
• late 2025 – development works finish and public realm construction works to start on site.

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?	
Yes- the wider Museum of London project, the Markets Consolidation Programme, initiatives are generating public interest and have media/ comms strategies in place.	
[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	Officer Name: tbc
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: tbc
Corporate Property	Officer Name: N/A
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: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	N/A

Appendix 2 : Site location plans



Museum of London - Location plan



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City of London: Projects Procedure Corporate Risks Register

Project Name:	Museum of London S278	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	8.9	**Open Risks**	14
Unique project identifier:	12375	**Total estimated cost (exc risk):**	£ 10,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.3	**Closed Risks**	0

General risk classification											Mitigation actions						CRP used to date	Use of CRP	Ownership & Action				Comment(s)
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score			Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to	
R1	2	(2) Financial	A - The cost of the project goes over the budget B - The project funding and the release of funds is not agreed in time to progress the project	a) The project scope may have to be reduced or further funding negociated with the Developers b) An additional committee may be required, which may cause delay of the project	Likely	Serious	8	£0.00			Regular budget monitoring, checking invoices and POs. During procurement processes, be clear about budget constraints. Project funding confirmed via committee reports in good time.	£0.00	Possible	Serious	£0.00	6	£0.00		14/12/22	Clarisse Tavin/PM	Policy and Projects		
R2	2	(4) Contractual/Partnership	Project Dependencies: Partnership management with key stakeholders including Museum of London, Market Co-location Programme and City Surveyors (the Annex building)	The agreed scope, objectives or cost of the project changes due to partner priorities diverging. The priorities change regulary.	Likely	Major	16	£0.00			Work closely with the team throughout the project to inform all parties about possible changes and to understand where there are issues arising. Where possible come to decisions approved by both parties. Meetings with partners held regularly.	£0.00	Possible	Serious	£0.00	6	£0.00		14/12/22	Clarisse Tavin/PM	Policy and Projects, Musem of London, Market Consolidation Programme and City Surveyors		
R3	2	(4) Contractual/Partnership	Project Dependencies: The Market building and the Rotunda occupancy and exact use is unknown at this stage of the project	This risk could have an impact on scope, budget and reputation. Project could be significantly delayed. Potential uses of the Market and the Rotunda could be in conflict with aspiration for the Public Realm.	Possible	Serious		£0.00			Regular meeting are in place and good communication is maintained with Market Co-location team and Consultants. Three team design meetings scheduled regulary and the client for both projects meets weekly. KPI's for each project are being set.	£0.00	Likely	Serious	£0.00	8	£0.00		44909		City Public Realm and Market Consolidation Programme		
R4	2	(3) Reputation	The project is delayed and does not meet MoL opening deadline	If the project does not meet important deadlines relating to project dependencies it could impact on the City of London's reputation and cause further delays for all related major projects	Possible	Major	6	£0.00			Ensure project programme is up to date and there is enough contingency within the programme. Ensure public engagement on the concept design is planned well in advance.	£0.00	Possible	Serious	£0.00	6	£0.00		44909	Clarisse Tavin/PM	Policy and Projects		
R5	2	(9) Environmental	Scope: Improvements need to be significant enough to meet the Healthy Street plan and Culture Spine outcomes	The targets in Transport Strategy and Culture Mile Look and Feel strategy would not be met.	Possible	Major	12	£0.00			Continued engagement with transportation team, transportation consultants and Culture Mile team as part of the design process.	£0.00	Possible	Serious	£0.00	6	£0.00		44909	Clarisse Tavin/PM	Policy and Projects		
R6	2	(4) Contractual/Partnership	Signature of S106 and S278 agreements delayed	The risk could result in delay to start the project	Possible	Major	12	£0.00			Continued engagement with MoL and City Surveyor teams.	£0.00	Possible	Serious	£0.00	6	£0.00		44909	Clarisse Tavin/PM			
R7	2	(2) Financial	Delay to receive Design & Evaluation payment	The risk could result in delay to the start of the Design & Evaluation work and impacting on the overall project programme	Possible	Major	12	£0.00			Regular discussions with MoL and City Surveyor teams	£0.00	Possible	Serious	£0.00	6	£0.00		44909				
R8	2	(3) Reputation	Conflicting opinions about the scope and objectives of the project	The risk could result in lack of consistent decision making. This could cause change in scope and have an impact on cost estimation, time and reputation.	Possible	Serious	6	£0.00			Ensure that good communication is maintained and members are reciving regular project updates. Keep Chief Officers updated	£0.00	Unlikely	Minor	£0.00	2	£0.00		44909	Clarisse Tavin/PM	Policy and Projects, Environment Department Diector		
R9	2	(3) Reputation	Residents object to the project	The project is not able to fulfil its initial objectives. It could have an impact on scope and delay the project by looking for alternative design solutions.	Unlikely	Serious	4	£0.00			Residents Representative to sit on Stakeholder Working Party. Engagement on concept design. Initiate communication with residents through e-bulletin, letters, public consultation, meeting/events. Comms Strategy updated regularly.	£0.00	Rare	Minor	£0.00	1	£0.00		44909	Clarisse Tavin/PM	Policy and Projects		
R10	2	(3) Reputation	Delays to vacate the Poultry Market causes problems to City Public Realm project	The risk could have an impact on scope, cost estimate, time and reputation. Trades objectives could cause issues for all parties involved in the project.	Possible	Major	12	£0.00			Work closely with the MCP team who are leading on trades engagement. Engagement withMarkets team to understand trades' business needs.	£0.00	Possible	Serious	£0.00	6	£0.00		44909	Clarisse Tavin/PM	Policy and Projects and MCP Team		
R11	2	(3) Reputation	Local businesses object to transportation changes and proposed design option	The project is not able to fulfil its initial objectives. It could have an imapct on scope and delay the project by looking for alternative design solutions.	Possible	Serious	6	£0.00			Ensure good communication with local businesses through surveys, e-bulletin, letters, public consultation, and other meeting/events and regular project updates are in place.	£0.00			£0.00		£0.00		44909	Clarisse Tavin/PM	City Public Realm		
R12	2	(4) Contractual/Partnership	Problem with decision making between the designs teams working on the different buildings and public space	Lack of clear lines of responsibilities and poor communication could cause project delay in all consultants team. This would have an impact on budet and reputation.	Possible	Major	12	£0.00			Ensure that good communication is maintained between three separate consultants team and regular meetings are in place.	£0.00			£0.00		£0.00		44909	Clarisse Tavin/PM	City Public Realm, MCP team, Museum of London team		
R13	2	(2) Financial	Issues relating to appointment of consultants	Delays cause by problems with finalising contracts with consultants	Unlikely	Major	8	£0.00			City procurement practices are in place	£0.00			£0.00		£0.00		44909	Clarisse Tavin/PM	Policy and Projects		
R14	2	(3) Reputation	Lack of clear and effective comunication with LB Islington	Poor communcation with LB Islington could impact scope of the project and cause delay. It would also impact project reputation.	Unlikely	Serious	4	£0.00			Ensure that good communication is maintained with LB Islington and regular meetings are in place.	£0.00			£0.00		£0.00		44909	Clarisse Tavin/PM	Policy and Projects		
R15	2	(3) Reputation	Lack of internal resources (PM) delaying the progress of the project	Identification of internal resources or use of City framework to ensure required resources are allocated for the progress of the project	Possible	Serious	6	£0.00			Good resource management or use of City Framework	£0.00			£0.00		£0.00		44909				

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Committees: Policy and Resources Committee – for decision Operational Property and Projects Sub Committee – for decision	**Dates:** 15th Dec 2022 26th Jan 2023
Subject: Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings **Unique Project Identifier:** 12372	**Gateway 2 Project Proposal:** Regular
Report of: City Surveyor **Report Author:** Rodrigo Matabuena	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** This programme covers a portfolio of capital interventions to be delivered to decarbonise the most carbon intensive City of London operational buildings, in line with the Climate Action Strategy net zero targets. **Next Gateway:** Gateway 3-5 or Gateway 3/4 Next Steps: To produce Investment Grade Proposals for the projects following the proposed timeline in Appendix 1. Requested Decisions: 1. Note that these proposals relate to an element of central funding previously allocated in principle to capital interventions under the Climate Action Strategy.

	2. Note the total estimated cost of the programme is **£5,311,867** (excluding risk). 3. Note the costed risk budget of **£1,274,847** to cover potential budget variations attributable to unforeseen inflation fluctuations, potential delays due supply chain issues and asbestos removal. This budget will not be materialised at this stage and is not requested at this stage. 4. That a budget of **£250,000** from the above Climate Action provisions be approved to progress the work to Gateway stages 3 – 5 (£105,000 City Cash, £143,000 City Fund, £2,000 Bridge House Estates) 5. Note that for expediency, Policy and Resources Committee members are asked to approve the drawdown of the £248,000 in lieu of the Resource Allocations Sub-Committee (noting £2k is within the remit of the BHE Board).
2. Resource requirements to reach next Gateway	To reach the next Gateway stage, some projects will require further technical surveys or enabling works (such as planning applications or design studies). A budget of £250,000 is requested to support the development of this portfolio to Investment level. Individual Gateway stage 3 – 5 papers will be produced per each individual projects or building.
3. Governance arrangements	All projects will be reported collectively to the following: • SRO: Damian Nussbaum, Director of Economic Development • Corporate Projects Board • Policy and Resources Committee • BHE Board as relevant However, decision on the GW 3 – 5 papers is expected be obtained by the SRO, under the CAS delegated authority, for projects under £1m. Capital Funding has previously been approved in principle by RASC, but for expediency, P&R Members are requested to approve the drawdown of the £248k required to reach the next gateway (Note BHE Board have approved relevant amounts in principle) . Given the relatively low complexity of some of the projects, in some instances, the GW stages 3 – 5 will be combined. However, capital intensive projects will follow the GW 3/4 and GW5 stages.

Project Summary

4. Context	4.1 In January 2020, the City of London Corporation (City Corporation) set out on a fast-paced, cross-City Corporation journey to develop an ambitious Climate Action Strategy (CAS). 4.2 The City Corporation assessed the carbon footprint across both its own varied property holdings and the Square Mile, to develop a plan to achieve Net Zero by 2027 for scope 1 and 2 emissions and Net Zero by 2040 across the investment portfolio and supply chains. 4.3 The CAS marked the start of a new and transformative programme of action. On 8th October 2020, the CAS was adopted by the Court of Common Council for the City Corporation. Fifteen costed project delivery areas have since been consolidated into ten project plans. 4.4 This paper refers to the "NZ1 Corporate Property and Housing Landlord Areas" Project Plan. The year 2 plan and the tasks associated with it has been approved at the Policy and Resources Committee on 5th May 2022.
5. Brief description of project	5.1 City of London have an existing Call-off-Contract with Vital Energi under GLA's Retrofit Accelerator for Workplaces Framework (the Energy Performace Contract), for which Vital Energi (the Service Provider) will provide a range of services including High Level Assessments, Investment Grade Proposals and Works Contracts to carry out Energy Efficiency Measures under an Energy Performance Guarantee. 5.2 Vital Energi have produced High Level Assessments (HLA) of the top fifteen highest energy consuming sites within the Operational Property Portfolio (see Appendix 1). Each HLA contains recommended projects to reduce consumption (and therefore carbon) with a savings guarantee and a cost estimate. Projects include LED lighting, insulation and draught proofing, ventilation fan upgrades, pump and valve replacements, Building Management System (BMS) optimisation, Solar Photovoltaics (PV) panels, improvements to Heating, Ventilation and Air Conditioning (HVAC) systems, heat pumps, swimming pool covers and humidification systems. Please refer to Annex 1 for further details.

	5.3 As a portfolio, these projects have an overall carbon saving of 520 tCO_2/annum with an energy cost saving of £550,000 per annum at a project cost of £5,338,615 (excluding risk). The average payback of the portfolio is therefore 10.1 years. The overall cost per ton of carbon saved is £10,250 /tCO_2. Energy cost savings will return to the Build Back Better fund on behalf of City Fund and City's Cash, with savings relating to BHE remaining with their unrestricted income funds. A monitoring and verification process will be conducted in order to confirm savings after each project has completed in order to determine these returns. 5.4 The portfolio consists of a mixture of projects which provide carbon and cost savings. The projects have been selected considering the following: - Investment vs Carbon / Cost reduction (cost effectiveness) - Complexity of implementation: including access to the site, disruption to the site's operation, periods of availability for works. - Timeframe for delivery - Interdependency with other projects 5.5 This paper sets out the list of proposed projects for future spend of CAS Y2 and Y3 capital funds. 5.6 If approved, the next step will be to proceed to individual "sub-project" GW3-5 papers primarily on a site-by-site basis or combined into projects covering multiple sites if deemed beneficial. The GW3-5 papers will be submitted in the usual way to the Climate Action Strategy Delegated Authority, to request funding for budgets up to £1m. Following approval individual GW3-5 paper, the project will proceed to construction under the Call-Off Contract. It will also be required to commission additional technical surveys to develop the GW3 – 5 papers. Each GW3-5 paper will be appended an overall programme overview to ensure implications to the overall programme are understood while making decisions. 5.7 There may be specific scenarios where the project should be procured outside of the existing Call-Off Contract (such as a specialist contractor being required, or tighter control of the project required). This will be explored in more detail during the preparation of the GW3-5 paper and the procurement route identified as necessary.

	5.8 The total value of all sub-projects will not exceed the value set out in the initial GW2 paper. As GW3-5 papers are produced for each sub-project, there may be changes to their budgets as well as some projects which do not progress further. Bi-annual progress reports will be presented to reflect said changes. 5.9 The list of projects may change because of numerous factors, such as a change in circumstances at sites, planning conditions, or more beneficial projects identified as a result of further surveys. Such changes will also be updated in the progress reports. 5.10 The portfolio of projects is expected to be delivered over the financial years 2022/23 – 2024/25. The budget expenditure timeline is highlighted in Appendix 1.4. 5.11 In the case of centrally funded sites, financial savings that are made will accrue back to the City Corporation as a contribution to the Build Back Better Fund held in City Fund or City's Cash as appropriate, and will remain within the unrestricted income funds for BHE. Therefore, departmental local risk budgets will be adjusted accordingly. A monitoring and verification process will be conducted and reported on at GW6 to confirm the energy savings. 5.12 The financial performance of the proposed projects (paybacks) has been aligned to the assets management plan, ensuring that the paybacks are within the period of occupation / operation of the buildings. 5.13 In the case of locally funded sites, financial savings accrue back to the respective site's operational budget. The appropriate project funding source will be sought in each specific case. 5.14 The estimated costs and savings set out in this paper will be regularly reviewed and reported throughout the project. A post-project verification exercise will be carried out, aided by the additional metering equipment and software upgrades included within the project. 5.15 A budget of £250,000 will be required to perform additional technical surveys or works such as: heat metering, asbestos surveys, planning advice, etc. This budget has been estimated as a 5% of the capital costs of the proposed works.
6. Consequences if project not approved	6.1 Missed opportunity to reduce the carbon emissions of the City of London Corporation by 520 tCO_2e/yr which represents a significant proportion of the reduction

	requirements to meet the City of London's net zero carbon target. 6.2 Missed opportunity to reduce the energy costs to the City of London Corporation by £550,000 /yr. 6.3 Most of the projects include the replacement/refurbishment of existing building services which would currently require cyclical replacement, and hence investment, within 5-10 years.
7. SMART project objectives	7.1 Each project achieves specified performance and design parameters, within the framework of the Energy Performance contract with energy and financial savings guarantee. 7.2 Each project achieves high levels of stakeholder and user satisfaction. All projects will be developed jointly with local FM teams and asset managers. 7.3 Minimise disruption to the site's occupants and services. 7.4 Energy cost savings of c.£550k/year. 7.5 Carbon emission savings of c.520 tCO_2e/yr.
8. Key benefits	8.1 Compliant and high-quality building services which satisfies needs. 8.2 Lower energy and maintenance costs for the City of London Corporation. 8.3 Energy and carbon emission savings to contribute towards City of London Corporation targets.
9. Project category	5. Other priority developments
10. Project priority	A. Essential
11. Notable exclusions	None

Options Appraisal

12. Overview of options

Option	Carbon Savings	Cost Savings	Additional benefits
Option 1: Not doing anything	Will not deliver any additional carbon savings. Only savings from the electrical grid decarbonisation can be expected.	Will not deliver any additional cost savings to the CoL This will lead to a higher exposure to energy costs volatility.	It will not require any capital expenditure from the Climate Action Fund. No need to incur in monitoring and evaluating costs.
Option 2: Develop individual projects as and when maintenance or cyclical replacement is carried out on each site	Some carbon savings will be achieved but some opportunities will be missed. This approach will lead to a slow and limited response when planning carbon-saving interventions.	Similarly, some energy and financial savings will be achieved but not maximised. Difficult to forecast the total financial savings.	Intermediate level of investment required with potential overlaps with existing maintenance budgets.
Option 3: Develop the proposed programme	Highest level of carbon emission reductions in the region of 520 tCO2/year	Will generate savings in the region of £550,000 per annum	Would allow the CAS budget to be forecasted and planned in the near and mid-term.

Conclusion:

The Option 3 is the only option that will deliver on the Climate Action targets and will also generate significant and predictable cost savings to the Corporation.

Inaction is not supportive of the Climate Action Strategy.

Relying on performing interventions as and when cyclical works are carried out will be delivering Business as Usual. This will deliver certain benefits but will not be enough to achieve the CAS objectives.

Project Planning

<table>
<tr><td>13. Delivery period and key dates</td><td>Overall project:
Sept 2021: Surveys commenced
July 2022: Surveys completed
Dec 2022: GW2 approval for overall project programme
Jan 2023: First GW3-5 Paper for individual projects, with other GW3-5 papers submitted on an ongoing basis. Preparation of Investment Grade Proposals to support GW3-5 papers.
Mar 2023: Commencement of construction of individual projects
Mar 2025: Completion of construction</td></tr>
<tr><td>14. Risk implications</td><td>Overall project risk: Medium
14.1 A costed Risk Register is presented in Appendix 2, covering changes in scope and potential rectifications, additional professional fees and surveys, potential management of asbestos, as well as provision to allow for large inflation rates experienced in the current climate.
14.2 The costed risk will not be materialised at this stage and has been presented for information purposes.
14.3 A more accurate cost estimation for individual projects, and hence a detailed estimation of the costed risk post-mitigation, will be produced at the next Gateway stage, informed by further project development work undertaken by the requested consultancy resource.</td></tr>
<tr><td>15. Stakeholders and consultees</td><td><table>
<tr><td>Chamberlains: Finance</td><td>John James, Sonia Virdee</td></tr>
<tr><td>Chamberlains: Procurement</td><td>Darren Judge</td></tr>
<tr><td>Comptroller</td><td>Philip Mirabelli</td></tr>
<tr><td>Corporate Property</td><td>Pete Collinson, Matt Baker,
Richard Chamberlain, Jonathan Cooper,
Paul Friend, Peter Young</td></tr>
</table></td></tr>
</table>

	Property specific stakeholders	See Appendix 1.	

Resource Implications

16. Total estimated cost	Likely cost range (excluding risk): *£5,000,000 - £5,312,000* Likely cost range (including risk): *£6,000,000 - £6,587,000*	
17. Funding strategy	Choose 1: Partial funding confirmed	Choose 1: Internal - Funded wholly by City's own resource

	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)
City's Cash	£2,221,609.50	£533,186.00	£2,754,794.00
City Fund	£3,043,612.50	£730,466.00	£3,774,078.00
Bridge House Estates	£46,645.00	£11,195.00	£57,839.00
TOTAL	**£5,311,867.00**	**£1,274,847.00**	**£6,586,711.00**

Financial savings where this relates to City's Cash and City Fund will return to the Build Back Better Fund. Those for BHE will remain within unrestricted income funds.

18. Investment appraisal	18.1 The Chamberlain have requested that financial savings that are made will accrue back to the City as a contribution to the Build Back Better Fund held in City Fund or City's Cash. As a consequent departmental local risk budgets will be adjusted accordingly. Savings for BHE will remain within the unrestricted income funds of the charity. 18.2 The majority of projects are for the upgrade and replacement of existing building services with more energy efficient equivalents, such as LED lighting. This will result in a reduction in the outstanding maintenance liabilities and future cyclical replacement costs to the City Corporation. 18.3 Payback and NPV are the main financial indicators used to prioritise the projects.

	The estimated costs and savings set out in this paper will be regularly reviewed and reported throughout the project.
19. Procurement strategy/route to market	19.1 The City Corporation have an existing Call-off-Contract with Vital Energi under the Greater London Authority's Retrofit Accelerator for Workplaces framework, for which Vital Energi (the Service Provider) will provide a range of services including High Level Assessments, Investment Grade Proposals and Works Contracts to carry out Energy Efficiency Measures under an Energy Performance Guarantee. 19.2 Vital Energy have undertaken surveys at the sites listed in this paper and produced High Level Assessments (HLAs) documents. On approval of this paper, Investment Grade Proposals (IGPs) will be produced in support of future individual GW3-5 paper. 19.3 The project works set out in this paper are to be carried out through entering into a new works agreement with Vital Energi, under the Call-off-Contract. Vital Energi will undertake the design and construction of the works and undertake the duties of Principal Contractor and Principal Designer. Following project completion, Vital Energi will undertake a Monitoring and Verification (M&V) exercise, in accordance with an agreed method and best practice industry standards, to evidence the achieved savings.
20. Legal implications	20.1 There will be individual contracts per site or per group of measures. It is envisaged that the contracts will be JCT Design & Build.
21. Corporate property implications	21.1 Investment in energy efficiency and decarbonisation projects is required to meet the targets set by the Climate Action Strategy. 20.2 Projects will align with existing site plans in order to minimise disruption and maximise opportunities during installation. 20.3 The projects will be planned in consultation with local FM teams and Asset Managers to ensure there is transparency in dates and deadlines.
22. Traffic implications	22.1 Not available at this stage. Any traffic disruption will be addressed in GW 3-5 papers.
23. Sustainability and energy implications	5. The project will achieve best practice/ industry leading standards (please provide further detail or evidence) 23.1 The programme will deliver carbon and energy efficiency improvements in the most energy intensive operational buildings.

	23.2 The Energy and Sustainability Team will be further consulted during the design and specification drafting stage to ensure all designs are compliant with existing City Corporation plans. All measures to be installed are consistent with the Climate Action targets and they go above and beyond the legal and regulatory energy performance obligations of the Operational Buildings. 23.3 The programme is aimed to improve the resilience of the City Corporation operations and reduce the overall cost of operation.
24. IS implications	24.1 Consultation with the City Corporation IT will be required for some projects which rely on IT networks e.g., Building Energy Management Systems Upgrades. 24.2 No cost implications are envisaged for the City Corporation IT department.
25. Equality Impact Assessment	25.1 An equality impact assessment will not be undertaken
26. Data Protection Impact Assessment	26.1 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	Detail Project Information
Appendix 2	Risk Register
Appendix 3	Project Briefing

Background Information

Resource Allocation Sub (Policy and Resources Committee) Committee, Monday 7th Sept 202

Contact

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Climate Action Capital Delivery – Phase 1

Appendix 1. Detailed Project Information

A1.1. Key Figures

Portfolio Highlights

Total Project Cost (ex. risk)	Total Costed Risk (Inflation adjusted)	Total Project cost (Risk + inflation adjusted)	Total Annual CO_2 Saving	Total Annual Energy Saving	Projected Energy Cost Savings	Portfolio Avg. Payback (years)	Portfolio Avg. £/tCO_2
£	£	£	tCO_2	kWh	£		
£5,311,867	£1,274,847	£6,586,711	520	3,235,302	£551,329	9.6	£ 10,233

A.1.2. Project List

Site Details	Intervention details	Project Manager / Lead Officer	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)	Projected Costs Savings	Projected Payback Period	Annual Energy Savings	Annual Carbon Savings (100's tCO2)	Fund
OS Hampstead Heath: Lido	Lido Hampstead Health Solar PV - Phase 2	Mark Donaldson	£106,740	£25,618	£132,358	£8,958	11.1	38,946.0	0.0053	City's Cash
OS Hampstead Heath - Kenwood House	Kenwood Nursery Solar PV	Mark Donaldson	£56,479	£13,555	£70,034	£5,596	9.4	24,332.4	0.0033	City's Cash
OS: Marlewood Estate	Marlewood Estate Solar PV	Mark Donaldson	£91,018	£21,844	£112,863	£11,237	7.6	48,855.3	0.0067	City's Cash
London Metropolitan Archives	Insulation of internal heating pipework and fittings	Mark Donaldson	£2,789	£669	£3,458	£797	3.3	7,970.0	0.0014	City Fund

Site Details	Intervention details	Project Manager / Lead Officer	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)	Projected Costs Savings	Projected Payback Period	Annual Energy Savings	Annual Carbon Savings (100's tCO2)	Fund
London Metropolitan Archives	Installation of solar pv array on roof of main building	Mark Donaldson	£109,337	£26,241	£135,578	£16,849	6.1	49,861.0	0.0068	City Fund
OS Epping Forest - The Warren	Cavity Wall Insulation - the Office	Mark Donaldson	£24,443	£5,866	£30,309	£97	236.2	967.0	0.0002	City's Cash
OS Epping Forest - The Warren	Cavity Wall Insulation - the Ancillary Barn	Mark Donaldson	£15,375	£3,690	£19,065	£61	236.3	608.0	0.0001	City's Cash
OS Epping Forest - The Warren	Cavity Wall Insulation - the workshop	Mark Donaldson	£16,016	£3,844	£19,859	£171	87.7	1,707.0	0.0003	City's Cash
OS Epping Forest - The Warren	Loft insulation - the Office	Mark Donaldson	£12,575	£3,018	£15,593	£128	92.0	1,278.0	0.0002	City's Cash
OS Epping Forest - The Warren	LED Lighting - the Office	Mark Donaldson	£22,730	£5,455	£28,185	£1,113	19.1	4,838.4	0.0007	City's Cash
OS Epping Forest - The Warren	LED Lighting - the Ancillary Barn	Mark Donaldson	£5,682	£1,364	£7,046	£1,217	4.4	5,292.0	0.0007	City's Cash
OS Epping Forest - The Warren	BEMS upgrade	Mark Donaldson	£48,862	£11,727	£60,589	£686	66.6	6,023.0	0.0010	City's Cash
OS Epping Forest - The Warren	Biomass boiler installation	Mark Donaldson	£93,191	£22,366	£115,557	£6,419	13.6	6,010.0	0.0166	City's Cash
Walbrook Wharf Cleansing Depot	Ventilation EC Fan Replacements	Mark Donaldson	£29,371	£7,049	£36,420	£17,364	1.6	75,494.7	0.0103	City Fund
Walbrook Wharf Cleansing Depot	Replace gas boilers and LTHW pumps with ASHPs and new pumps for Phase 2 (Main office) building	Mark Donaldson	£538,149	£129,156	£667,305	£11,205	40.7	226,871.9	0.0436	City Fund

Site Details	Intervention details	Project Manager / Lead Officer	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)	Projected Costs Savings	Projected Payback Period	Annual Energy Savings	Annual Carbon Savings (100's tCO2)	Fund
Guildhall Complex	Replacement of North Wing pumps	Mark Donaldson	£106,431	£25,544	£131,975	£25,316	3.9	110,070.7	0.0150	City Cash 50% / City Fund 50%
Guildhall Complex	LED lighting for external Guildhall	Mark Donaldson	£15,527	£3,726	£19,253	£2,488	5.8	10,815.9	0.0015	City Cash 50% / City Fund 50%
Guildhall Complex	LED lighting for Dance Porch	Mark Donaldson	£15,427	£3,702	£19,129	£1,309	11.0	5,690.4	0.0008	City Cash 50% / City Fund 50%
Guildhall Complex	LED lighting for City Centre Exhibition	Mark Donaldson	£50,229	£12,055	£62,284	£3,848	12.2	16,729.9	0.0023	City Cash 50% / City Fund 50%
Guildhall Complex	LED lighting for Amphitheatre	Mark Donaldson	£53,669	£12,881	£66,550	£7,152	7.0	31,095.9	0.0042	City Cash 50% / City Fund 50%
Guildhall Complex	LED lighting for East Wing	Mark Donaldson	£110,264	£26,463	£136,727	£8,459	12.2	36,779.0	0.0050	City Cash 50% / City Fund 50%
Guildhall Complex	LED lighting for North Wing	Mark Donaldson	£41,415	£9,939	£51,354	£5,335	7.3	23,193.6	0.0032	City Cash 50% / City Fund 50%
Guildhall Complex	North Wing AHUs	Mark Donaldson	£65,488	£15,717	£81,206	£3,429	17.8	14,909.0	0.0020	City Cash 50% / City Fund 50%
Guildhall Complex	East Wing AHUs	Mark Donaldson	£80,946	£19,427	£100,373	£13,934	5.4	60,584.6	0.0083	City Cash 50% / City Fund 50%

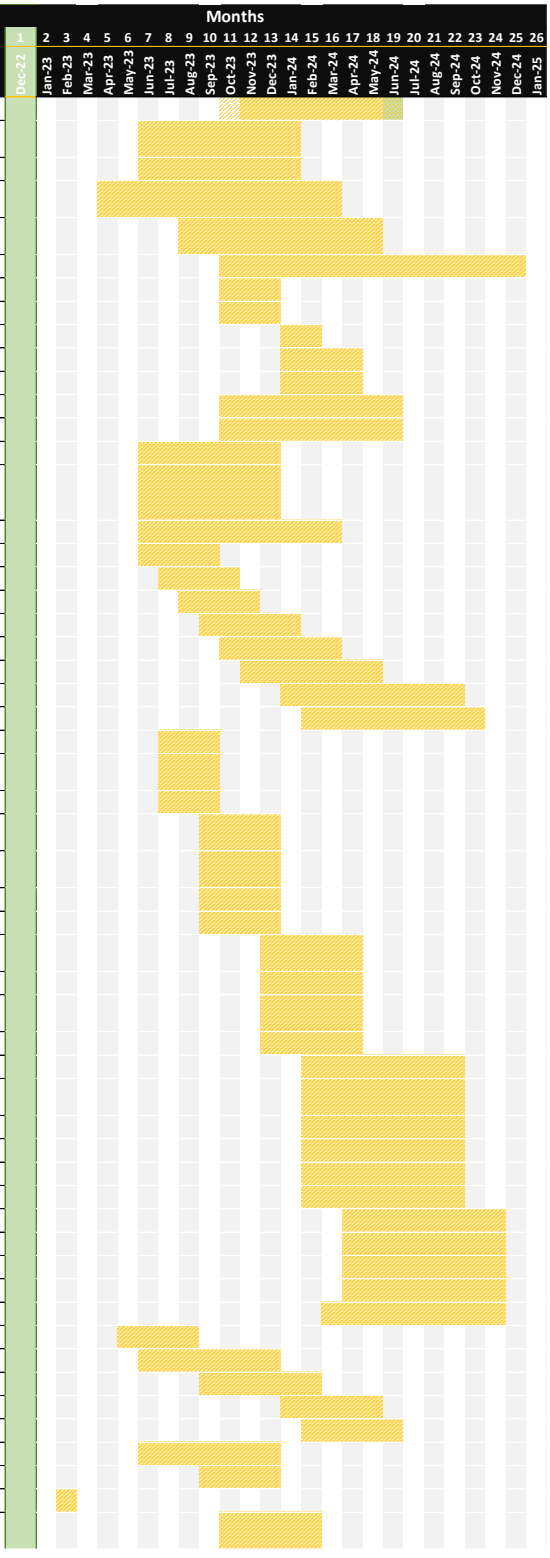
Site Details	Intervention details	Project Manager / Lead Officer	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)	Projected Costs Savings	Projected Payback Period	Annual Energy Savings	Annual Carbon Savings (100's tCO2)	Fund
Barbican Arts Centre	BEMS Optimisation	Mark Donaldson	£32,100	£7,704	£39,804	£41,064	0.7	264,344.0	0.0255	City Fund
Central Criminal Court	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Brendan Crowley	£146,713	£35,211	£181,924	£14,109	9.7	108,570.0	0.0182	City Fund
London Metropolitan Archives	BEMS Optimisation	Brendan Crowley	£10,875	£2,610	£13,486	£5,131	2.0	31,485.0	0.0050	City Fund
Walbrook Wharf Cleansing Depot	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Brendan Crowley	£45,232	£10,856	£56,088	£9,210	4.6	65,219.0	0.0107	City Fund
Mansion House	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Brendan Crowley	£89,099	£21,384	£110,483	£10,584	7.9	82,751.0	0.0139	City's Cash
New Street (21)	BEMS Optimisation	Brendan Crowley	£10,864	£2,607	£13,471	£4,786	2.1	29,180.0	0.0046	City Fund
Bishopsgate Police Station	BEMS Optimisation	Brendan Crowley	£10,158	£2,438	£12,595	£13,106	0.7	115,817.0	0.0200	City Fund
Tower Bridge	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Brendan Crowley	£46,645	£11,195	£57,839	£7,048	6.2	64,462.0	0.0112	Bridge House Estates
Heathrow Animal Reception Centre	BEMS Optimisation	Brendan Crowley	£8,521	£2,045	£10,567	£3,457	2.3	27,930.0	0.0047	City Fund
City of London Cemetery & Crematorium	BEMS Optimisation	Brendan Crowley	£7,804	£1,873	£9,676	£2,108	3.5	17,890.3	0.0031	City Fund
Open Spaces - Epping Forest	BEMS Optimisation	Brendan Crowley	£12,041	£2,890	£14,930	£1,463	7.7	12,855.0	0.0022	City's Cash

Site Details	Intervention details	Project Manager / Lead Officer	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)	Projected Costs Savings	Projected Payback Period	Annual Energy Savings	Annual Carbon Savings (100's tCO2)	Fund
Barbican Arts Centre	Heating Improvments	Brendan Crowley	£154,824	£37,158	£191,981	£41,373	4.0	-	-	City Fund
Barbican Arts Centre	BAC - Theatre Fly Tower, sub-stage, Control Room	Edmund Tran	£38,384	£9,212	£47,596	£19,076	2.0	78,084.0	0.0107	City Fund
Barbican Arts Centre	EC Fan Replacements	Edmund Tran	£274,736	£65,937	£340,673	£38,459	7.0	157,427.0	0.0215	City Fund
Barbican Arts Centre	Lighting Phase 2	Edmund Tran	£732,954	£175,909	£908,863	£19,800	36.0	81,050.0	0.0111	City Fund
Barbican Arts Centre	Concert Hall Lighting (Combined with CWP)	Edmund Tran	£241,543	£57,970	£299,513	£27,158	10.0	111,168.0	0.0152	City Fund
Barbican Arts Centre	Theatre Lighting (Combined with CWP)	Edmund Tran	£340,056	£81,613	£421,669	£21,299	18.0	87,185.0	0.0119	City Fund
GSMD	LED Lighting	Edmund Tran	£380,339	£91,281	£471,620	£28,055	13.0	114,840.0	0.0157	City's Cash
GSMD	BEMS Optimisation	Edmund Tran	£7,195	£1,727	£8,921	£5,594	1.0	22,897.0	0.0031	City's Cash
GSMD	EC Fan Replacements	Edmund Tran	£189,394	£45,455	£234,849	£5,584	33.0	22,858.0	0.0031	City's Cash
GSMD	Steam Humidification	Edmund Tran	£26,979	£6,475	£33,454	£1,421	18.0	5,816.0	0.0008	City's Cash
Mansion House	Heat Pump	Edmund Tran	£481,631	£115,591	£597,223	£26,568	16.0	681,429.0	0.1319	City's Cash
Mansion House	Draft Improvements	Rodrigo Matabuena	£26,028	£6,247	£32,274	£3,088	8.0	30,884.0	0.0055	City's Cash
Mansion House	Heating Improvments	Rodrigo Matabuena	£6,459	£1,550	£8,009	£5,797	1.0	33,632.0	0.0053	City's Cash
Mansion House	LED Lighting Replacements	Rodrigo Matabuena	£146,239	£35,097	£181,336	£18,371	8.0	75,200.0	0.0103	City's Cash
Mansion House	Fan Replacements	Rodrigo Matabuena	£31,443	£7,546	£38,989	£11,770	3.0	48,180.0	0.0066	City's Cash

Site Details	Intervention details	Project Manager / Lead Officer	Total project cost - Excluding risk (£)	Total costed Risk (£)	Total Project cost (inc. risk)	Projected Costs Savings	Projected Payback Period	Annual Energy Savings	Annual Carbon Savings (100's tCO2)	Fund
Mansion House	Ventilation Improvments	Rodrigo Matabuena	£55,634	£13,352	£68,986	£11,284	5.0	46,191.0	0.0063	City's Cash
Mansion House	Insulation (Pipework)	Rodrigo Matabuena	£2,307	£554	£2,861	£114	19.0	1,144.0	0.0002	City's Cash
Walbrook Wharf Cleansing Depot	Heating (Pumps & Valves)	Rodrigo Matabuena	£24,792	£5,950	£30,742	£1,284	18.0	7,890.0	0.0013	City Fund
Guildhall Complex	PowerTag Sub metering (BEMS) Pilot project	Mark Donaldson	£8,025	£1,926	£9,951	£0	-	-	-	City Cash 50% / City Fund 50%
Housing - General	Housing Estates BEMS (Trend) integration with Main CoL BEMS	Brendan Crowley	£10,700	£2,568	£13,268	£0	-	-	-	City Fund

A.1.3. Delivery Programme

Site	Project Activity	Start date	Duration (Months)	Completion (%)
OS Hampstead Heath: Lido	Lido Hampstead Health Solar PV - Phase 2	Oct-23	8	0%
OS Hampstead Heath - Kenwood House	Kenwood Nursery Solar PV	Jun-23	8	0%
OS: Marlewood Estate	Marlewood Estate Solar PV	Jun-23	8	0%
London Metropolitan Archives	Insulation of internal heating pipework and fittings	Apr-23	12	0%
London Metropolitan Archives	Installation of solar pv array on roof of main building	Aug-23	10	0%
OS Epping Forest - The Warren	Cavity Wall Insulation - the Office	Oct-23	15	0%
OS Epping Forest - The Warren	Cavity Wall Insulation - the Ancillary Barn	Oct-23	3	0%
OS Epping Forest - The Warren	Cavity Wall Insulation - the workshop	Oct-23	3	0%
OS Epping Forest - The Warren	Loft insulation - the Office	Jan-24	2	0%
OS Epping Forest - The Warren	LED Lighting - the Office	Jan-24	4	0%
OS Epping Forest - The Warren	LED Lighting - the Ancillary Barn	Jan-24	4	0%
OS Epping Forest - The Warren	BEMS upgrade	Oct-23	9	0%
OS Epping Forest - The Warren	Biomass boiler installation	Oct-23	9	0%
Walbrook Wharf Cleansing Depot	Ventilation EC Fan Replacements	Jun-23	7	0%
Walbrook Wharf Cleansing Depot	Replace gas boilers and LTHW pumps with ASHPs and new pumps for Phase 2 (Main office) building	Jun-23	7	0%
Guildhall Complex	Replacement of North Wing pumps	Jun-23	10	0%
Guildhall Complex	LED lighting for external Guildhall	Jun-23	4	0%
Guildhall Complex	LED lighting for Dance Porch	Jul-23	4	0%
Guildhall Complex	LED lighting for City Centre Exhibition	Aug-23	4	0%
Guildhall Complex	LED lighting for Amphitheatre	Sep-23	5	0%
Guildhall Complex	LED lighting for East Wing	Oct-23	6	0%
Guildhall Complex	LED lighting for North Wing	Nov-23	7	0%
Guildhall Complex	North Wing AHUs	Jan-24	9	0%
Guildhall Complex	East Wing AHUs	Feb-24	9	0%
Barbican Arts Centre	BEMS Optimisation	Jul-23	3	0%
Central Criminal Court	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Jul-23	3	0%
London Metropolitan Archives	BEMS Optimisation	Jul-23	3	0%
Walbrook Wharf Cleansing Depot	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Sep-23	4	0%
Mansion House	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Sep-23	4	0%
New Street (21)	BEMS Optimisation	Sep-23	4	0%
Bishopsgate Police Station	BEMS Optimisation	Sep-23	4	0%
Tower Bridge	BEMS Optimisation incl. Building Advisor roll out (Phase 2)	Dec-23	5	0%
Heathrow Animal Reception Centre	BEMS Optimisation	Dec-23	5	0%
City of London Cemetery & Crematorium	BEMS Optimisation	Dec-23	5	0%
Open Spaces - Epping Forest	BEMS Optimisation	Dec-23	5	0%
Barbican Arts Centre	Heating Improvments	Feb-24	8	0%
Barbican Arts Centre	BAC - Theatre Fly Tower, sub-stage, Control Room	Feb-24	8	0%
Barbican Arts Centre	EC Fan Replacements	Feb-24	8	0%
Barbican Arts Centre	Lighting Phase 2	Feb-24	8	0%
Barbican Arts Centre	Concert Hall Lighting (Combined with CWP)	Feb-24	8	0%
Barbican Arts Centre	Theatre Lighting (Combined with CWP)	Feb-24	8	0%
GSMD	LED Lighting	Apr-24	8	0%
GSMD	BEMS Optimisation	Apr-24	8	0%
GSMD	EC Fan Replacements	Apr-24	8	0%
GSMD	Steam Humidification	Apr-24	8	0%
Mansion House	Heat Pump	Mar-24	9	0%
Mansion House	Draft Improvements	May-23	4	0%
Mansion House	Heating Improvments	Jun-23	7	0%
Mansion House	LED Lighting Replacements	Sep-23	6	0%
Mansion House	Fan Replacements	Jan-24	5	0%
Mansion House	Ventilation Improvments	Feb-24	5	0%
Mansion House	Insulation (Pipework)	Jun-23	7	0%
Walbrook Wharf Cleansing Depot	Heating (Pumps & Valves)	Sep-23	4	0%
Guildhall Complex	PowerTag Sub metering (BEMS) Pilot project	Feb-23	1	0%
Housing - General	Housing Estates BEMS (Trend) integration with Main CoL BEMS	Oct-23	5	0%



A 1.4 Budget expenditure progression

Financial Year		
2022/23	**2023/24**	**2024/25**
£8,000	**£1,675,000**	**£3,629,000**

A 1.5 Sites in scope of the CAS Capital programme

Central Criminal Court
Guildhall Complex
City of London Freemen's School
City of London School
Billingsgate Market
Mansion House
Tower Bridge
Walbrook Wharf Cleansing Depot
London Metropolitan Archives
London Central Market (Smithfield)
Barbican Arts Centre
City of London School For Girls
New Spitalfields Market (Landlords)
GSMD - Sundial Court
GSMD

A1.6 Property specific stakeholders

Project	**Key stakeholders**	
Barbican Arts Centre	Jonathon Poyner	Julie Fittock
Central Criminal Court	Adam Rout	Nicholas Welland
Billingsgate Market	Dan Ritchie - Markets	Steven Chandler
Walbrook Wharf Cleansing Depot	Dorian Price	Julie Fittock
City of London School For Girls	John Hall - Bursar	Julie Fittock
City of London Cemetery & Crematorium		
GSMD	Jonathon Poyner	Julie Fittock
City of London Freemen's School	Oonagh O'Mahoney	Nicholas Welland
Guildhall Complex		
City of London School	Arnold Flanagan - Bursar	Julie Fittock
Heathrow Animal Reception Centre	Susie Pritchard	Julie Fittock
London Central Market (Smithfield)		Steven Chandler
London Metropolitan Archives	Tim Harris	Steven Chandler
LMA & Walbrook Wharf	Dorian Price	Julie Fittock
Mansion House	Nina Tsindides	Nicholas Welland
Open Spaces - Epping Forest	Paul Thompson	Nicholas Welland
OS Epping Forest - The Warren	Paul Thompson	Nicholas Welland
New Spitalfields Market	Emma Beard - Markets	Steven Chandler

New Street (21)	Martin O'Regan - CoLP	Julie Fittock
OS Hampstead Heath - Kenwood House	Stefania Horne	Julie Fittock
OS Hampstead Heath: Lido	Julie Fittock	
OS Epping Forest: Harrow Road	Nicholas Welland	
Tower Bridge	Jamie Bottono	Natasha Curson
Tower Hill Coach & Car Park	Ken Stone - DBE	Julie Fittock

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City of London: Projects Procedure Corporate Risks Register

Project Name:	CAS Capital Delivery Programme	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	8.9	**Open Risks**	7
Unique project identifier:	TBC	**Total estimated cost (exc risk):**	£ 5,311,867	**Total CRP used to date**	£ -	**Average mitigated risk score**	3.9	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification 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	Inflation rate increasing up to 15%	The overall cost of the projects will increase with labour intensive projects being less exposed to inflationary changes.	Likely	Major	16	£800,792.00	N	C – Uncomfortable	Allocate a budget to absorb a 15% inflation increase	£796,780.00	Likely	Minor	£0.00	4	£0.00	N/A	01/11/22	City Surveyor's, Corporate Energy Team	Rodrigo Matabuena		None of the Risks identified will be materialised at this GW stage. More quantifiable detail will emerge in subsequent GW stages.
R2	5	(2) Financial	Delays on program implementation due lack of dedicated project management resource	Programme failing to meet delivery deadlines	Possible	Serious	6	£106,772.00	N	C – Uncomfortable	The total project cost has been uplifted with a 7% provision for project management fees. A dedicated project manager is expected to be appointed to deliver the programme. Early engagement with Minor Projects Team to assess resource allocation.	£107,565.14	Possible	Minor	£0.00	3	£0.00	N/A	01/11/22	City Surveyor's, Corporate Energy Team	Rodrigo Matabuena		
R3	5	(4) Contractual/Partnership	Partnership with Vital Energi failing to deliver the projects as expected	Delays in the delivery of the programme. Additional procurement activities to source new contractors. Additional works and/or variation of works	Possible	Serious	6	£266,931.00	N	B – Fairly Confident	Review potential procurement routes for appointing new contractors. Allocating the necessary resources to ensure there is a close monitoring of Vital's activities.	£262,937.02	Possible	Minor	£0.00	3	£0.00	N/A	01/11/22	City Surveyor's, Corporate Energy Team	Rodrigo Matabuena		
R4	5	(5) H&S/Wellbeing	Asbestos Management	New asbestos surveys and potentially works to remove some asbestos.	Likely	Major	16	£106,772.00	N	C – Uncomfortable	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could include the timing of works, provision of temporary alternative services, and ensuring this is well communicated to stakeholders. Good selection of Main Contractor. Good communication between the project team and stakeholder.	£107,565.14	Likely	Minor	£0.00	4	£0.00	N/A	01/11/22	City Surveyor's, Corporate Energy Team	Rodrigo Matabuena		
R5	5	(2) Financial	Reduction on energy prices	A reduction on the energy prices would directly impact the financial performance of the proposed activities, increasing the length of the paybacks.	Possible	Serious	6	£0.00	N	C – Uncomfortable	Forecast the financial performance with conservative figures and update them regularly to ensure there is transparency in the projected financial performance. Procure contractors via Energy Performance Contract with guaranteed savings.	£0.00	Possible	Serious	£0.00	6	£0.00	N/A	01/11/22	City Surveyor's, Corporate Energy Team	Rodrigo Matabuena		
R6	2	(4) Contractual/Partnership	Site changes tenancy status forcing early decomissioning of the assets	Financial savings are not materialised	Possible	Serious	6	£0.00	N	D – Very Uncomfortable	Continuous consultation with asset managers throughout the implementation of the programme, ensuring the payback of any measures to be installed is within the life expectancy of the buildings / leases.	£0.00	Rare	Minor	£0.00	1	£0.00	N/A	01/11/22	City Surveyor's, Corporate Energy Team	Rodrigo Matabuena		
R7	5	(2) Financial	Delays to decision making or surveys due to a significant outbreak of the Corona virus.	Delays to project programme.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Revise project programme as required	£0.00	Possible	Serious	£0.00	6	£0.00	N/A	01/11/22	City Surveyor's, Corporate Energy Team	Rodrigo Matabuena		
R8								£0.00				£0.00			£0.00		£0.00						

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	**[1b] Departmental Reference Number**	N/A
[2] Core Project Name	Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings		
[3] Programme Affiliation *(if applicable)*	No. This is a standalone, brand new programme of interventions.		

Ownership	
[4] Chief Officer has signed off on this document	Paul Wilkinson
[5] Senior Responsible Officer	Peter Collins
[6] Project Manager	Rodrigo Matabuena, Edmund Tran, Mark Donaldson

Description and purpose
[7] Project Description
This programme covers a portfolio of capital interventions to be delivered to decarbonise the most carbon intensive City of London operational buildings, in line with the Climate Action targets.
[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)?
The Climate Action Strategy, adopted by the Court of Common Council on 8th October, 2020, set out some ambitious CO2 reduction targets for the most carbon intensive operational buildings. The proposed program of interventions is aimed at decarbonising as much as financially and technically possible such buildings.
[9] What is the link to the City of London Corporate plan outcomes?
[5] Businesses are trusted and socially and environmentally responsible. [7] We are a global hub for innovation and enterprise. [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.
[10] What is the link to the departmental business plan objectives?
Within the Climate Action Strategy framework, it is City Surveyor's responsibility to implement measures that would ensure the compliance of the Operational Buildings with the decarbonisation objectives set out by the strategy. In addition, the Energy and Sustainability team has been tasked with the delivery of the "Net Zero 1: Corporate Property and Housing Landlord Areas" Workstream targets.

[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	Y
Mandatory:	Y	**Sustainability:**	Y	**Improvement:**	Y

Compliance with legislation, policy and audit		Essential for business continuity		New opportunity/ idea that leads to improvement	

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) The programme is expected to deliver carbon savings of c. 520 tonnes per year.
2) The programme is expected to deliver £550,000 in savings per year
3) The program will maximise the potential decarbonisation of CoL's most carbon intensive buildings
[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.)
Yes, Each individual project will have to undergo a Monitoring and Verification (M&V) proceess after implementation, to ensure the energy and cost savings are met.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £5,312,000 Upper Range estimate: £6,587,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
The programm is expected to be revenue positive post delivery as it will generate savings in the region of £550,000 per year.
[16] What are the expected sources of funding for this project?
Climate Action Strategy Fund
[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: January 2023 – June 2024 Upper Range estimate: January 2023– April 2025 Critical deadline(s): - GW2 approval (December 2022)

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: John James, Sonia Virdee
Chamberlains: Procurement	Officer Name: Darren Judge
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A

Corporate Property	Officer Name: Pete Collinson, Matt Baker, Richard Chamberlain, Jonathan Cooper, Paul Friend, Peter Young
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:
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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Committees: Operational Property and Projects Sub *[for decision]* Streets and Walkways Sub [*for decision]*	**Dates:** 26 January 2023 17 January 2023
Subject: 100 Minories Phase Two: Public Realm enhancements **Unique Project Identifier:** 11695	**Gateway 4: Detailed Design (Regular)**
Report of: Executive Director, Environment **Report Author:** Leila Ben-Hassel	**For Decision**
PUBLIC	

1. Status update	**Project Description:** This project (100 Minories Phase 2) involves public realm enhancements and the landscaping of Crescent to create a new green public space in place of carriageway, along with associated seating, lighting, climate adaptation and sustainability measures. This Phase also includes traffic management changes and adjustments to parking bays. There is a separate project (Phase 1) that involves S278 funded highway works around the new hotel development at 100 Minories. This includes levels and kerb adjustments and new paving to create pedestrian priority look and feel. This project has Gateway 5 approval and works are scheduled to commence in summer 2023, following completion of the construction drawings and receipt of developer payment. **RAG Status:** Amber (Amber at last report to Committee – Issues' Report in October 2021) **Risk Status:** Medium (Medium at last report to committee) **Total Estimated Cost of Project (excluding risk):** £900,000 - £1,150,000 excluding Costed Risk Provision. **Change in Total Estimated Cost of Project (excluding risk): I**ncrease of £71,261 - £321,260 since last report to Committee in October 2021 (which was £828,739). The cost increase is as a result of inflation (materials and labour costs) and an increased allowance for maintenance costs. The cost increase will be funded from S106 receipts (including interest) from developments in the area.

<table>
<tr><td></td><td>Spend to Date: £132,510

Costed Risk Provision Utilised: None

Slippage: The project has been delayed by approximately 6 months as a result of on-going negotiations with the developer in relation to Phase 1 and delays in getting responses to the design from the TfL structures team</td></tr>
<tr><td>2. Next steps and requested decisions</td><td>Next Gateway: Gateway 5 Authority to Start Work

Next Steps:

The next steps are as follows:
Additional traffic surveys and analysis (Jan - March 2023)
Design finalisation and traffic order statutory consultation (Feb - April 2023)
Ongoing local consultation, including liaison with Aldgate Connect BID in relation to progression of art, historic interpretation, activation and lighting design elements that are to be coordinated with the project
Gateway 5 (May 2023)
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).
Requested Decisions:

1. Approve the additional budget of £49,500 to reach Gateway 5 – Authority to Start Work, funded from S106 receipts as detailed in Appendix 2.
2. Approve the revised total estimated cost range (excluding risk) of £900,00 - £1,150,000, with the additional costs to be funded from S106 receipts, as detailed in Appendix 2;
3. Delegate approval of Costed Risk Provision to Chief Officer if one is sought at Gateway 5;
4. Approve the statutory consultation on proposed traffic management changes as set out in Appendix 6.</td></tr>
<tr><td>3. Resource requirements to reach next Gateway</td><td><table>
<tr><th>Item</th><th>Reason</th><th>Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Staff costs – P&T and Env Services</td><td>Project Management, Design development to the design to the next gateway, stakeholder engagement, liaison with London Underground, traffic surveys and analysis</td><td>S106</td><td>34,500</td></tr>
</table></td></tr>
</table>

	P&T fees	Landscape, lighting, and historic interpretation design services; Structural and environmental engineering services; Traffic surveys	S106	15,000
	Total			49,500

Note: monitoring costs are covered by the Cool Streets Greening programme.

Costed Risk Provision requested for this Gateway: None. A costed Risk Register will be developed at Gateway 5 if required.

Please also refer to finance tables in Appendix 2.

4. Design summary

Background

This project already has Gateway 3/4 approval, but due to the change in scope agreed in October 2021 to include more climate resilient measures, the design has been reviewed and is presented as a revised Gateway 4. This report provides further detail of the proposals rather than assessing the options for the overall project.

Design

The project will create a substantial new green public space in place of existing carriageway. This is greatly needed in this area of public space and greening deficiency.

In October 2021, Members approved a change in scope of the project to include climate resilience measures, funded from the Cool Streets and Greening Programme (part of the Climate Action Strategy). In order to maximise environmental benefits, it is proposed to plant climate resilient species that will provide interest all year round, require minimal irrigation and deliver a significant biodiversity net gain. Several trees are proposed and designs for an innovative Sustainable Urban Drainage system (SUDs) have been developed.

In summary, the proposed design will deliver:

- 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;
- Existing York stone paving will be retained or reused. Consideration of carbon impact through locally sourced materials and adapted construction methods where possible.

The design has been reviewed to achieve a layout that responds to the changing needs of the area and supports post-covid recovery (please refer to the proposed General Arrangement Drawing in Appendix 4). It provides more flexible seating arrangements for people to sit individually or in small groups and an area for tables and chairs for businesses (subject to licensing). The design further delivers a layout that is versatile to accommodate a wide range of activities/events including public art and cultural events – please refer to Appendix 5 for visuals.

There are several associated elements that are being taken forward separately which are subject to funding being confirmed. This includes art and/or historic interpretation, feature lighting under the rail bridge at Vine Street and area activation. Officers are working with the Aldgate Connect BID to progress these elements, including providing advice on design and costs.

Proposed traffic management changes

It is proposed to introduce the below traffic management changes as part of 100 Minories – Phase 2: Public Realm enhancements to support the north-south pedestrian route from Aldgate to Tower Gardens and contribute to the delivery of the City's Transport Strategy aims to improve conditions for people cycling. Please also refer to the traffic management plan in Appendix 6.

Existing	**Proposed**
Two-way traffic along Hammett St and Vine St and pinch point on Vine St making it difficult for 2 vehicles to pass 2 disabled parking bays in Crescent	One-way North bound traffic and contra-flow cycling South bound on Vine Street Relocation of 2 disabled parking bays from Crescent – 1 bay on Hammett St, 2nd bay in vicinity (location to be confirmed)

	One motorcycle bay on Hammett St → Relocation of motorcycle bay in vicinity (location to be confirmed)
5. Confirmation that design solution will meet SMART objectives	• Increased sq m of greening; • Biodiversity net gain; • Number of additional trees; • Increased surface of permeable paving; • Increased highway drainage capacity to cope with anticipated adverse weather events; • Increased seating capacity; • Minimisation of project carbon footprint through sourcing materials locally as possible and adapted construction methods; • Increased use of Crescent for a wide range of leisure and cultural activities, supporting the City's post-covid recovery and Destination City The project evaluation will be undertaken under the Cool Streets and Greening Programme Monitoring Framework.
6. Risks	The overall risk level is medium and key risks are outlined below. The risk register included in Appendix 3 will be updated and fully costed ahead of Gateway 5. **Works costs exceed budget due to underground utilities and structures**: The circle line runs under Crescent approximately 1.5m beneath the surface. Site investigations including surveys and trial holes have been undertaken and liaison with TfL has been positive. Utilities' fees and implementation costs have increased significantly over the past year. These have informed the design development and cost estimation. The project manager will monitor costs closely in liaison with the construction manager and design changes would be considered if required to ensure the project stays within the approved budget. **Implementation works estimate exceeds budget available and additional funding isn't secured** Considering the current volatile economic context, materials and labour costs may increase. If this occurs, officers will in the first instance undertake a value engineering exercise to design to the available budget whilst ensuring the delivery of key benefits isn't compromised. If such an approach is not sufficient, officers would draw from a specific allocation in the costed risk provision to be approved at the next gateway. **Archaeology impact on programme** The site area is identified in the Local Plan as an area of archaeological significance. Significant excavation has been undertaken during the construction of the hotel and archaeological finds have been appropriately documented. Officers therefore anticipate the risk of archaeological finds to be low.

	The cost of an archaeology watching brief will be included in the Implementation Fees Budget. Should any find be uncovered during excavation works lead to a cost increase, further funding may be needed. These costs will be met by a costed risk provision to be established at the next gateway. **Programme delays due to sourcing of materials** 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. **Programme delays due to objections to proposed traffic changes** 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. **Programme delays due to TfL Structures Team** Officers have liaised with TfL Structures Team and will continue to throughout the design development. Regular meetings will be set up to ensure they stay engaged in the project.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance Tables
Appendix 3	Risk Register
Appendix 4	General Arrangement Drawing
Appendix 5	Artist impressions of revised Crescent design proposal
Appendix 6	Plan of proposed traffic management changes

Contact

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Appendix 1: Project Coversheet

[1] Ownership & Status

UPI: 11695
Core Project Name: 100 Minories (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 Phase1. The revised programme is to start on site late 2023 (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 this issues report approved in October 2021. However due to the Corporate Capital review, 3 months' delay was incurred.
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 Minories 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 an ideal 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.

Appendix 2: Finance Tables

Table 1: Expenditure to Date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800347: 100 Minories 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 Minories S106 (CAP)			
Env Servs Staff Cost	16,541	14,302	2,239
Open Spaces Staff Costs	2,500	-	2,500
P&T Staff Costs	43,539	42,453	1,086
P&T Fees	38,115	23,935	14,180
Total 16100347	**100,695**	**80,691**	**20,005**
GRAND TOTAL	**152,514**	**132,510**	**20,005**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Additional Resources Required (£)**	**Revised Budget (£)**
16800347: 100 Minories 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 Minories S106 (CAP)			
Env Servs Staff Cost	16,541	16,500	33,041
Open Spaces Staff Costs	2,500	-	2,500
P&T Staff Costs	43,539	18,000	61,539
P&T Fees	38,115	15,000	53,115
Total 16100347	**100,695**	**49,500**	**150,195**
GRAND TOTAL	**152,514**	**49,500**	**202,014**

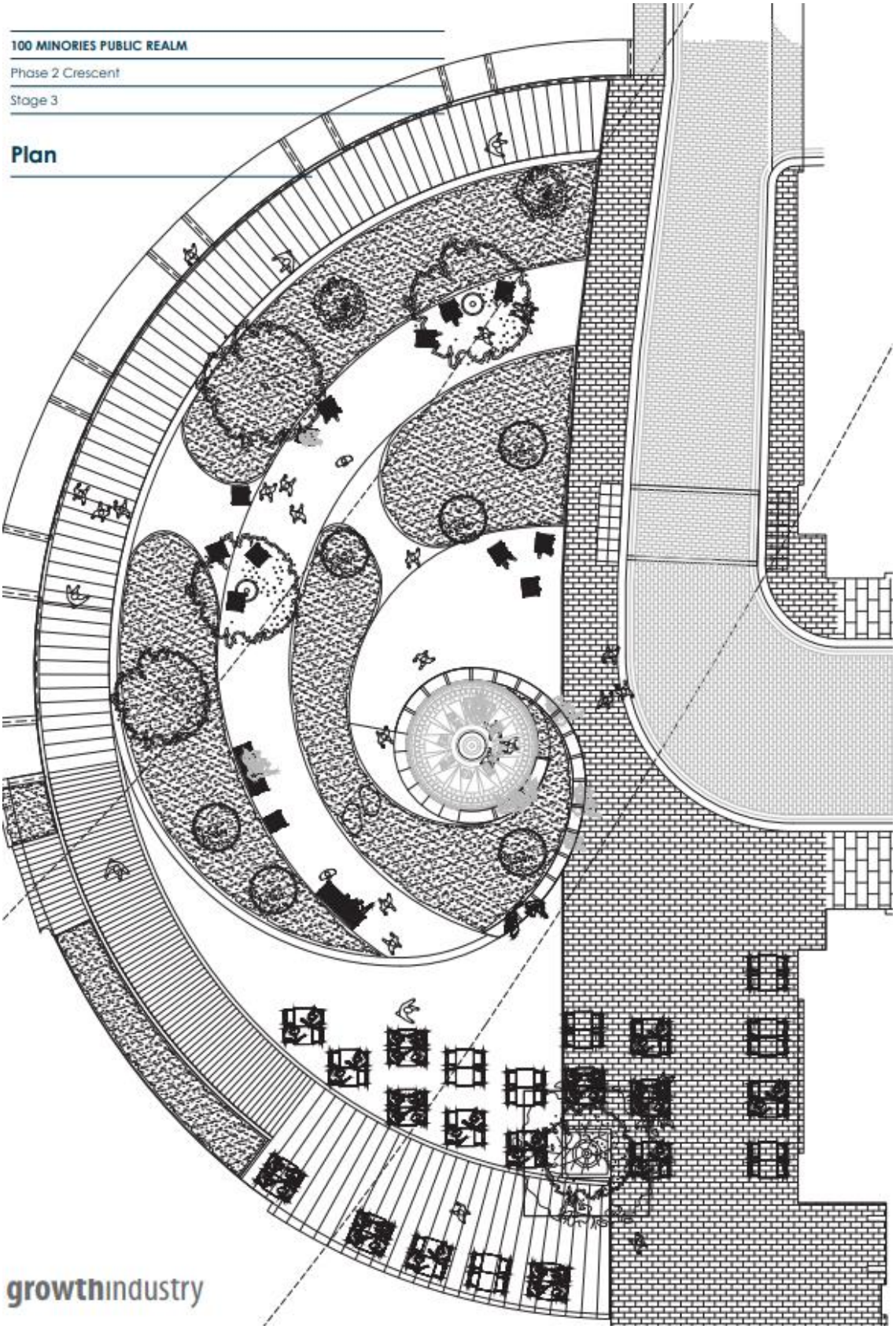
Table 5: Revised Funding Strategy	
Funding Source	**Amount (£)**
TfL LIP - FY 2017/18	41,077
TfL LIP - FY 2018/19	7,154
TfL LIP - FY 2019/20	3,242
S106 - 100 Minories - 12/00263/FULMAJ - LCE	399,619
S106 - 52 Minories - 08/00738/FULMAJ - LCE	30,870
CAS - Cool Streets & Greening	346,777*
S106 – receipts from developments in the area including interest**	321,261
TOTAL	**1,150,000**

** Approved as part of last Issue Report October 2021*
*** S106 funds have been identified by the Chamberlain and they will provide confirmation ahead of Gateway 5.*

Appendix 3: Risk Register

Please refer to separate document

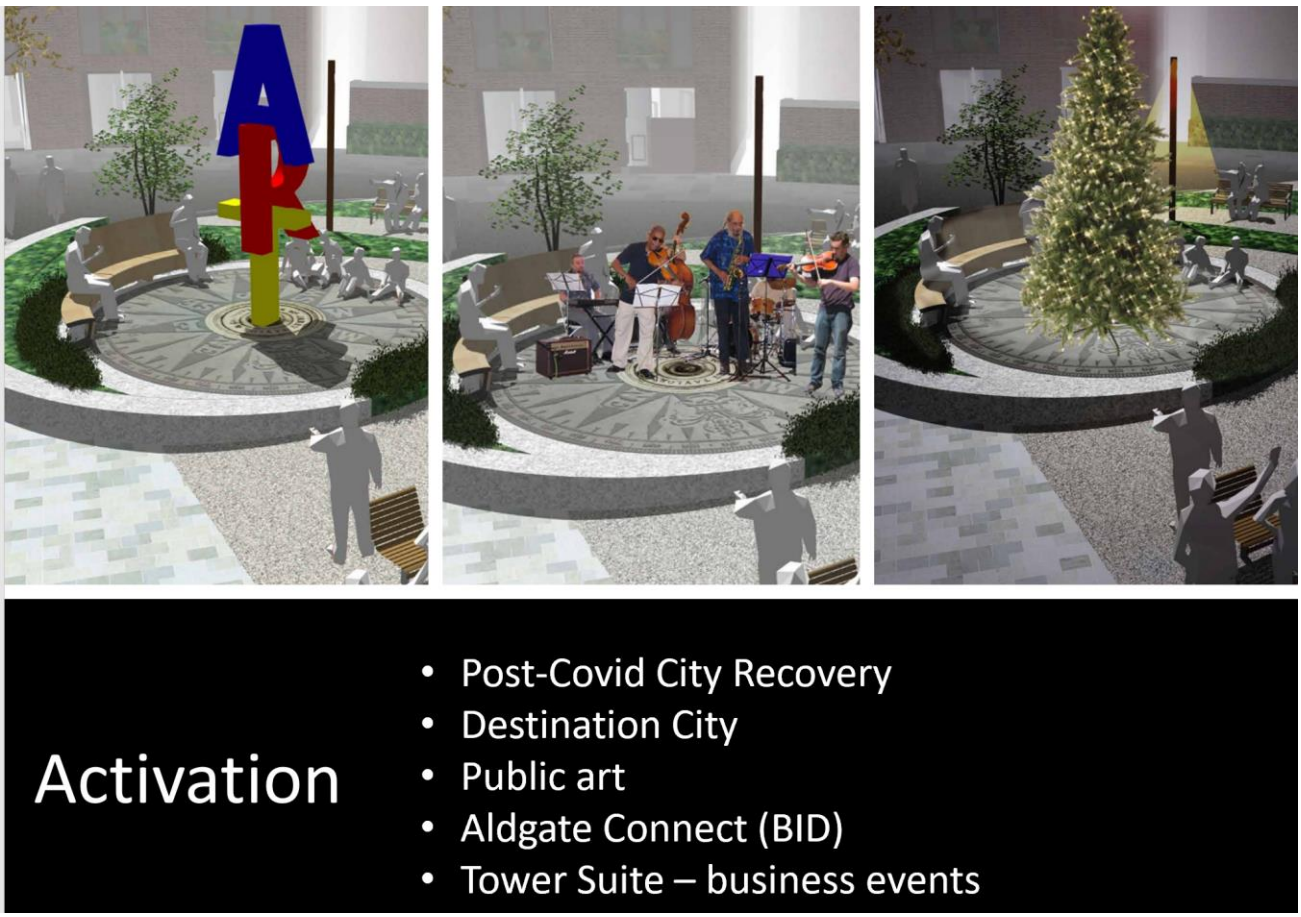
Appendix 4: General arrangement drawing of revised Crescent design proposal



Appendix 5: Artist impressions of revised Crescent design proposal

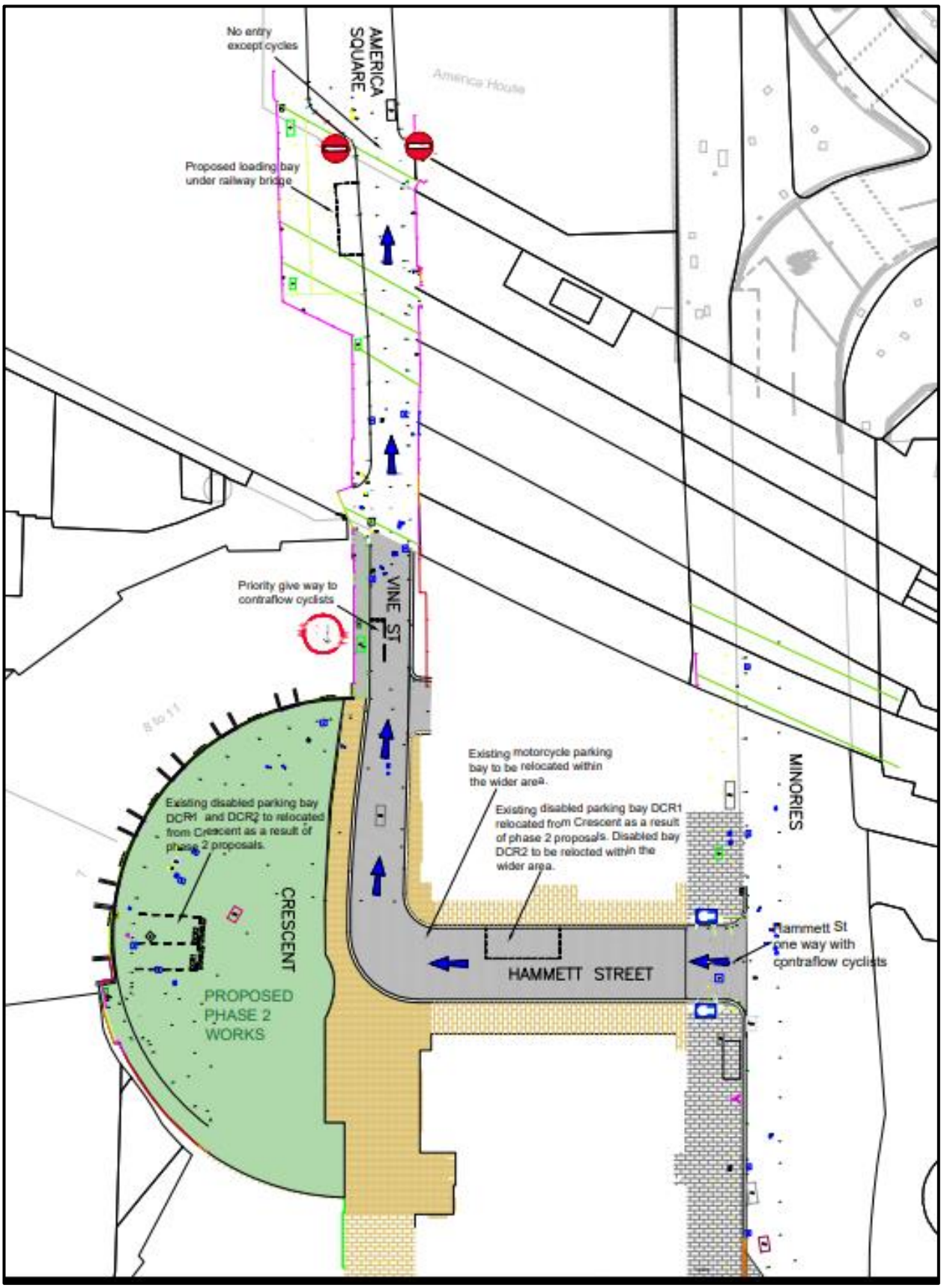
- **Bird's eye view of Crescent:**

- **Indication of possible activation in new public space:**



Appendix 6: Proposed traffic changes along Hammett St and Vine St

The proposed traffic changes are to be undertaken as part of 100 Minories – Phase 2: Public Realm Works to support the new Aldgate – Tower Hill pedestrian link.



City of London: Projects Procedure Corporate Risks Register

Project Name:	100 Minories - Ph2 Public Realm Enhancements (161	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	
Unique project identifier:	11695	**Total estimated cost (exc risk):**		**Total CRP used to date**	£ -

Average unmitigated risk	6.1	**Open Risks**	7
Average mitigated risk score	4.5	**Closed Risks**	0

General risk classification										Mitigation actions						CRP used to date	Use of CRP	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			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 hand tools only may be applied to the whole of the construction site	This 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	Leila Ben-Hassel	Neil Blackson		Once officers know the extend of hand dig area, a costed will be evaluated based on possible need for additiona man hours.
R2	5	(2) Financial	Archaelogical 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 archaelogy but because previous excavations did find some, it is best to factor this risk	£0.00	Unlikely	Minor	£12,000.00	2	£0.00	Appointment of archeologist to undertake watchin brief	01/12/2022	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	5	(4) Contractual/Partnership	Developer does not agree S278	The new owner is currently in breach of planning conditions as they started occupying parts of the building without the S278 agreement being completed which affects Phase 1 works delivery. Further delay to the agreement could impact the project's programme. Officers are liaising weekly for updates from the legal owner	Possible	Major	12	£0.00			Officers continue to liaise closely with the owner. Officers are confident that the owner will sign the agreement.		Unlikely	Major	£0.00	8	£0.00		29/01/2021	Leila Ben-Hassel	Leila Ben-Hassel		
R4	5	(2) Financial	Works costs exceed budget due to underground utilities	Undergrouhd 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		15/12/2022	Leila Ben-Hassel	Leila 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 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		15/12/2022	Leila Ben-Hassel	Leila 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 explored to ensure value for money.	£0.00	Possible	Minor	£0.00	3	£0.00		15/12/2022	Leila Ben-Hassel	Leila 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	Leila Ben-Hassel	Leila Ben-Hassel		
R8								£0.00				£0.00			£0.00		£0.00						
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Committees: Epping Forest and Commons Committee *[for decision]* Operational Properties and Projects Sub *[for decision]*	**Dates:** 26 January 2023 26 January 2023
Subject: Wanstead Park Ponds Project **Unique Project Identifier:** *12058*	**Gateway 4: Detailed Options Appraisal (Complex)**
Report of: Executive Director Environment **Report Author:** Tim Munday	**For Decision**
PUBLIC	

1. Status update	**Project Description:** An engineering assessment of the ponds designated as 'High Risk' by the Environment Agency at Grade II* Wanstead Park. Identifying solutions that fulfil both the City's statutory duties and other works in the Wanstead Parkland Plan, contributing to the removal of the Heritage at Risk status. **RAG Status:** Green (Green at last report to Committee) **Risk Status:** High (High at last report to committee) **Total Estimated Cost of Project (excluding risk):** *900 000–1.150 million* **Change in Total Estimated Cost of Project (excluding risk):** £150 000 (following Capital Projects Review) **Spend to Date:** £134 366 (£241 000 approved) **Costed Risk Provision Utilised:** N/A **Slippage:** *Progression to Gateway 4 has been delayed while a further sustainable drainage feasibility study has been progressed. Project completion is now expected in Autumn 2024 (rather than spring 2024).*
2. Next steps and requested decisions	**Next Gateway:** Gateway 5 **Next Steps:** 1. Liaison with planning authority and other statutory bodies in relation to work sites;

2. Early liaison and communication with the local community.
3. Preparation of project brief (employers' requirement) and tender documentation for design works;
4. Tendering a design contract with a target for design completion in summer 2023;
5. Preparation of project brief (employers' requirement) and tender documentation for a works contract;
6. Tendering a works contract with a target works programme commencing in spring 2024;
7. Stage 1 appointment of a contractor to undertake detailed design and obtain statutory approvals;
8. To undertake enabling works within the park ahead of construction;

Requested Decisions:

1. To shift the project pathway from complex to regular;
2. That recommended Option 2 (to carry out panel engineer recommendations and reinstate and extend the up-cascade pumping station) is approved;
3. That additional budget of **£333 500** is approved to reach the next Gateway;
4. That a Costed Risk Provision (CRP) of **£40 000** is approved at Gateway 4, to be drawn down via delegation to Chief Officer for the fee/investigation items specifically identified in the appended Risk Register, funded by **City Cash**.
5. Note the total estimated cost of the project at **£1.15 million** (excluding risk);
6. That Gateway 5 is delegated to the Executive Director Environment.

3. Resource requirements to reach next Gateway

*For recommended **option 2**:*

Item	**Reason**	**Funds/ Source of Funding**	**Cost (£)**
Statutory approvals (including surveys)	To gain approval for designs and to commence works	City's Cash Reserves (subject to the draw down approval of RASC and other	13,000
Investigations	To confirm parameters		30,000 (+20,000 CRP)

	needed for design		relevant committees)	
Design Fees	To provide detailed design services for proposed works			150,000
Cost Consultancy Fees	Appointment of Cost Consultant			50,000
Panel Engineer fees	To review and approve designs			30,000 (+20 000 CRP)
Public Consultation	PR/Reputation			5,000
Internal Staff Costs	Checking, tender preparation, comms and project management.			55,500
Total				**333,500**

Costed Risk Provision requested for this Gateway: £40 000 to be funded by **City Cash** (as detailed in the Risk Register – Appendix 2)

4. Overview of project options

The Wanstead Park Ponds Project was initiated in July 2019 to fulfil the City Corporation's statutory duties as the reservoir owner of the Wanstead Park ponds. The Environment Agency designated these ponds as 'High Risk' in a risk assessment of dam safety and this project seeks to identify the solutions to fulfilling these statutory duties and other pond related objectives in the Wanstead Parkland Plan.

An initial engineering assessment of the four ponds (Shoulder of Mutton, Heronry, Perch and Ornamental Water) was undertaken in 2020. A further study into the interaction between the River Roding and the Ornamental Water was completed in September 2021.

The combined recommendations from the Panel Engineer's studies are:

	Shoulder of Mutton: - Regulation of the dam's crest. - Maintenance of short grass cover to dam's embankment. Heronry: - Regulation of the dam's crest. - Installation of a concrete edging beam. - Grass improvement to the dam's embankment - Regrading of the dam's embankment Perch: - Regulation of the dam's crest. - Installation of a concrete edging beam. Ornamental Water: - Works to ends of both embankments to the River Roding to regulate height with reinforced geotextile. General: - Measures to limit dam structures from substantially drying out in the event of a prolonged period of drought lasting over 18 months. The drying out could cause cracking in the earth dam embankments, weakening the structure of the dam. Resulting in leaking and increasing the risk of failure. Gateway 3 approval was agreed in November 2021 to look in more detail at two options, the second of which has been split into two sub-options: 1. Reservoir safety only works (as recommended by the Panel Engineer) 2. Reservoir safety works and water balance interventions. The following water balance interventions have subsequently been considered: - Back pumping from the River Roding - Reinstatement and extension of the up-cascade pumping system - Land drainage improvements - Local Sustainable Drainage Systems (SuDS) - Habitat creation and lake bed reprofiling. For this report the second option has been refined and separated into two. The options considered at this gateway are: **Option 1:** Reservoir safety only works (as recommended by the Panel Engineer)

	Option 2: Reservoir safety works and reinstatement and extension of the up-cascade pumping system **Option 3:** Reservoir safety works and all water balance interventions. The reinstatement of the up-cascade pumping system is felt to be necessary for the longer term safe management of the ponds. Whilst this option would not increase water supply, it would give greater flexibility in how the current water in the system is used. This pumping system would enable water to be moved to the pond most in need and therefore reducing the chance of pro-longed drying out of the dam structures. The other interventions which are not being proposed as part of Option 2 are all being considered to be taken forward separately outside of the project. The Project Board will continue to co-ordinate with these further works.
5. Recommendation	It is proposed to progress **Option 2 - Reservoir safety works and reinstatement and extension of the up-cascade pumping system.** It is considered that the recommended option mitigates the risks to the City Corporation and the public, and is necessary for fulfilling the City Corporation's statutory duties as reservoir owner.
6. Risk	The major risk the project seeks to address is the failure of the dams both individually and in cascade. There are additional requirements for reservoirs that the Environment Agency designates as 'High Risk'. These are reservoirs where an uncontrolled release of water could put people's lives at risk. The Panel Engineer's recommendation which are proposed as part of Option 2 should mitigate the risk of failure to the standard required under the Reservoirs Act 1975 and the Flood and Water Management Act 2010. This risk could be exacerbated due to the long-term issues with water balance which results in occasional drying out of the dams. The Panel Engineer has identified that should prolonged drying out of the dams occur this will increase the risk of failure. The reinstatement and extension of the up-cascade pumping system will mitigate this risk by enabling water to be moved more easily around the cascade. In addition, should other water balance interventions be taken forward by other workstreams to increase water supply to the lake system, the up-cascade pumping system will assist with the sustainable management of water across the site. Since the initiation of the Project and following the Panel Engineers original report it is now felt that the project's risk,

	uniqueness and complexity is now medium. Along with the reduction of the overall cost of the project it is now requested for the project to be shifted from the 'Complex' pathway to the 'Regular' pathway of the Gateway process. Costed Risk Provision Utilised at Last Gateway: **0** Change in Costed Risk: **40 000** Further information available in the Risk Register (Appendix 2) and Options Appraisal.
7. Procurement strategy	It is proposed to use open tender to procure the design of works and the same used to procure the construction works.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register

Contact

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Options Appraisal Matrix

Option Summary	***Option 1***	***Option 2***	***Option 3***
1. Brief description of option	Reservoir safety works as recommended by the Panel Engineer only.	Reservoir safety works and reinstating and extending the up-cascade pumping system.	Reservoir safety works and all assessed water balance interventions.
2. Scope and exclusions	• Works to dams structures of Shoulder of Mutton, Heronry, Perch and Ornamental Water. • Excludes all water balance intervention works.	• Option 1 works • Ornamental Water to Perch Pump reinstatement, including intake lowering and outfall extension to Heronry. • Excludes all other water balance interventions.	• Option 2 works • Roding pumphouse reinstatement • Land drainage to Long Walk • Blake Hall Road SuDS Scheme • Northumberland Road SuDS Scheme • Lakebed reprofiling • Excludes non assessed water balance interventions including works to reduce leakage or reinstate pond linings.
LG Project Planning			
3. Programme and key dates	Overall project: Completion by Autumn 2024 Key dates: Design and Consultation – Summer 2023 Enabling works Autumn 2023 Construction works commence Spring 2024		

Option Summary	***Option 1***	***Option 2***	***Option 3***
4. Risk implications	Medium Risk • Liability for raised reservoirs in cascade remains but with Panel Engineer supported works undertaken fulfilling statutory requirement. • Risk of lakes drying out remains unchanged with potential increased risk of failure following prolonged dry periods.	Medium Risk • Liability for raised reservoirs in cascade remains but with Panel Engineer supported works undertaken fulfilling statutory requirement. • Risk of lakes drying out reduced through improved management but remains during drought and extreme circumstances. Further information available within the risk register (Appendix 2).	Medium Risk • Liability for raised reservoirs in cascade remains but with Panel Engineer supported works undertaken fulfilling statutory requirement. • Risk of lakes drying out reduced but remains in extreme circumstances
5. Stakeholders and consultees	• Epping Forest (City of London Natural Environments) • London Borough of Redbridge • Environment Agency • Panel Engineer • Historic England • Friends of Wanstead Parklands • Surrounding landowners • Local residents		
6. Benefits of option	• Fulfils statutory duties in relation to the Large Raised Reservoirs ownership.	• Fulfils statutory duties in relation to the Large Raised Reservoirs ownership. • Enables enhanced water management of water in lake	• Fulfils statutory duties in relation to the Large Raised Reservoirs ownership. • Enables enhanced water management of water in lake

Option Summary	***Option 1***	***Option 2***	***Option 3***
		cascade by allowing greater flexibility in moving water around the lake system. • Will increase the storage capacity and impact of future back pumping from the river Roding.	cascade by allowing greater flexibility in moving water around the lake system. • Increases the supply of water to the lake system reducing the chances of prolonged drying out and improving biodiversity and amenity benefits. • Enhances back pumping from the river Roding by enabling the additional water to be pumped beyond Ornamental Water up the cascade.
7. Disbenefits of option	• Does not address issue of potential prolonged drying out of the dam structures. • Reputational damage related to lakes drying out.	• Does not directly increase water supply to lakes or reduce leakage from the lake system.	• Falls outside of the agreed project budget. Works to re-instate Roding Pumphouse being progressed in CWP programme. SuDS feasibility being reviewed as part of a Mayor of London Green and Resilient Spaces development funding programme.
Resource Implications			

Option Summary	***Option 1***	***Option 2***	***Option 3***
8. Total estimated cost	Total estimated cost (excluding risk): £750K – 850K	Total estimated cost (excluding risk): £900K – 1150K	Total estimated cost (excluding risk): £1400K – £1600K
9. Funding strategy	Funded through City Cash.		Statutory works funded through City Cash, Roding pumphouse and land drainage through Cyclical Works Programme. SuDS through further unconfirmed GLA funding and additional grant funding.
10. Investment appraisal	Not applicable due to nature of works.		
11. Estimated capital value/return	Not applicable.		
12. Ongoing revenue implications	No revenue implications, ongoing commitments to dam maintenance continue unaffected.	Increased cost of maintenance due to need to maintain pump infrastructure and new costs associated with running pump.	Increased cost of maintenance due to need to maintain new features and new costs associated with running pumps, offset by reduced pumping from existing aquifer borehole. New cost for license to extract from river Roding.

Option Summary	***Option 1***	***Option 2***	***Option 3***
13. Affordability	This is the least expensive option but does not address the issue of dam drying out.	This is considered to be the most economic option that includes measures that address dam drying out.	This is the most expensive option and would require increased funding.
14. Legal implications	• Compliance with the Reservoirs Act 1975 and Flood & Water Management Act 2010		
15. Corporate property implications	None		
16. Traffic implications	All works will result in local site traffic and plant machinery moving within the park.		
17. Sustainability and energy implications	• Does not address increased frequency of dry periods from climate change.	• Addresses increased frequency of dry periods from climate change. • Enhanced water management in Park will improve biodiversity of lakes.	• Addresses increased frequency of dry periods from climate change. • Enhanced water management in Park will improve biodiversity of lakes. • Pumping water from river Roding to Heronry less energy intensive than pumping from aquifer borehole.
18. IS implications	• Not applicable		

Option Summary	***Option 1***	***Option 2***	***Option 3***
19. Equality Impact Assessment	N/A. Works are unlikely to result in discrimination against any disadvantaged or vulnerable people.		
20. Data Protection Impact Assessment	N/A		
21. Recommendation	Not recommended	Recommended	Not recommended

Project Coversheet

[1] Ownership & Status

UPI: 12058
Core Project Name: Wanstead Park Ponds Project
Programme Affiliation (if applicable): Not applicable
Project Manager: Tim Munday
Definition of need: The City of London Corporation has statutory duties as a reservoir owner under the Reservoirs Act 1975 to ensure the integrity of the structures within the cascade of ponds in the Wanstead Park lake system. The Environment Agency has identified three ponds as being High Risk. This project will carry out flood modelling to determine if the reservoirs meet the standards required for safe overtopping during the Probable Maximum Flood. If the engineering study finds the reservoir structures to be inadequate the City Corporation will have a statutory duty to make improvements. Potential solutions will be explored, including those that address further long-term issues affecting the ponds. Future work could be carried out in conjunction with works in the Wanstead Parkland Plan addressing the Heritage at Risk status of the park.

Key measures of success:

1) The reservoirs will comply with the statutory requirements.
2) Completion of the project without enforcement by the EA.
3) The public and other stakeholders will be kept informed during the process, of any conclusions and next steps.

Expected timeframe for the project delivery:
Original progression to Gateway 3: March - October 2020
Revised progression to Gateway 3: March 2021.

Project completion: June 2024 – January 2026 (no change)

Key Milestones: Progression to Gateway 3
Are we on track for completing the project against the expected timeframe for project delivery? No. Progression to Gateway 3 needs to be delayed to enabled more detailed engineering studies to be undertaken which will materially impact the options at that stage.
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
No, but the project is of significant interest to local stakeholders and the project includes the appointment of a communications officer.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 22/03/2019):

- Total Estimated Cost (excluding risk): £150 000 (engineering assessment only) £8-12 million (anticipated total cost of project)
- Costed Risk Against the Project: £0

- Estimated Programme Dates:

Engineering assessment only: (8-10 months)

Lower Range estimate: Start: April 2019, Finish: November 2019
Upper Range estimate: Start: June 2019, Finish: March 2020

Should additional work be required the anticipated timeframe is:

Lower Range estimate: Start: December 2019, Finish: June 2024
Upper Range estimate: Start: April 2020, Finish: January 2026

Scope/Design Change and Impact: Approval by the Court of Common Council (18/07/2019) given for project to proceed outside of the Fundamental Review and for in year budget increase.

'Project Proposal' G2 report (as approved by PSC 22/03/2019):

- Total Estimated Cost (excluding risk): £150 000 to Gateway 3, £8-12 million total.
- Resources to reach next Gateway (excluding risk): £150 000
- Spend to date: £0
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates:

Engineering assessment only: (8-10 months)

Lower Range estimate: Start: April 2019, Finish: November 2019
Upper Range estimate: Start: June 2019, Finish: March 2020

Further works anticipated timeframe is:

Lower Range estimate: Start: December 2019, Finish: June 2024
Upper Range estimate: Start: April 2020, Finish: January 2026

Scope/Design Change and Impact: Approval by the Court of Common Council (18/07/2019) given for project to proceed outside of the Fundamental Review and for in year budget increase.

'Issues Report' Pre-G3 report (as approved by PSC 30/11/2020):

- Total Estimated Cost (excluding risk): £190 000 to Gateway 3, £1 million total.
- Resources to reach next Gateway (excluding risk): £190 000 (£150 000 previously granted)
- Spend to date: £52 000
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates:

Progression to Gateway 3 - March 2022

Further works anticipated timeframe is:

Lower Range estimate: Start: April 2021, Finish: June 2024
Upper Range estimate: Start: April 2022, Finish: January 2026

Scope/Design Change and Impact: The scope of work anticipated for the total project has significantly reduced from originally considered with work now expected to cost less. Further engineering studies are needed ahead of work progressing to Gateway 3, resulting in a delay.

'Outline Options Appraisal' G3 report (as approved by PSC 17/11/2021):

- Total Estimated Cost (excluding risk): £750 000 - 1 million total.
- Resources to reach next Gateway (excluding risk): £241 000 (£190 000 previously granted)
- Spend to date: £101 195
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates:

Progression to Gateway 4 - February 2022

Further works anticipated timeframe is:

Start on site - Spring 2023
Completion – Spring 2024

Scope/Design Change and Impact: Further review of water balance interventions within the park is required as part of the detailed options appraisal progressing to Gateway 4.

Total anticipated on-going commitment post-delivery [£]:0
Programme Affiliation [£]: Not applicable

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Wanstead Park Ponds Project	**PM's overall risk rating:**	High	**CRP requested this gateway**	£ 40,000	**Average unmitigated risk**	8.6	**Open Risks**	26
Unique project identifier:	PV12058	**Total estimated cost (exc risk):**	£ 1,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.2	**Closed Risks**	2

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(10) Physical	One of the dams to the ponds collapses. (Including the increase of this happening following an 18 month period in which the dams have dried out - as raised by the Panel Engineer).	This causes a chain reaction of collapse in the other ponds resulting in rapid innundation to the surrounding area and downstream of the river Roding	Possible	Extreme	24	£0.00	N		Six monthly statutory inspections by the inspecting Engineer will be carry out and their recommendations implemented. Intermediate monthly inspection by open spaces staff will be carried out and concerns raised, including regarding drying out.	£0.00	Unlikely	Extreme	£0.00	16	£0.00		30-Mar-20	Paul Monaghan	Juliemma McLoughlin		Risk on corporate risk register (CR32)
R2	2	(1) Compliance/Regulatory	Statutory action is taken by the Environment Agency (EA)	The City of London Corporation if forced to carry out work within a fixed three year period.	Unlikely	Extreme	16	£0.00	N		Engagement with both the EA and Panel Engineer will continue to ensure they understand the sincerity and determination with which the CoLC are addressing the issue.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	Gordon Roy	Gordon Roy		
R3	3	(3) Reputation	Exception is taken to the project by one or a number of stakeholder groups.	This reusit in Legal Action against thed City Corporation and the need to defend.	Possible	Major	12	£54,000.00	N		A communciation officer will be engaged to liase with stakeholders ensuring that their perspectives and concerns are raised to the Project Team such that they can be duly considered at the earilerst stage.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	Sarah Reid	Paul Thompson		
R4	2	(3) Reputation	Exception is taken to the project by one or a number of stakeholder groups.	This results in professional conduct procedures against project team members and consulatnat	Possible	Serious	6	£0.00	N		Due diligence will be undertaken before appointing consulants and contractors to ensure that they are competnant for the work they are being appointmed to. Internal staff will be expected to follow a relevant professional code of conduct.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	All	Gordon Roy		
R5	2	(3) Reputation	Key staff members leave the organisation.	Staff leaving reduces momentum for the project and results in a lost of institutional memory.	Possible	Major	12	£0.00	N		Should a staff memebr leave additioanl organisational reasource should be secured to carry on their duties, this should include the opportuntity for a through handover.	£0.00	Possible	Serious	£0.00	6	£0.00		30-Mar-20	Gordon Roy	Gordon Roy		
R6	2	(2) Financial	The proposed project costs exceed the alloted funding.	The project has to be halted until additional funding is identified and/or its scale of ambition reduced with consequences for the acceptability of the project.	Unlikely	Major	8	£0.00	N		Options will be developed in line with the proposed budget. Savings and efficienies will be reviewed throughout the project. The chosen option will be set in such a way as to avoid scope creep.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R7	4	(2) Financial	External funding sources are not realised.	Scale of non-statutory work will have to be adjusted to suit available funding, this could advesely impact the projects acceptability	Likely	Major	16	£0.00	N		Options will be consdiered that account for a broad range of funding sources with opportunities at decision stages to alter scheme on availability. The project timeline will be aligned with a HLF bid.	£0.00	Likely	Serious	£0.00	8	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R8	3	(9) Environmental	Design does not deliver an appropriate scheme.	There is a permenant adverse impact on the historic and landscape value on the park. This would damage the City Corporation's relationship with the local community and Historic England.	Unlikely	Major	8	£0.00	N		Options will be developed that seek to improve the historic and landscape value of the park, this will be done in consulation with internal heritage officer and external stakeholders were approproate.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R9	3	(9) Environmental	Design does not deliver an appropriate scheme.	There is an adverse impact on the natrual environment of the park. This would damage the City Corporation's relationship with the local community and Historic England.	Unlikely	Major	8	£0.00			Options will be developed that seek to enhance and protect the natural environment of the park, this will be done in consulation with internal heritage officer and external stakeholders were approproate.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R10	3	(9) Environmental	Design does not deliver an appropriate scheme.	There is a permenant adverse impact on the access in and around the park. This would damage the City Corporation's relationship with the local community and Historic England.	Unlikely	Major	8	£0.00	N		Options will be developed that seek to protect access in and around the park.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R11	3	(9) Environmental	Design does not deliver an appropriate scheme.	The chosen option fails to address other non-statutory water issues such as leakage and supply. This may impact on the ability to demonstrate that the project is justifiable.	Possible	Major	12	£0.00	N		Outline options will be considered that will have wider impacts beyond the statutory requirements. Funding will be sort to simultaneously implement these.	£0.00	Unlikely	Major	£0.00	8	£0.00		30-Mar-20	Tim Munday	Gordon Roy		

R12	4	(1) Compliance/Regulatory	Planning permission is denied by London Borough of Redbridge	This would cause delays in programme and increase cost in either challenging the decision or changing the design	Unlikely	Major	8	£0.00	N		Designs will be developed in consulation with LBR to ensure that local plannign requirments are met.	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R13	4	(1) Compliance/Regulatory	Objections are raised by involved statutory bodies (ie Historic England/EA/etc)	This would cause delays in programme and increase cost in either challenging the decision or changing the design	Unlikely	Major	8	£0.00	N		The communication strategy will identify major institutional stakeholders and will ensure design intentions are communicated to them.	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Sarah Reid	Gordon Roy		
R14	4	(1) Compliance/Regulatory	Corporate approval is not granted to proceed to next gateway.	The would cause delays in programme.	Unlikely	Major	8	£0.00	N		Regular updates will be given to members to keep them aware of developments to enable them to be well placed to make decisions.	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R15	4	(5) H&S/Wellbeing	Unepxected ground conditions are found on site.	The could cause delays in the programme and increase costs due to additional work.	Possible	Serious	6	£0.00	Y - for mitigation costs	B – Fairly Confident	Preliminary ground investigations and desktop study of site.	£20,000.00	Possible	Serious	£0.00	6	£0.00		30-Mar-20	Tim Munday	Gordon Roy		Risk to be held by appointed contractor.
R16	5	(5) H&S/Wellbeing	Unexploded ordinances is found during works.	This poses a risk to those on site and could cause delays in the programme.	Possible	Serious	6	£0.00	N		An UXO review will be carried out before work begins onsite/ Appropriate RAMS shall be adopted.	£0.00	Possible	Serious	£0.00	6	£0.00		30-Mar-20	Tim Munday	Gordon Roy		Risk to be held by appointed contractor.
R17	4	(4) Contractual/Partnership	Appointed design contractor goes out of business.	Would delay project and could result in increased costs.	Unlikely	Major	8	£0.00	N		Due dilligence will be undertaking before appointing all contract to ensure that the appointee is sufficently capable fo undertaking the full scope of work.	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R18	4	(4) Contractual/Partnership	Appointed works contractor goes out of business.	Would delay project and could result in increased costs.	Unlikely	Major	8	£0.00	N		Due dilligence will be undertaking before appointing all contract to ensure that the appointee is sufficently capable fo undertaking the full scope of work.	£0.00	Rare	Major	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		
R19	5	(10) Physical	Unexpected utilities are found during construction.	Would delay project and could result in increased costs.	Possible	Serious	6	£0.00	N		Contarctors would be required to carry out deskstop studis to identifed any utilities, trail pits may oslo be untaken were necessary.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		Risk to be held by appointed contractor.
R20	5	(4) Contractual/Partnership	Complaints of park users and neighbours about construction works.	Could damage relationships with key stakeholders	Possible	Serious	6	£0.00	N		The contractor will be required to have a complaints procedure were members of the public can raise concerns, this will include feedback to the user on what is being done to resolve the issue. The contractor will be required to communicate to key stakeholders the impact of work in advance.	£0.00	Possible	Minor	£0.00	3	£0.00		30-Mar-20	Sarah Reid	Paul Thompson		Risk to be held by appointed contractor.
R21	5	(5) H&S/Wellbeing	Trespass to construction sites.	Potential to delay project should damage be caused.	Possible	Serious	6	£0.00	N		Contractor will be required to have security regime and to uphold health and safety requirement for construction sites.	£0.00	Unlikely	Serious	£0.00	4	£0.00		30-Mar-20	Tim Munday	Gordon Roy		Risk to be held by appointed contractor.
R22	5	(9) Environmental	Accidental damage to trees and other natural feature.	Damage to ecology of the park and to relationship with key stakeholders.	Possible	Serious	6	£0.00	N		Contarctor will be required to have a ecological protection plan which will need to be monitored throughout the project.	£0.00	Unlikely	Minor	£0.00	2	£0.00		30-Mar-20	Tim Munday	Gordon Roy		Risk to be held by appointed contractor.
R23	2	(3) Reputation	Difficulty in appoitning a commu	Will not be able to effectively communicate with stakeholders about the project and its progress.	Possible	Minor	3	£0.00	N		Ensure that the role is attractive and competetively fundeded.	£0.00	Unlikely	Minor	£0.00	2	£0.00		20-Sep-20	Geoff Sinclair	Colin Buttery	01-Jan-21	Position filled.
R24	4	(4) Contractual/Partnership	Difficulty in appointing consultants	Delay to project and potential increase in cost of works.	Possible	Minor	3	£0.00	N		Known contacts within consulatancy will be contacted to encourage response to possible work opportunities. If necessary the threshold for costs will need to be re-considered.	£0.00	Unlikely	Minor	£0.00	2	£0.00		06/04/22	Tim Munday	Gordon Roy		
R25	5	(4) Contractual/Partnership	Change in Panel Engineer following retendering of contract	Panel Engineers may have a professionally difference opinion in relation to works and result in differing advice of works.	Possible	Minor	3	£0.00			The Panel Engineer will be fully briefed to understand the context of the project.	£0.00	Unlikely	Minor	£0.00	2	£0.00		06/04/22	Paul Monaghan	Paul Monaghan	Oct-22	The same Panel Engineer was success full in securing the contract following the tender exercise.
R26	5	(9) Environmental	Abstraction License not renewed on same terms	The removes of aquifer supply would rapidly reduce the ability to maintain adequate water levels in the lakes leading to the dams potentially drying out for extended periods of time.	Possible	Serious	6	£0.00			Alternive supplys of water are being explored to provide a longterm sustainable solution.	£0.00	Possible	Minor	£0.00	3	£0.00		16/05/22	Geoff Sinclair	Paul Thompson		
R27	4	(2) Financial	Inflation increases the costs of works beyond agreed budget envelope	Works would not be able to progress to until funding was secured, dpeending on the time period involded this could result in a lapse in fulfiling the statutory duties and prolonging other risks.	Possible	Serious	6	£0.00			Every effort will be made to keep costs withing the agree budget including where possible altering the scope and alternative procurement strategies. Monitoimg of costs will be undertaking to give as early warning as possible should it seem that costs will exceed the initial budget.	£0.00	Possible	Minor	£0.00	3	£0.00						
R28	4	(4) Contractual/Partnership	The Panel Engineer requires greater input into ther final design than anticupated.	A greater amount of resoucring from the Panel Engineer is required as part of the detailed design development.	Possible	Minor	3	£0.00	Y - for costed impact post-mitigation	B – Fairly Confident	Cost risked provision will be used to enable increased Panel Engineer involvement as required to ensure that the final design meets the statutory requirements.	£20,000.00	Possible	Minor	£0.00	3	£0.00		Nov-22	Tim Munday	Paul Monaghan		
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						

Committees: Open Spaces and City Gardens Committee *[for decision]* Operational Property and Projects Sub *[for decision]* Streets and Walkways Sub *[for decision]*	**Dates:** 05 December 2022 26 January 2023 17 January 2023
Subject: City Greening and Biodiversity – Phase 3 of the Cool Streets and Greening Programme **Unique Project Identifier:** *12332*	**Gateway 3/4:** **Options Appraisal (Regular)**
Report of: Executive Director, Environment **Report Author:** Melanie Charalambous	**For Decision**
PUBLIC	

1. Status update	**Project Description:** This project (City Greening and Biodiversity) forms Phase 3 of the Cool Streets and Greening programme. The project aims to introduce more trees and planting in the public realm across the City and enhance biodiversity. **RAG Status:** Green (as at last report to Committee) **Risk Status:** Medium (low at last report to committee). Risk status has increased largely as a result of inflation. **Total Estimated Cost of Project (excluding risk):** £2.5m **Change in Total Estimated Cost of Project (excluding risk):** None **Spend to Date:** £49,804 **Costed Risk Provision Utilised:** None **Funding Source:** OSPR (Climate Action Strategy) **Slippage:** The project has been delayed by 2 months as a result of the capital projects review. The project is anticipated to be implemented across 2023-2025.

2. Next steps and requested decisions

Next Gateway: Gateway 5: Authority to Start Work

Next Steps:

- Undertake local stakeholder engagement
- Finalise detailed designs and construction information
- Prepare detailed cost estimates and programme
- Prepare Gateway 5 reports

Requested Decisions:

1. That the proposals for re-landscaping and re-planting strategically located sites in the City are approved to reach Gateway 5 as described in this report;
2. That additional budget of £95,000 for design development of the re-landscaping and re-planting proposals is approved to reach the next Gateway, funded from the On Street Parking Reserve (OSPR) Climate Action Strategy funding agreed for the Cool Streets and Greening programme;
3. Note that the tree planting proposals have already been approved at Gateway 5 at a total estimated cost of £755,000 (excluding risk) and are to be implemented across the next two planting seasons;
4. Note the total estimated cost of the project (Phase 3) at £2.5m (excluding risk).

3. Resource requirements to reach next Gateway

Table 1: Resources required to reach the next gateway (Re-planting and Re-landscaping)*

Item	Reason	Funds/ Source of Funding	Cost (£)
Fees	Surveys, design development, engineering input	CAS-OSPR	45,000
Staff costs	Project management, design development, consultation	CAS-OSPR	50,000
Total			95,000

	*****Tree planting proposals have been separately approved at Gateway 5 Costed Risk Provision requested for this Gateway: None
4. Overview of proposals	**<u>Context</u>** 4.1 The Cool Streets and Greening Programme was approved by Committees in 2021 as part of the Climate Action Strategy. It is a £6.8m four-year programme to create resilient streets and open spaces in the Square Mile. Please also refer to the Programme summary in Appendix 5. 4.2 Natural urban greening measures such as trees, planting beds and vertical greening aid in softening the built environment and have the potential to improve environmental conditions. They improve resilience against overheating through shade and evaporation of stored moisture, improve habitats to protect against biodiversity loss, and also filter air pollutants and reduce greenhouse gas emissions. A more varied, species-rich natural environment can not only reinforce existing habitats within the City but also provide a natural resilience to the challenges of projected future climate change. 4.3 The Climate Action Strategy acknowledges that access to green space and nature is linked to improving the health and wellbeing of individuals. There is also significant evidence of the economic benefits of introducing trees and planting into the public realm. 4.4 Urban biodiversity gain and resilience relies on ecological corridors and stepping stones for the movement and distribution of species and genetic diversity. Connection of existing open spaces, Sites of Importance for Nature Conservation (SINCs) and addition of new soft landscaping within the Square Mile and beyond into the Green Grid will conserve and enhance biodiversity. **<u>City Greening and Biodiversity project</u>** 4.5 This project was initiated in May 2022 and forms Phase 3 of the Cool Streets and Greening Programme. Following Members' feedback when the project was initiated, officers have undertaken a detailed assessment of greening opportunities across the City and have prepared a project *Masterplan* document (attached as Appendix 3). This approach differs from Phase 1 and Phase 2 of the Programme, where existing highway and public realm projects were identified, and funding provided to enhance the climate resilience of the proposals.

	This project is divided into three elements: • ***Tree planting*** across the City with a target to plant at least 100 new trees. Members agreed at Gateway 2 that this element of the project should proceed directly to Gateway 5, in order to maximise the planting opportunities within the tree planting season (November to March). This Gateway 5 report was approved by Chief Officer in November 2022. • ***Re-planting*** a number of green spaces, planting beds and planters in the City with a more climate resilient palette and biodiversity enhancements. • ***Re-landscaping*** a number of strategically selected sites in the City, to enhance climate resilience and biodiversity. 4.6 The preparation of the project Masterplan involved a prioritisation exercise which has been used to identify the proposals and locations that result in the greatest impact and benefits. 4.7 The objective is to plant trees, re-plant existing sites for climate resilience and re-landscape sites, focussing on three strategic 'green corridors'. These corridors have been identified to improve connectivity between the City's Sites of Importance for Nature Conservation (SINCs) and areas close to them, as well as providing routes across the City for pedestrians and cyclists with increased shade/canopy cover. These routes are illustrated in Figure 1 and are: • The Thames corridor • Millennium Bridge to Barbican • Barbican to the Tower 4.8 Sites along these routes have been prioritised by considering a range of parameters, including proximity to SINCs, presence of Biodiversity Action Plan target species and habitats, air quality, thermal comfort and pedestrian flows. 4.9 Additional locations have been identified because of a deficiency of greening in the area. For these locations, tree planting will be the priority, alongside the creation of at least one new pocket park. There is further scope in the future to add more greenery to these areas through the delivery of projects from Healthy Streets Plans, subject to future funding.

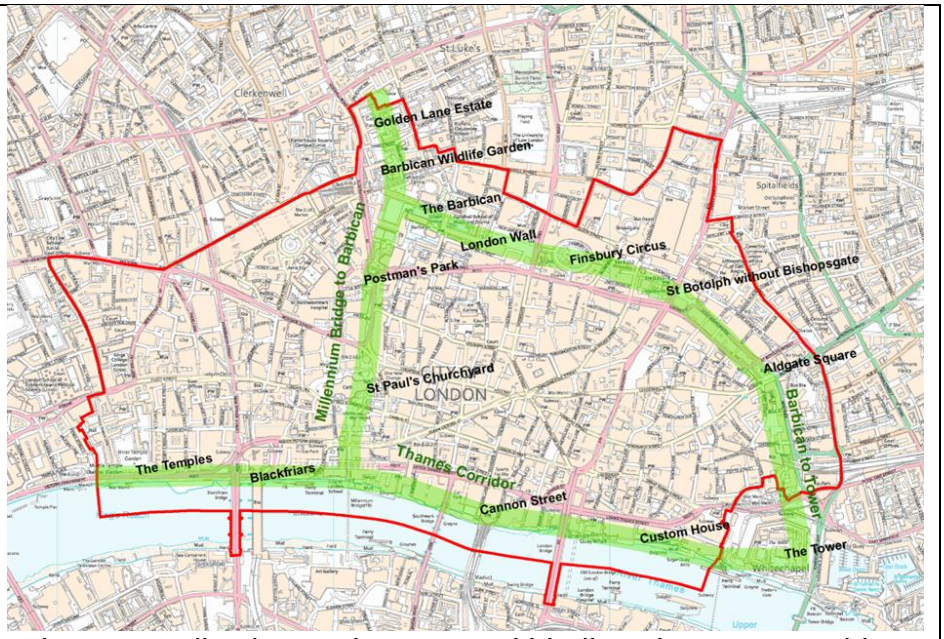

Figure 1: Indicative cool routes and biodiversity green corridors through the City

5. Risk

For the re-planting and re-landscaping elements, the main risks include:

- Planting restrictions as a result of utilities and underground structures;
  - *Mitigation: carry out site assessments and surveys (including assessing existing data) to identify locations for planting and undertake trial holes.*

- Affordability of the proposals and cost increases as a result of inflation;
  - *Mitigation: The project scope may need to be adjusted to ensure that it remains affordable within the programme budget. This risk will impact the re-landscaping projects the most and could result in one or two of the sites having to be omitted in order to stay within budget. Officer's will also review the scope of Phase 4 (which is at an earlier stage) to assess if some of this funding can be transferred to Phase 3 if appropriate, to cover increased costs.*

- Maintenance costs limit proposals;
  - *The project will increase the amount of greening in the City which will have implications for maintenance costs. It is proposed that these costs are covered by the project budget where possible which will redirect funding away from the improvements.*

	• Development sites and other projects impact programme;
	  ○ *Mitigation: coordinate proposals with other projects and construction sites. Phased approach to delivery will assist.*
	• Objections to proposals from stakeholders or local occupiers;
	  ○ *Mitigation: Engage with occupiers and stakeholders and identify alternative sites if necessary*
	Costed Risk Provision Utilised at Last Gateway: None
	Change in Costed Risk: None
	
	Further information available in the Risk Register (Appendix 2) and Options Appraisal. Please note that a separate risk register has been produced for the tree planting element which has passed gateway 5.

6. Procurement approach	It is proposed that most of the design work is carried out in-house by officers in the Environment Department. Some consultancy input will be required for the larger scale projects, and it is proposed to appoint landscape architects and engineers following approved procurement processes. The civil works (excavation, construction and paving) will be carried out by the City's Highway Term Contractor (FM Conway). The planting and soil works will be carried out by The City Gardens Team and their contractors. The project management and construction management will be undertaken by the Environment Department (Policy and Projects, City Gardens and Highways).

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	Project Masterplan
Appendix 4	Finance Tables
Appendix 5	Cool Streets and Greening Programme - overview of Phases 1-4

Contact

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Telephone Number	020 7332 3155

Options Appraisal Matrix

Due to the masterplan approach to project development, only one option is proposed, as described below and set out in the project masterplan in Appendix 3.

<table>
<tr><td>Project Overview</td><td></td></tr>
<tr><td>1. Brief description of option</td><td>This project (City Greening and Biodiversity) forms Phase 3 of the Cool Streets and Greening programme. The project aims to introduce more trees, improve planting and re-landscape areas of the public realm across the City to improve climate resilience and enhance biodiversity.</td></tr>
<tr><td>2. Scope and exclusions</td><td>

Tree planting is proposed to plant street trees across the City with a target of at least 100 new trees. Members have agreed that this element of the project should proceed directly to Gateway 5 in order to maximise the planting opportunities within the tree planting season (November to March). This Gateway 5 report was approved by Chief Officer in November 2022. Further details are set out in the masterplan in Appendix 3.
Re-planting: 14 sites have been identified to be either fully or partially re-planted with a more climate resilient palette and biodiversity enhancements. These are described in the table below:

<table>
<tr><th>Re-planting Sites</th><th>Proposals</th><th>Green corridor</th></tr>
<tr><td>All Hallows on the Wall</td><td>• Shrub planting with access to historic wall
• Nectar/pollen rich perennial planting in western bed</td><td>Barbican - Tower</td></tr>
<tr><td>St Dunstan’s on the Hill</td><td>• Climate resilient ‘dry’ planting
• Scope tree/shrub potential
• Improve drainage</td><td>SINC between two routes</td></tr>
<tr><td>St Dunstan’s in the East Churchyard</td><td>• Addition of permeable surfacing
• Dead wood
• New bed with nectar/pollen rich perennial upper lawn</td><td>SINC between two routes</td></tr>
</table>
</td></tr>
</table>

Project Overview			
		• Improve lower lawn drainage create bog style rain garden in recess	
	Queen Street Place	• Replace some plants with climate resilient plants • Improve soil	Thames
	Whittington Gardens	• Decompaction of soil • Soil improvements • Mulching • Invertebrate measures	Thames
	Angel Lane	• Replace hedging with resilient species • Dead wood • Nectar/pollen rich shade tolerant planting	Thames
	Grants Quay	• Soft landscaping of circular lawn with perennials and shrubs	Thames
	Dark House Walk	• Extend riverside climate resilient planting scheme • Trial different substrates • Replace shrubs and perennials with resilient species • Invertebrate measures	Thames
	St Annes and St Agnes Churchyard	• Nectar/pollen rich shade tolerant perennial planting • Tree removal for resilient understory tree • Replace/build up shrubs with fruiting species • Deadwood area • Introduce low/ground cover planting in high ASB area	Millennium Bridge - Barbican

Project Overview	

St Olave Silver Street	• Dense wild hedging 2 – 3 rows • Nectar/pollen rich shade tolerant bedding planting • Replenish ground cover planting beneath trees	Millennium Bridge - Barbican
John Carpenter Street	• Replace failing box hedging with more resilient planting	Thames
St Botolph's without Bishopsgate	• Create wildlife strip behind netball court • Introduce low/ground cover planting in high ASB area • Raise canopy to increase visibility (tree planting) • Improve management plan for enclosed shrubbery for wildlife • Investigate redesign of water feature for pond • Replant annual bedding area with nectar/pollen rich perennials and grasses	Barbican - Tower
St Mary Staining	• Create pond in raised bed • New bed beneath established tree with understory planting and fruiting shrubs • Mulch new bed area • Improve species mix in raised beds	Millennium Bridge - Barbican
St Mary Aldermanbury	• Replace box hedging with resilient species • Improve planting across site with mix of shrubs, perennials and grasses	Millennium Bridge - Barbican

<table>
<tr><td>Project Overview</td><td></td></tr>
<tr><td></td><td>
Re-landscaping: Strategically selected sites have been identified to be re-landscaped to unseal existing paved areas, enhance climate resilience and biodiversity and provide amenity space. These sites vary in scale and proposals are summarised below with further details set out in the masterplan in the Appendix. The project funding will be focussed on delivering greening and biodiversity benefits in the first instance. Paving improvements, seating and other street furniture will be secondary priorities and will only be included in scope if funding is available.
<table>
<tr><th>Re-landscaping Sites (listed in priority order)</th><th>Proposals</th><th>Green corridor</th></tr>
<tr><td>London Wall/Moorgate (significant corner space)</td><td>• Additional planters and trees and improved layout to reflect pedestrian movement
• Replacement of lawn with raised planting bed and attractive resilient planting. Protection of existing mature oak tree
• Sustainable drainage (SuDS)
• Seating (including re-positioning existing seats)</td><td>Barbican to Tower</td></tr>
<tr><td>Finsbury Circus Western Arm (existing carriageway space that has been closed to vehicles) – significant new green route</td><td>• Creation of new green public space with trees and planting beds
• Complements the enhancement of Finsbury Circus
• This project will only fund the greening elements of this scheme (the main paving , seating and drainage works are already funded by the Moorgate Crossrail project)</td><td>Barbican to Tower</td></tr>
<tr><td>Fetter Lane (north)</td><td>• Existing asphalt carriageway space that has been closed to vehicles for several years</td><td>Area of greening deficiency</td></tr>
</table>
</td></tr>
</table>

Project Overview			
		• Creation of new green pocket park with trees and planting • Retention of cycle route through space • Also potential for new permeable paving and SuDS as part of Phase 4, subject to underground investigations • This could link with improvements to other green spaces in the area identified through the Fleet Street Healthy Streets Plan	
	St Peter Westcheap	• Explore opportunities to adjust layout to increase space for resilient planting and ensure the existing mature plane tree is protected	Millennium Bridge to Barbican
	Fann Street west	• Replacing existing concrete planters at western end with more appropriate landscape design	Millennium Bridge to Barbican
	Playhouse Yard	• This site has been selected as a 'contingency' site to be taken forward if site constraints restrict the implementation of the above sites • There is scope to widen footways and plant trees with under-planting • There is also potential for SuDS as part of Phase 4 • This could link with improvements to other green spaces in the area identified through the Fleet Street Healthy Streets Plan	Area of greening deficiency

Project Overview	

Biodiversity Enhancements will be critical in delivering on the key ecosystem service areas: biodiversity value, microclimate management, water management and wellbeing. The following enhancements will be considered (see table below) within the scope of the sites to maximise the opportunity for wildlife and increase the resilience of these spaces. The aims of these measures include creation/restoration of relevant habitat types, increasing breeding opportunities and to ensure an adequate level of redundancy in planting schemes to create ecological continuity.

Biodiversity Measures	**Benefits**
Nesting infrastructure	Bird breeding/distribution
Roosting infrastructure	Bat breeding/seasonal roosting
Bee posts/bug hotels/bee pots	Increase pollinator/invertebrate nesting/abundance
Bare/exposed ground/rock piles	Provision of habitat for ground nesting invertebrates
Loggeries (deadwood features)	Provision of habitat for saproxylic species
Species rich native planting types (trees, understory, shrubs, hedging, climbing/trailing and mid – low ground cover)	Increase flowering/fruiting season, provision of larval food plants, increase habitat types, thermal comfort, air quality
Standing water (ponds and rain/bog gardens)	Increase available habitat parcel types, reduce water flow into surface water drains, provision of habitat for semi aquatic macro invertebrates
Monitoring and field equipment	Collect data on species distribution and abundance, assess plants and soil viability/durability/quality

Further details are set out in the project masterplan in Appendix 3.

All proposals relate to either public highway or open spaces that the City already maintains. Private land is excluded from the scope of this project.

Project Overview	
Project Planning	

3. Programme and key dates	*Overall project: 2022- 2025*
	Key dates:
	• Undertake local stakeholder engagement (Jan 23 – June 23)
	• Finalise detailed designs and construction information (Jan 23 – July 23)
	• Prepare detailed cost estimates and programme (Jan 23 – July 23)
	• Prepare Gateway 5 reports:
	  ○ (Tree planting Nov 22)
	  ○ Re-planting spring/summer 23
	  ○ Re-landscaping summer 23
	• Implementation of works – 2023-2025 (timing is restricted by planting season: tree planting season is Nov-March, perennial planting is in spring and autumn).

4. Risk implications	Overall project option risk*:* medium Please refer to risk section in main report. Further information available within the Risk Register (Appendix 2).
5. Stakeholders and consultees	• Local occupiers • BIDs • Local interest groups • Ward Members • Churches • Local Residents

<table>
<tr><td>Project Overview</td><td></td></tr>
<tr><td>6. Benefits of option</td><td>

The recommended option will allow for trees, planting and landscaping schemes to be strategically located. This will provide maximum benefits to biodiversity by improving connectivity between Sites of Importance for Nature Conservation (SINCs).
Previous phases of the Cool Streets and Greening programme have identified existing highway/public realm schemes and re-designed these to incorporate climate resilience measures. The recommended option means that proposed schemes are not constrained by design work that has previously taken place. Maximum cost-benefits for climate resilience can be achieved and designed in from the start.
The designation of Green Corridors allows limited resources to be focused where maximum benefits can be achieved for biodiversity, as supported by the City of London SINC Review (2016) and the Biodiversity Action Plan.
A priority of the Cool Streets and Greening programme is to monitor the effectiveness of such schemes. The recommended option allows monitoring scheme/equipment to be designed in, rather than retrofitted. The schemes will be monitored as part of the wider programme.

</td></tr>
<tr><td>7. Disbenefits of option</td><td>The recommended option does not target all areas of greening deficiency due to the prioritisation of the green corridors approach and funding restrictions. It is recommended that these deficient areas are addressed through future projects (subject to funding).</td></tr>
<tr><td>Resource Implications</td><td></td></tr>
<tr><td>8. Total estimated cost</td><td>Total estimated cost (excluding risk): £2.5m (inclusive of maintenance).

Table 2: City Greening and Biodiversity – estimated cost
<table>
<tr><th>Item</th><th>Estimated Cost (excluding risk)</th></tr>
<tr><td>Evaluation and Design</td><td>175,000</td></tr>
<tr><td>Tree planting (100 trees)</td><td>755,000</td></tr>
<tr><td>Re-planting (14 sites)</td><td>400,000</td></tr>
<tr><td>Re-landscaping (up to 4 sites)*</td><td>1,170,000</td></tr>
<tr><td>TOTAL</td><td>2,500,000</td></tr>
</table>
*subject to detailed cost estimates ahead of Gateway 5 – see site prioritisation in table above</td></tr>
</table>

Project Overview	
	Please also refer to finance tables in Appendix 4. More detailed cost estimates will be prepared ahead of the Gateway 5 reports.
9. Funding strategy	OSPR funding as part of the Climate Action Strategy
10. Investment appraisal	*N/A* *Asset enhancement*
11. Estimated capital value/return	*N/A* *Asset enhancement*
12. Ongoing revenue implications	The detailed project costs will be developed at the next stage and will include an allowance for the establishment and maintenance of the trees and planting.
13. Affordability	Funding fully allocated as part of CAS
14. Legal implications	*None*
15. Corporate property implications	*None.*
16. Traffic implications	Some of the sites will need to be designed to accommodate existing cycle routes through.
17. Sustainability and energy implications	The project will achieve best practice/ industry leading standards The project will meet the following Climate Action Strategy Objectives: • The Square Mile's buildings, public spaces and infrastructure are resilient to climate change • People in the Square Mile and beyond benefit from a clean, green and safe environment

Project Overview	
	Relevant Climate Action Strategy Action: • Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials The Biodiversity Action Plan (2021-26), Tree Strategy SPD (2012) and City Gardens Management Plan are also relevant as well as the Climate resilient planting catalogue that is currently being prepared. In addition, this project helps to deliver towards proposals 7 to 10 of the City's Transport Strategy in delivering the strategy outcome of "The Square Mile's streets are great places to walk and spend time"
18. IS implications	*None*
19. Equality Impact Assessment	An EQIA will be undertaken and the City's COLSAT tool will be used where appropriate to inform the design before the Gateway 5 report is submitted (for some of the relandscaping sites). Healthy streets checks will also be undertaken on these sites.
20. Data Protection Impact Assessment	*N/A*
21. Recommendation	Recommended

Appendix 1 – Project Coversheet

Project Coversheet

[1] Ownership & Status

UPI: 12332
Core Project Name: City Greening and Biodiversity
Programme Affiliation (if applicable): Cool Streets and Greening (part of Climate Action Strategy)
Project Manager: Melanie Charalambous
Definition of need:

The City's climate is changing. We need to adapt the City's environment to hotter drier summers, warmer wetter winters, sea level rise and more frequent extreme weather events.

The Cool Streets and Greening Programme is a key delivery mechanism of the City's Climate Action Strategy that aims to create resilient streets and open spaces in the Square Mile.

The benefits of greenery in the public realm are well documented. Trees and planting aid in softening the built environment and have the potential to improve environmental conditions offering shade, pollutant filtration and habitat creation as well as reducing greenhouse gas emissions.

Key measures of success:

-To improve the Square Mile's Urban Greening Factor
-To Increase the amount of climate resilient planting in the City
-To improve opportunities and corridors for biodiversity and deliver on the outcomes of the City's Biodiversity Action Plan

Expected timeframe for the project delivery: 2022-2025
Key Milestones:

- Undertake local stakeholder engagement – Feb – July 2023
- Finalise detailed designs and construction information Feb – July 2023
- Prepare detailed cost estimates and programme Feb – July 2023
- Prepare Gateway 5 reports – March – Sept 2023
- Implementation – 2023 - 2025
- Gateway 6 will be submitted in mid 2025

Are we on track for completing the project against the expected timeframe for project delivery? N
2-3 month programme delay as a result of the Capital project review and above milestones have been amended as a result.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
Yes. Managed as part of Climate Action Strategy

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer April 2022

- Total Estimated Cost (excluding risk): £1.5m - £2.5m
- Costed Risk Against the Project: n/a
- Estimated Programme Dates: 2022-2025

Scope/Design Change and Impact: no change

'Project Proposal' G2 report (as approved by PSC May 2022)

- Total Estimated Cost (excluding risk): £1.5-2.5m
- Resources to reach next Gateway (excluding risk) £80,000
- Spend to date: N/A
- Costed Risk Against the Project: none
- CRP Requested: none
- CRP Drawn Down: none
- Estimated Programme Dates:2022-2025

Scope/Design Change and Impact: no change

'Options Appraisal and Design' G3-4 report (Dec 2022 and Jan 2023 the subject of this report) *Note: the tree planting element of the project went straight to GW5 in order to not miss the opportunity to plant trees in the planting season (Nov –March)*

- Total Estimated Cost (excluding risk): £2.5m
- Resources to reach next Gateway (excluding risk): 95k
- Spend to date: £49,804 (for the whole of Ph 3)
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: 2023 - 2025

Scope/Design Change and Impact: no change

'Authority to start Work' G5 report – Tree planting (approved by Chief Officer Nov 2022)

- Total Estimated Cost (excluding risk): £755,000
- Resources to reach next Gateway (excluding risk): £755,000
- Spend to date:
- Costed Risk Against the Project: £45,000
- CRP Requested: £45,000
- CRP Drawn Down:
- Estimated Programme Dates: 2022 - 2024

Scope/Design Change and Impact: none

Total anticipated on-going commitment post-delivery [£]:maintenance costs included within capital project costs **Programme Affiliation [£]:**Cool Streets and Greening (CAS)

City of London: Projects Procedure Corporate Risks Register

Project Name:	City Greening and Biodiversity (masterplan GW3-4)	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	6.0	**Open Risks**	10
Unique project identifier:	12332	**Total estimated cost (exc risk):**	£ 2,500,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	3.0	**Closed Risks**	0

General risk classification											Mitigation actions						Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	4	(10) Physical	Underground structures and utilities limits ability to plant	Project scope reduced and impact on programme and cost	Likely	Serious	8	£0.00	N	B – Fairly Confident	Carry out additional surveys and site assessments and utilise info from cubic mile project. Identify contingency sites	£0.00	Likely	Minor		4	£0.00		24/03/2022	Melanie Charalambous			Contingency sites identified through materplan
R2	4	(10) Physical	Planting proposals are restricted or delayed by nearby works or developments	will impact project scope and programme	Possible	Minor	3	£0.00	n	B – Fairly Confident	Officers will coordinate with other project managers and colleagues to ensure that information is shared and planting programmed	£0.00	Unlikely	Minor		2	£0.00		24/03/2022	Melanie Charalambous			liaise with planners to get uptodate information on sites
R3	4	(3) Reputation	Delays to the procurement of materials and planting	will impact programme	Likely	Minor	4	£0.00	n	B – Fairly Confident	Discuss procurement route with Term contractor and City gardens team to ensure orders are placed ontime.	£0.00	Unlikely	Minor		2	£0.00		24/03/2022	Melanie Charalambous			Impact is due to planting season restrictions and lead in times
R4	4	(2) Financial	Works cost increase due to inflation	will impact scope and budget	Likely	Serious	8	£0.00	N	C – Uncomfortable	The project scope may need to be adjusted to ensure that it remains affordable within the programme budget. This risk will impact the re-landscaping projects the most and could result in one or two of the sites having to be omitted in order to stay within budget. Officer's will also review the scope of Phase 4 (which is at an earlier stage) to assess if some of this funding can be transferred to Phase 3 if appropriate, to cover increased costs.	£0.00	Possible	Serious		6	£0.00		24/03/2022	Melanie Charalambous			Inflation impacts are unknown for some elements of the works. Officers will prepare detailed cost estimates ahead of GWS
R5	4	(4) Contractual/Partnership	Objections received to planting proposals from stakeholders	will impact scope and pgramme	Possible	Serious	6	£0.00	n	B – Fairly Confident	Consult occupiers and stakeholders. Additional officer time required for this if locations are in dispute and alternative locations selected	£0.00	Unlikely	Minor		2	£0.00		24/03/2022	Melanie Charalambous			Carry out early consultation (initial consultation on some sites has already taken place)
R7	4	(2) Financial	Maintenance costs limit planting proposals	the budget will need to include an allowance for maintaing the planting which will reduce the implementation budget	Likely	Serious	8	£0.00	n	C – Uncomfortable	Take account of costs early on and try to design low maintenance proposals. Some proposals for climate resilient solutions should reduce maintenance costs in the longer term	£0.00	Possible	Minor		3	£0.00		24/03/2022	Jake Tibbets			Ensure low maintenace design solutions. In the long-term, maintenance budgets will need to be increased.
R8	4	(4) Contractual/Partnership	Difficulties in getting approvals from churches	elements of the projects could be delayed or need to be altered. Implications for staff costs and programme	Possible	Minor	3	£0.00	n	B – Fairly Confident	Allow for increased costs in estimates and use costed risk register if needed	£0.00	Unlikely	Minor		2	£0.00		24/03/2022	Melanie Charalambous			liaise with highway manager to ensure infomtion is known

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City Greening and Biodiversity

Masterplan Report

November 2022

Table of content:

1.

Introduction

1.1 PROJECT AIMS AND OBJECTIVES

Project Aims

The City of London's Climate Action Strategy (CAS) was adopted in 2020. It commits the City Corporation to achieve:

- Net zero by 2027 in its operations
- Net zero by 2040 across its value chain and in the Square Mile
- Climate resilience in its buildings, public spaces and infrastructure

The CAS acknowledges that the City of London must prepare for future climate change, including: hotter, drier summers; warmer, wetter winters; more extreme weather events such as heavy rainfall; and sea level rise. These changes are associated with a number of risks, including heat stress, increased flooding, drought and loss of biodiversity.

The Cool Streets and Greening (CSG) programme is a key mechanism to deliver the CAS and aims to build resilience against these risks through measures in the City's streets, gardens and public realm. The City Greening and Biodiversity project will help to deliver on three high level actions of the CSG programme, approved under the CAS in 2020:

- Action 2.5: Sustainable rain and surface water management policies and implementation
- Action 2.7: Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces
- Action 2.8: Introduce climate-resistant and adaptive landscaping in planned works

Where appropriate, these measures also support the City Corporation's Biodiversity Action Plan (BAP) 2021-2026, which supports the creation of biodiverse green infrastructure for climate resilience and highlights the need to adapt to the impacts of climate change on habitats and species. It also emphasises the need to improve biodiversity potential in Sites of Importance for Nature Conservation (SINCs) and to improve the connectivity between SINCs and other green spaces.

Project Objectives

- To improve the Square Mile's Urban Greening (which provides a quantifiable measure of the overall level and environmental benefit of greening in the City);
- To plant a minimum of 100 new trees across the City;
- To Increase the amount of climate resilient planting in the City;
- To improve opportunities and corridors for biodiversity and deliver on the outcomes of the City's Biodiversity Action Plan

2.

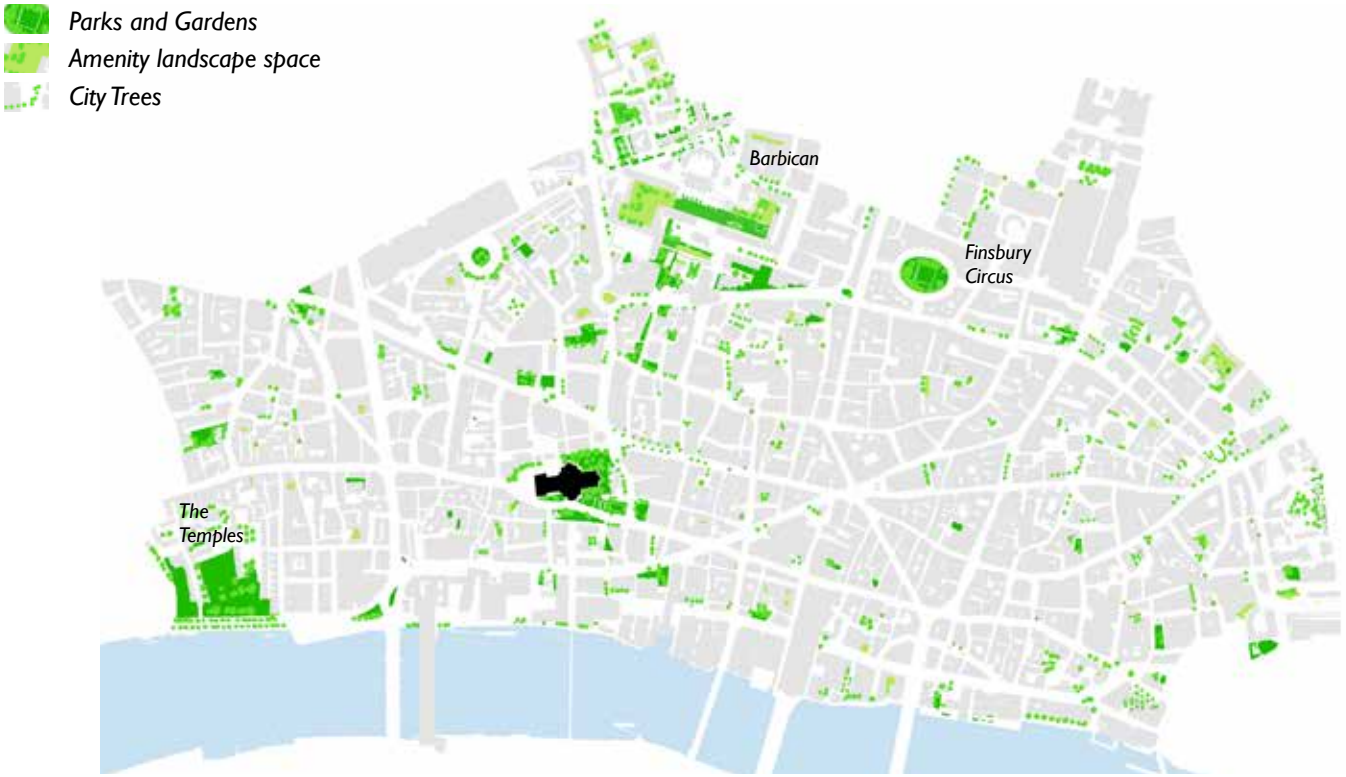
Approach and principles

2.1 CITY PUBLIC REALM VISION

Public City Gardens and Green Open Spaces

The City contains numerous open spaces and City gardens which are of historic importance and have a statutory open space designation and protected status. These green spaces offer a strong natural presence of trees, shrubs and lawns and act as destinations in themselves to provide an opportunity for rest and relaxation for workers, visitors and residents within the urban fabric. Four parks and gardens are included on English Heritage's Register of Parks and Gardens of special interest: Barbican; Finsbury Circus; Inner Temple and Middle Temple and contribute to a number of sites of borough wide and local nature conservation significance.

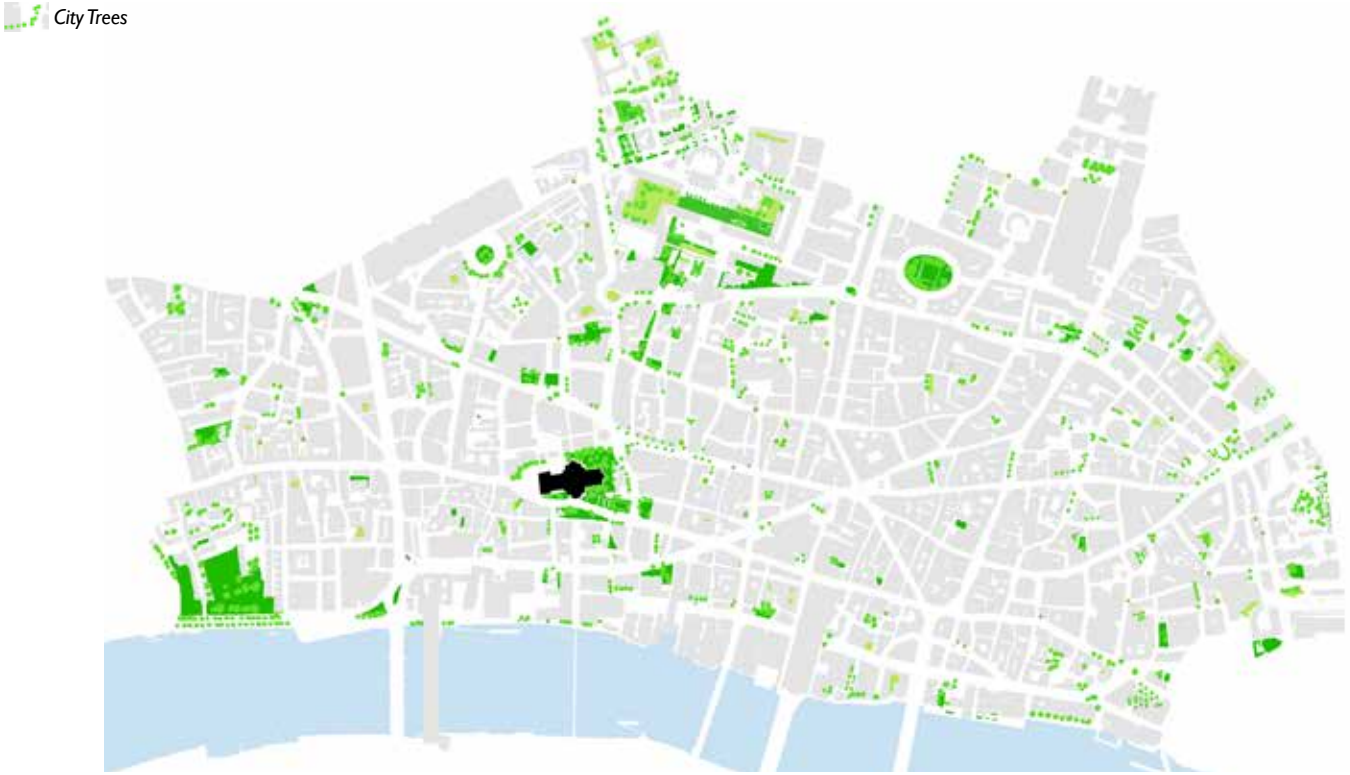
The supply of amenity landscape including formalised sports and play space is relatively low, with much lying in private residential estate landscapes.



2.1 CITY PUBLIC REALM VISION

Trees in the City

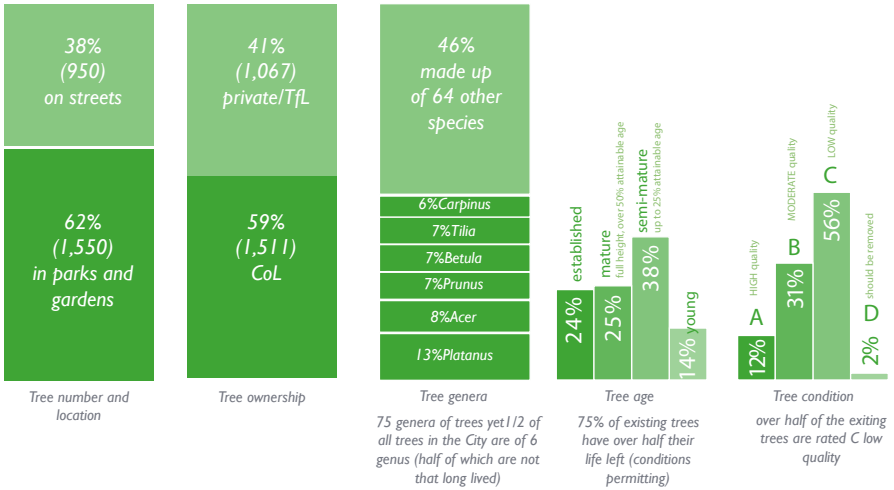
Given the acceptance that trees within the City currently, and increasingly will, play an important role in urban greening and environmental mitigation over the coming decades, an assessment of the number, distribution, variety, age and health of the 2,500 existing City trees reveals ongoing challenges to tree planting particularly within the streets due to heritage and utility constraints; to tree health and success affected by tall buildings and a limited number of species providing the majority of tree cover. 1 in 7 of all trees in the City are London Plane which, whilst providing a statuesque tree form and various microclimatic benefits, offer reduced biodiversity benefits when compared to other urban tree species. Targeting a more varied trees species palette of increased number and increased canopy cover will ensure their ongoing contribution and future resilience to our changing climate.



2,578 trees within the City

1/3 trees within streets

2/3 trees within parks & gardens



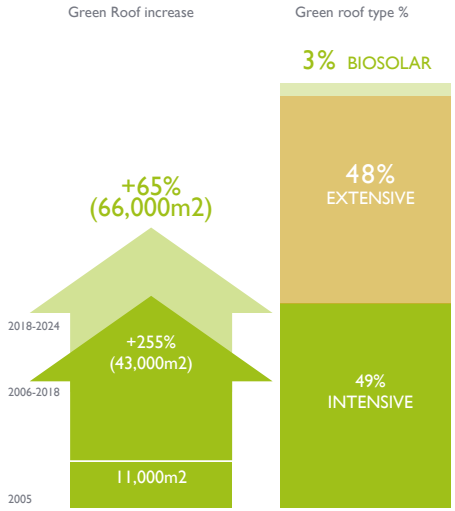
2.1 CITY PUBLIC REALM VISION

Green roofs and viewing terraces

Green roofs within the City provide an increasingly important contribution to the open space and natural biodiverse network within the dense urban environment. Green roofscapes, numbering over 100, help to add to the vertical stratigraphy of urban greening elements and respond to the current climate challenge. They can be developed as either intensive, such as roof terraces, gardens and publicly accessible viewing terraces, or extensive, providing an important natural green coverage which not only promotes and supports critical target species habitats but also contributes to sustainable goals including rainwater retention and reductions to the heat island effect. Public access to public viewing galleries and roof top restaurant terraces is afforded to a limited but increasing number roofscapes. Many new development increasingly incorporate combinations of both intensive and extensive roofing (some also as Biosolar with PV panels).

The City will have seen a 6-fold increase in green roof coverage between 2005 and 2024 with current planning approved new development.

An increasing number of green roofs are associated with new development close to the river benefiting from the south facing riverside views and supporting the River Thames Site of Metropolitan Importance for Nature Conservation (SMINC).



Transformative move
City Wide

4

City Greening

Unsealing the surface of the City to invest in green infrastructure will offer a natural resilience within the public realm

Green space and tree planting are a precious and limited resource within the City. In addition to the distinctive natural character they bring, these natural elements critically can provide a proven, practical means to help tackle our changing climate. By unsealing the surface of the City, where appropriate, urban greening interventions along routes and within spaces can bolster the natural resilience and natural connectivity on offer. The public realm has the ability to act as a natural sponge and moderate local environmental effects associated with the urban heat island effect through air cleansing, cooling, increasing natural biodiversity of plants and absorbing surface runoff to help mitigate stormflow into the river. The beneficial contributions of integrating greening measures into the streetscene however needs careful balancing with other competing demands but when planted in the right place with available space, trees and planting can offer a greatly enhanced character, microclimatic and habitat improvements as well as supporting the economic attractiveness and productivity of an area.

Measures to improve the natural appeal and resilience of routes and spaces will be sought to deliver the City Greening transformative move with artificial greening such as artificial green walls and turf to be actively discouraged. A hierarchy of greening interventions is presented to highlight those that are particularly beneficial to the City's environment. This hierarchy expands upon the findings of the City-commissioned Urban Greening Factor Study of 2018 (carried out by The Green Infrastructure Consultancy) whereby a range of greening elements identified under the GLA Urban Greening Factor checklist* were assessed against the agreed benefits of green infrastructure outlined by the City in order of priority as follows 1.amenity and recreation, 2. health and wellbeing, 3. air quality, 4. rainwater absorption, 5. biodiversity, 6. temperature and 7. noise mitigation.
In establishing the greening hierarchy, many of these measures and priorities have been further assessed and balanced with the urgent need to tackle the climate emergency as well as public benefits, water usage and notional cost of implementation and maintenance upkeep.

** Note: for the purposes of applicability within the City's dense form, the more expansive categories of semi-natural extensive vegetaiton of woodlands and flower rich grasslands as well as wetland or open water bodies have been excluded.*

Proposals

14. **Target an increase in urban greening** within the streets and space of the City
15. **Utilise positive greening benefits** to promote healthier and more comfortable urban microclimates (shaded, cleaner, cooler, more absorptive, less windy)
16. **Increase the natural variety and resilience** of species within the City
17. **Exploit sustainable urban drainage potential** of planting to reduce stormflow runoff and pressure on the sewer system

Urban Greening Hierarchy

The hierarchy diagram represents those greening interventions that will offer greatest lasting impact for the City. It establishes a layered approach to urban greening and identifies beneficial greening measures to be targeted as part of the City Greening transformative move. Key target interventions, to be made increasingly publicly accessible at ground level and ideally within natural ground, include legacy and streetscape tree planting, species- rich and climate-resilient terrestrial planting, raingardens and sustainable urban drainage and the promotion of sustainable and lasting green walls and green roofs (both intensive and extensive).

Transformative move
City Wide

4 City Greening

A range of opportunities exist to create complementary green layers throughout the City

Features

1. Street Tree planting
2. SUDS and Raingardens
3. Raised planters
4. Terrestrial planting
5. Green (climbing) walls
6. Hedges
7. Amenity Lawn
8. Legacy Trees
9. Temporary planting/ parklets
10. Roof terraces & viewing platforms
11. Extensive green roofs
12. Window planter boxes

Transformative move
City Wide

4 City Greening

Sync the SINC's

The City provides a number of sites of importance for nature conservation, ranging from the metropolitan significance of the River Thames corridor to more localised green spaces. By improving the biodiversity of these sites and enhancing the links between them, important natural corridors will be strengthened. This City-wide move seeks to establish these greener links, as natural stepping stones, at multiple levels from river to street to podium gardens and green roofs, to ensure a more appealing, naturally resilient and high quality urban landscape is promoted. Connective greening measures along key movement corridors may also tackle poor environmental conditions and expand the natural mosaic of urban habitats to neighbouring boroughs and green space. xp

The City's Sites of Importance for Nature Conservation (SINC's)

Site of Metropolitan Importance for Nature Conservation ***(SMINC)***
The River Thames and its Tidal Tributaries

Site of Borough Importance for Nature Conservation ***(SBINC)***
The Temple Gardens
The Barbican and St Alphage's Garden

Site of Borough Importance for Nature Conservation ***(SBINC)***
Pepys Garden and St Olave's Churchyard, Seething Lane
St Paul's Cathedral Garden
Cleary Gardens
St Botolph with Bishopsgate Churchyard
Aldermanbury Gardens
The Roman Wall, Noble Street
Finsbury Circus

Proposals

⑱ **Enhance the natural connectivity of the River Thames and riverside** through additional green infrastructure

⑲ **Develop green links across the City** including:

- Temples-Chancery Lane-Holborn and King's Cross
- St Paul's-Postman's Park-Barbican-Islington
- Northern arm connecting Smithfield-Bishopsgate, via Barbican & Finsbury Circus
- Tower -Minories-Aldgate
- Embankment-Riverside Walk-Green lanes- Tower-Wapping

2.2 CUBIC MILE

Below Ground Mapping

The UK Climate Resilience Programme is a four-year scientific research programme led jointly by the Natural Environment Research Council (NERC) of UK Research and Innovation (UKRI) and the Met Office. As part of this programme, the City of London recently completed a year-long embedded researcher project with the British Geological Survey to identify current knowledge gaps and advance understanding of subsurface to improve climate resilience.

As London's historic centre, the City of London's below-ground space is very congested, made up of utilities, pipe subways, basements, sewers, railways, archaeology and more. This congestion constrains a number of important measures for climate resilience, such as tree planting, urban greening and sustainable urban drainage schemes (SuDS).

The Cubic Mile project supports the Cool Streets and Greening programme by improving the mapping of below ground assets and breaking down barriers to implementing such schemes. This research has informed the planning, identification and prioritisation of sites for the City Greening and Biodiversity project.

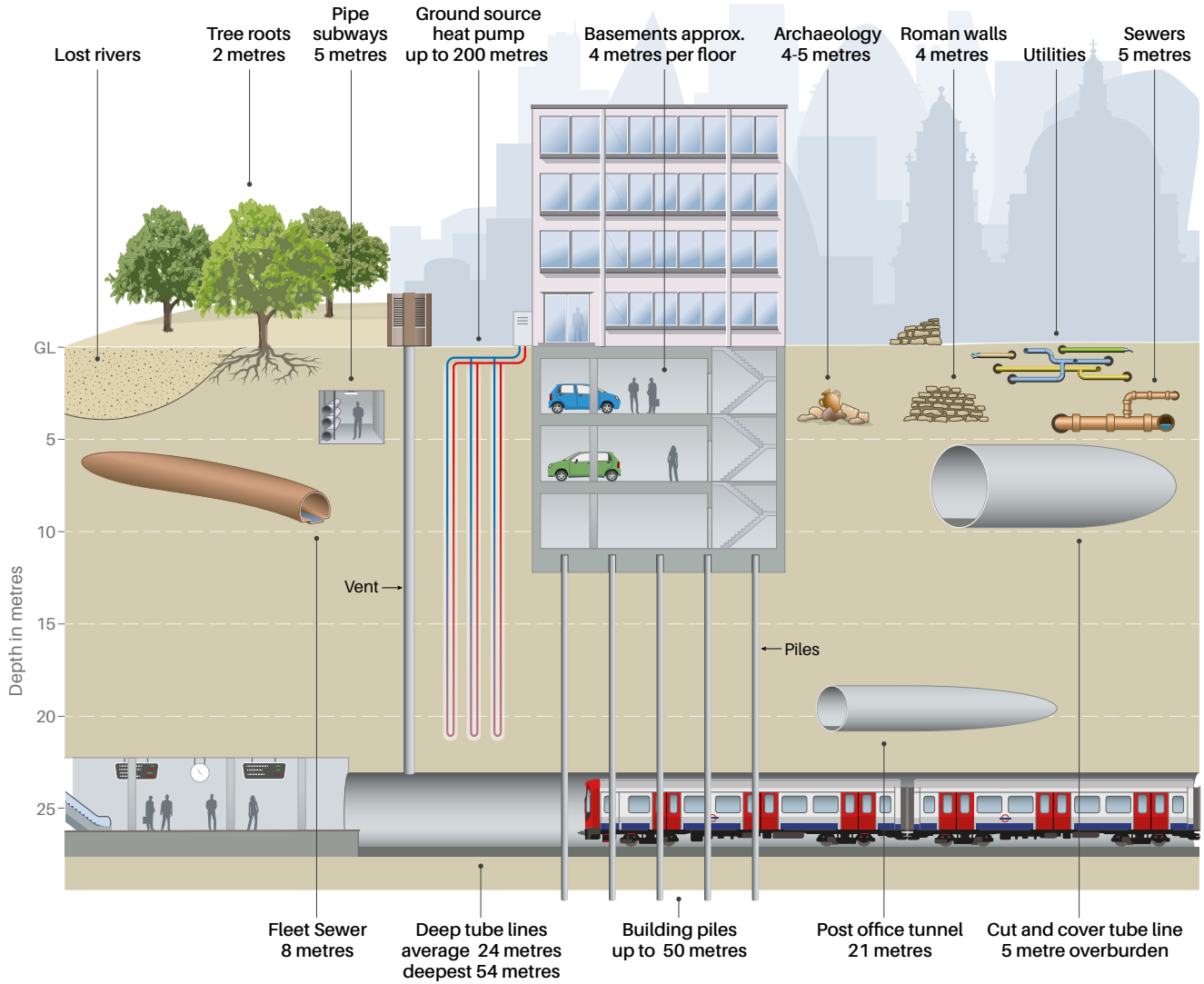


Illustration of the City of London's congested underground space.

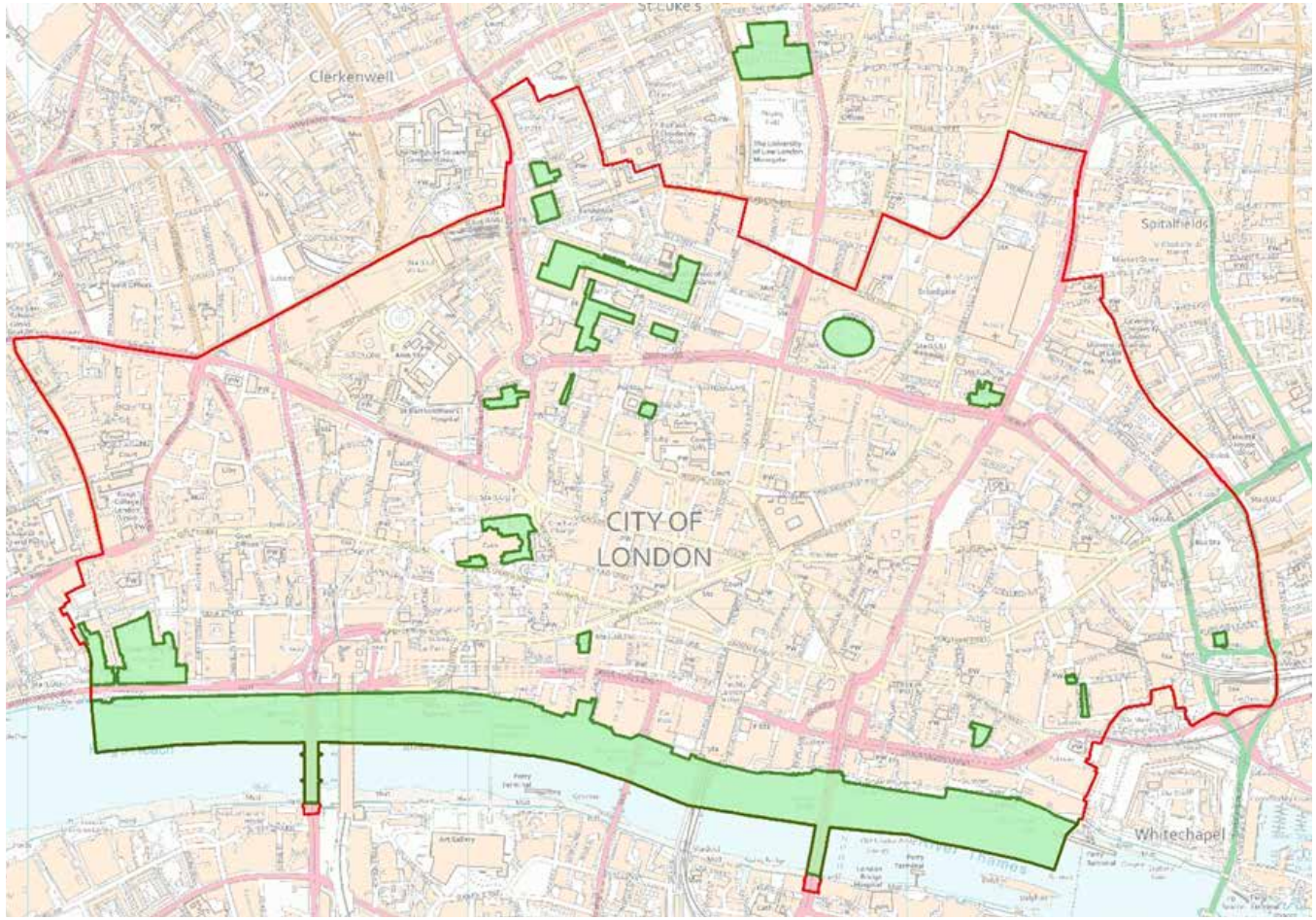
2.3 SITE PRIORITISATION

The best examples of key habitats and green spaces are identified as SINCs, which are non-statutory designated sites identified by local authorities and recognised in planning policy. These are categorised – by decreasing importance – as sites of Metropolitan, Borough or Local importance.

The SINCs within the City of London, including those redesignated as part of the 2016 SINC review in support of the emerging City Plan are shown in the table and map on the next page.

2.3 SITE PRIORITISATION

City Plan 2036 Site Ref	Site
Sites of Metropolitan Importance for Nature Conservation (SMINC)	
M031	The River Thames and its Tidal Tributaries
Sites of Borough Importance for Nature Conservation (SBINC) Grade 1	
CiBI01	The Barbican, St Alphage Garden and Barber Surgeon's Garden
Sites of Borough Importance for Nature Conservation (SBINC) Grade 2	
CiBII01	The Temple Gardens
CiBII03	Roman Wall, Noble Street and St Anne and St Agnes Churchyard
Sites of Local Importance for Nature Conservation (SLINC)	
CiL01	Pepys Garden and St Olave's Churchyard, Seething Lane
CiL02	St Paul's Cathedral Churchyard Garden
CiL03	Cleary Gardens
CiL04	St Botolph without Bishopsgate Churchyard
CiL05	Aldermanbury Gardens
CiL07	Finsbury Circus Gardens
CiL08 (proposed)	Postman's Park
CiL09 (proposed)	Portsoken Street Garden
CiL010 (proposed)	St Dunstan in the East Church Garden



Map - Outline of designated SINCs in the City of London

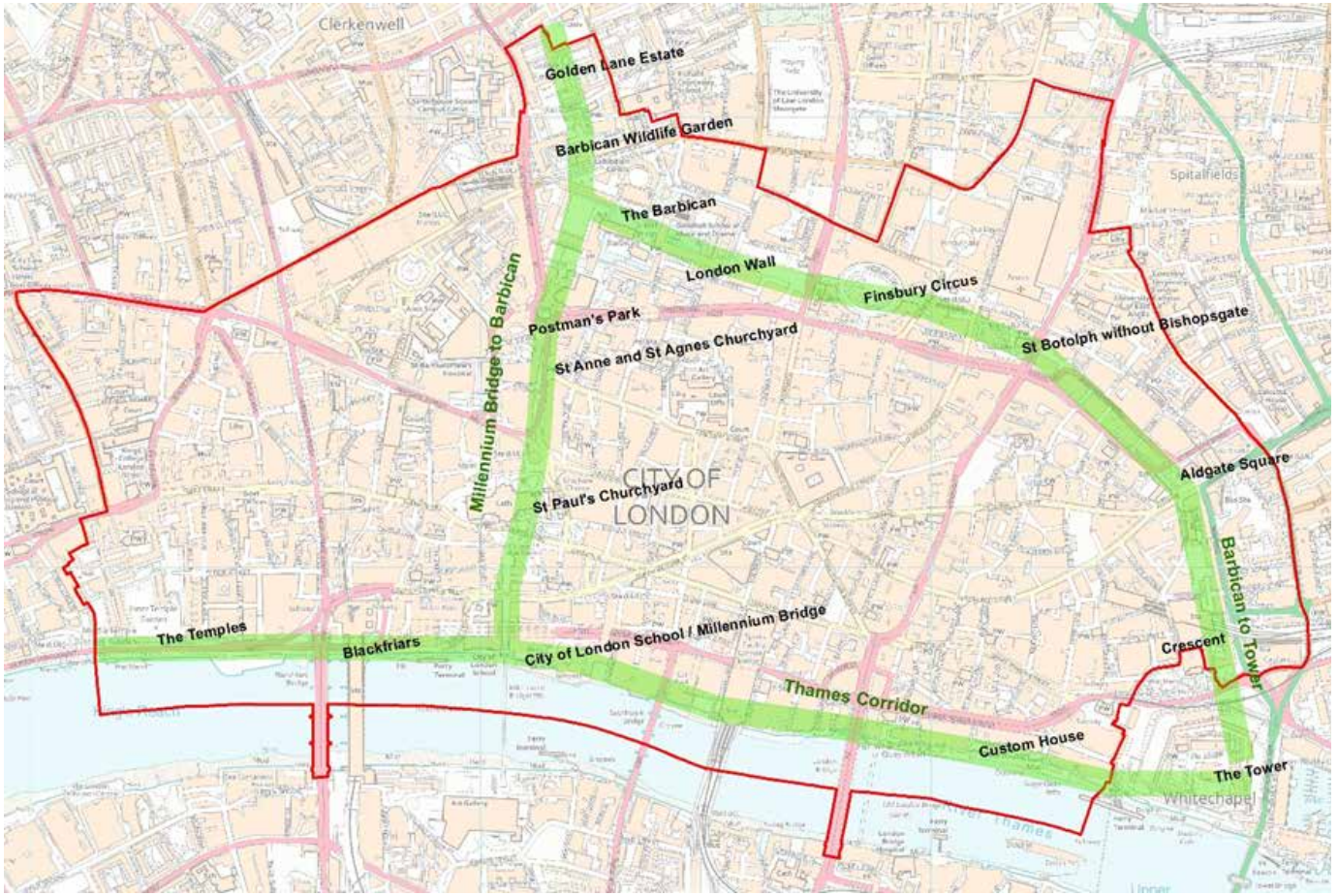
2.3 SITE PRIORITISATION

Three 'Green Corridors' have been identified across the City of London, which forms the basis of schemes across the City Greening and Biodiversity project. These corridors have been designated to connect many of the City's SINCs, and considerably align with three of the green links identified in the City Public Realm Vision of 'syncing the SINCs'.

The aim of designating these routes along the SINCs is to increase the connectivity between habitats and green spaces, which is key to combatting biodiversity loss. Improving SINC connectivity was also a primary outcome of the City of London's SINC Review, carried out in 2016, which recommended the designation of additional sites as SINCs which have high ecological connectivity value. Individual sites along these routes have been prioritised if they provide improved connectivity between SINCs or improvement of habitat immediately surrounding the SINC; more details are provided in the following sections of this masterplan.

The three designated Green Corridors are:

- Thames Corridor (Temple Gardens to the Tower of London)
- Millennium Bridge to Barbican, via St. Paul's
- Barbican to the Tower of London, via Finsbury Circus and Aldgate



Map - Proposed Green Corridors including principal sites along each route

2.3 SITE PRIORITISATION

Each of the proposed routes are made up of a number of possible individual sites and schemes. A prioritisation exercise has been carried out to determine the highest priority areas for further investigation. The criteria are outlined in the table.

Criterion	Description
Biodiversity Criteria	
Distance to SINC	Distance in metres from the edge of the site to the nearest SINC
Adjacent to SINC	Whether the site is directly adjacent to a SINC, i.e. directly improves connectivity to the SINC
Ground level green space deficiency	Level of deficiency of ground level green cover (trees and green open spaces), determined by relative area of site not within 10m of trees or 25m of green open space
Proximity to habitat	Distance in metres from the edge of the site to the nearest Greenspace Information for Greater London (GiGL) defined habitat
Proximity to target species	Distance in metres from the edge of the site to the nearest GiGL record of observed BAP target species
Pedestrian Criteria	
Pedestrian flow	Level of lunchtime pedestrian traffic determined from the 2026 pedestrian flow projections
Air quality	Air quality defined by LAEI 2019 annual mean NO2 concentration
Thermal comfort	Whether the site has fewer or more hours defined as 'too warm' from the City of London Thermal Comfort Guidelines study

2.3 SITE PRIORITISATION

A summary of the prioritisation exercise for each route is provided below.

Thames Corridor

- West of Blackfriars Bridge, improvements should be prioritised at Temple Avenue (due to proximity to SINC) and John Carpenter Street (improvement of existing planting).
- East of Blackfriars Bridge, sites are relatively constrained. Puddle Dock and White Lion Hill present good opportunities but are limited by forthcoming development proposals.
- Between Millennium Bridge and Southwark Bridge, riverside access is limited. Sites around Queen Victoria Street and Upper Thames Street are more appropriate in this instance; connecting and improving greening around Little Trinity Lane and Queen Street Place should be prioritised. Improvements at Huggin Hill will improve connection to Cleary Garden.
- Biodiversity enhancement is recommended around Whittington Gardens, and could be improved along the pedestrianised Cousin Lane back towards the riverside.
- East of Cannon Street station, thermal comfort should be prioritised along the riverside, which may be directed along Angel Lane and Swan Lane.
- There are many opportunities for planting and climate resilience improvements in gardens and pedestrianised areas east of London Bridge.

Millennium Bridge to Barbican

- Peter's Hill is uniquely constrained by views of St. Paul's. A route via White Lion Hill and/or Godliman Street would therefore be preferable.
- Key potential for avenue planting has been highlighted on St. Martins-le-Grand between St. Paul's and Postman's Park.
- Planting improvements for biodiversity connect the St. Anne and St. Agnes churchyard SINC with the Roman ruins and St. Olave Silver Street to provide a secondary route parallel to St. Martins-le-Grand.
- King Edward Street gyratory may see potential highways improvements but should be borne-in-mind.
- While biodiversity connectivity is relatively established within the Barbican Estate, access through it is severed. Tree planting along London Wall and the Rotunda for biodiversity can improve this situation.
- Aldersgate Street is very deficient in green space and represents a key route north-south past the Barbican Estate.
- Improvements on Fann Street and around the Golden Lane estate should be for biodiversity benefit in the first instance, connecting e.g. the Barbican Wildlife Garden.

Barbican to the Tower of London

- Increasing the biodiversity value at the Moorgate/London Wall green space would improve a key missing link between the London Wall Place and Finsbury Circus.
- Improvements at the western and eastern arms of Finsbury Circus (a SINC) are quick wins.
- Planting improvements to All Hallows on the Wall may improve the biodiversity link between Finsbury Circus and St. Botolph-without-Bishopsgate, where other areas e.g. New Broad Street are not feasible.
- From Bishopsgate, the route via Houndsditch should be prioritised given a lack of green infrastructure. A route via Bevis Marks is a secondary option and will be improved by existing projects.
- Enhancements at Jewry Street and India Street are most appropriate to improve habitat connections or shaded corridors in the east.

2.4 CATEGORIES OF PROPOSED MEASURES

Tree planting

The benefits of increased tree planting are well documented, and are a cornerstone of the City's approach to climate resilience. Tree planting can create areas of canopy cover for shade, which enhances resilience against overheating under projected climate conditions. Linear areas of shade help to provide cooler routes for pedestrians and cyclists. It is important that trees are planted now to create cool routes in the coming decades.

The selection of appropriate species can enhance biodiversity, such as species of benefit to pollinators, and/or improve resilience to plant pests and diseases that affect established/native species such as ash or oak. Trees in tree pits can also contribute to management of surface water from rainfall.

Relandscaping (introducing climate resilience measures)

Alongside tree planting, other landscaping measures can be introduced across the City to increase the quality and provision of green space and coverage. Depaving and alteration of impermeable, hard surfacing can reduce heat absorption and re-emission to help mitigate the urban heat island effect. Evapotranspiration of moisture directly from vegetation can also help to mitigate overheating.

Standalone planters can be replaced with in-ground planting which may require replacement and irrigation less often, and with appropriate selection of planting or features such as log piles can enhance biodiversity. A number of greening measures can also be combined with sustainable drainage features where appropriate, such as rain gardens, swales and permeable paving, to better manage surface water.

Replanting (of existing beds and planters)

As the climate changes, planting in the City's gardens and open spaces will need to adapt if they are to remain resilient to the changing climatic conditions. Higher temperatures and more frequent heatwaves and droughts will impact existing planting palettes, while other areas are more likely to experience occasional waterlogging with more frequent, heavy rainfall. In addition, some traditional planting choices are already suffering from new and emerging plant diseases, such as box hedging in many areas of the City that has succumbed to box blight.

As part of this project, it is proposed that new forms of climate resilient planting are trialled in locations where existing planting has failed or has been identified as in need of replacement. This will build on trial sites that have already been approved and implemented, such as 'dry garden'-type planting outside the City of London School.

These sites will help to inform the concurrent development of a 'resilient planting catalogue', which will combine desk-based horticultural research with monitoring of real-world planting. This will document the more successful species under the changing climatic conditions to inform future planting schemes. A wide range of sites under different planting typologies have been identified in the City to inform the development of the catalogue.

2.4 CATEGORIES OF PROPOSED MEASURES

Biodiversity measures

Along with relandscaping and replanting of sites, biodiversity measures should be integrated into the design of selected sites, to create and increase opportunities for biodiversity, reducing the potential for future biodiversity loss. These measures should consider and address key resilience risks.

- **Species-rich wildflower landscaping,** formed of 'wilder' planted or grassland areas that can be integrated into sites with beds or amenity grassland to promote pollinator species and improve species assemblage. Established meadows are less prone to the impacts of drought and require less routine maintenance.

- **Standing water, ponds, rain and bog gardens** will increase habitat variety within sites, providing opportunities for aquatic life and water for terrestrial wildlife. These can help increase the resilience of sites through creating new attenuation points to manage flood risk and diversifying species used in planting pallet.

- **Diverse understorey, shrub, and hedge planting**, using, where possible a native, species rich planting on site, to increase diversity, which will; reduce future impacts of pest and diseases, and increase flowering and fruiting seasons for wildlife.

- **Hibernaculum, log piles and leaf litter** provide benefits to stag beetles, a BAP target species, as well as insects, fungi and plants, and can act as a food source for bird and mammal life. Log piles replicate fallen trees and provide opportunities for feeding, hibernation and reproduction.

- **Habitat enhancements, such as bird boxes, bat boxes and bee posts** can be designed for specific target species, specific uses or specific times of year to maximise breeding and roosting potential. They may be incorporated as standalone features or as part of landscaping projects, using existing trees and shrubs to site enhancements. They may also be retrofitted to buildings or be incorporated restored/new built features.

- **Hard surfaces, structural design and walls/gabion seating** use existing or replacement structural features to allow for a natural distribution of plants, nest holes for invertebrates or roosting opportunities for bats. Particular opportunities include using older stone and brick structures for ferns, mosses, liverworts and other climbers, or incorporation of bee bricks, bat boxes and gabion walls/crevices for invertebrate populations.

- **Surveying and monitoring** will be used to establish a baseline of biodiversity and measure the impacts of works carried out. This will assess the viability of schemes, to inform future management plans. This will consist of seasonal monitoring, passive sensors, and site revisits/surveys.

Climate resilient planting species

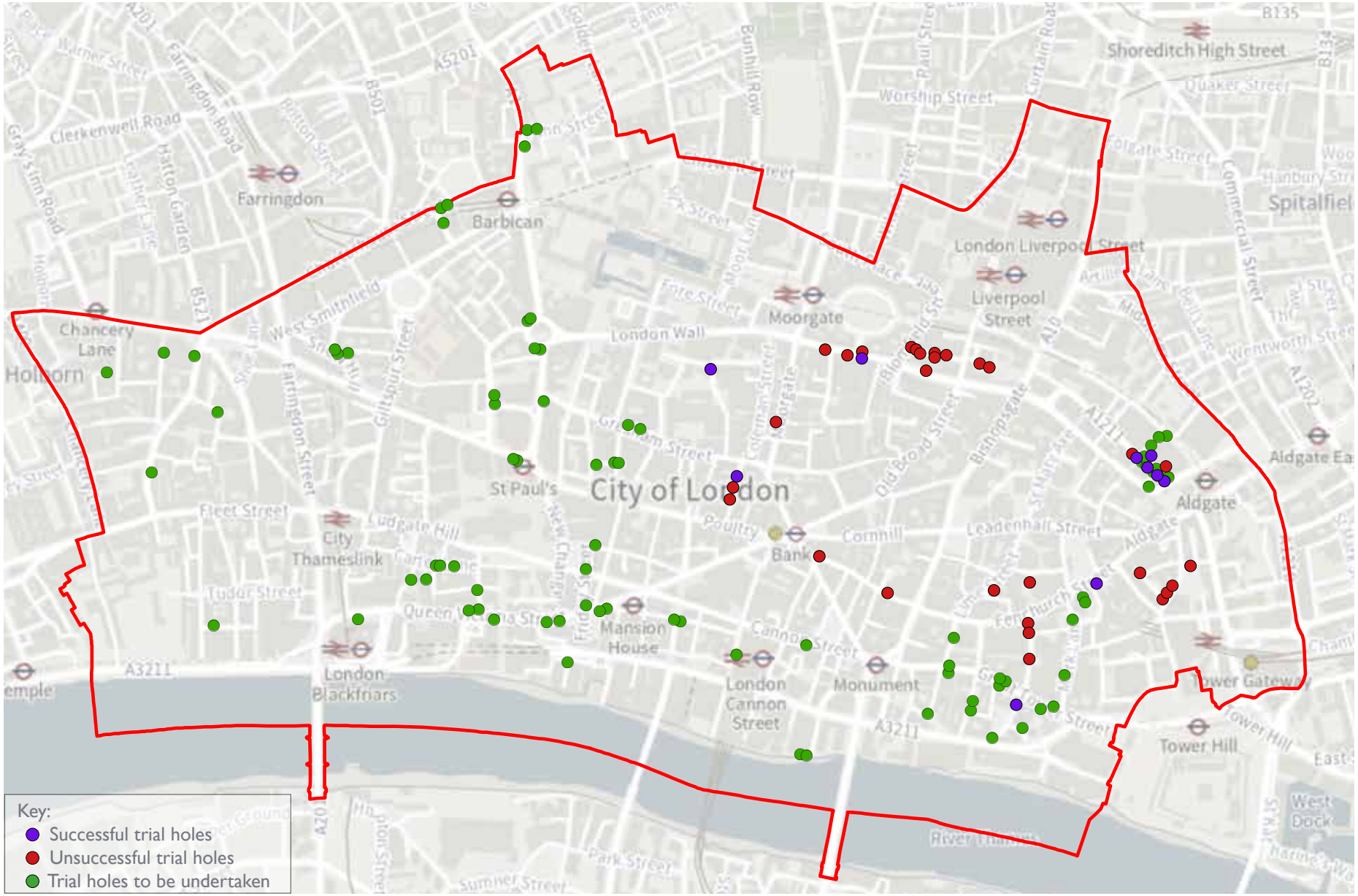
Climate resilient planting species

3.

Detailed proposals


RAJASTHANI

3.1 DETAILED PROPOSALS - TREES



Map - trial holes location

3.1 DETAILED PROPOSALS - TREES

Trial hole location - T1 Basinghall Street

Trial hole excavation

Vince St - examples of recently planted trees

3.1 DETAILED PROPOSALS - TREES

Pedestrian Priority Streets

It is also proposed to plant trees in connection with other projects including along the pedestrian priority project routes at King Street, King William Street and Old Broad Street. These projects include widened footways which present an ideal opportunity for tree planting, including rows of trees and trees planted in 'trench' tree pits with more space for roots.

Pedestrian Priority Streets Map

**It is unlikely that King Street will be suitable for tree planting due to site constraints*

3.1 DETAILED PROPOSALS - TREES

1 King Street - north facing view

1 King Street - south facing view

2 Old Broad Street - north facing view

2 Old Broad Street - south facing view

3 King William St - north facing view

3 King William St - south facing view

3.2 DETAILED PROPOSALS - REPLANTING

The following table shows sites under consideration for replanting to improve climate resilience and enhance biodiversity. For each site, the associated green corridor is also given. Where the site is not specifically along a green corridor, the rationale for its inclusion in the project has been given. The location of the sites within the City are shown on the adjacent map.

	Site	Green corridor
RP1	All Hallows on the Wall	Barbican to Tower
RP2	St Dunstan's Hill	SINC between two routes
RP3	St Dunstan's Churchyard	SINC between two routes
RP4	Queen St Place/Upper Thames Street	Thames Corridor
RP5	Whittington Gardens	Thames Corridor
RP6	Angel Lane	Thames Corridor
RP7	Adelaide House	Thames Corridor
RP8	Dark House Walk	Thames Corridor
RP9	St Anne and St Agnes Churchyard	Millennium Bridge to Barbican (SINC)
RP10	St Olave Silver Street	Millennium Bridge to Barbican (linked SINC)
RP11	John Carpenter Street	Thames Corridor
RP12	St Botolph's without Bishopsgate	Barbican to Tower
RP13	St Mary Staining's	Millennium Bridge to Barbican (linked SINC)
RP14	St Mary Aldermanbury	Barbican to Tower (linked to SINC)

3.2 DETAILED PROPOSALS - REPLANTING

Map - replanting projects

	Site	Proposals
RP1	All Hallows on the Wall	• Shrub planting with access to historic wall • Nectar/pollen rich perennial planting in western bed
RP2	St Dunstan's Hill	• Climate resilient 'dry' planting • Scope tree/shrub potential • Improve drainage
RP3	St Dunstan's Churchyard	• Addition of permeable paving • Dead wood • New bed with nectar/pollen rich perennial upper lawn • Improve lower lawn drainage create bog style rain garden in recess
RP4	Queen St Place/Upper Thames Street	• Replace plants with climate resilient plants • Improve soil
RP5	Whittington Gardens	• Decompaction of soil • Soil improvements • Mulching • Invertebrate measures
RP6	Angel Lane	• Replace hedging with resilient species • Dead wood • Nectar/pollen rich shade tolerant planting
RP7	Adelaide House	• Soft landscaping of circular lawn with perennials and shrubs
RP8	Dark House Walk	• Extend riverside climate resilient planting scheme • Trial different substrates • Replace shrubs and perennials with resilient species
RP9	St Anne and St Agnes Churchyard	• Nectar/pollen rich shade tolerant perennial planting • Tree removal for resilient understory tree • Replace/build up shrubs with fruiting species • Deadwood area • Introduce low/ground cover planting in high ASB area
RP10	St Olave Silver Street	• Dense wild hedging 2 – 3 rows • Nectar/pollen rich shade tolerant bedding planting • Replenish ground cover planting beneath trees
RP11	John Carpenter Street	• Replace failing box hedging with more resilient planting

	Site	Proposals
RP12	St Botolph's without Bishopsgate	• Create wildlife strip behind netball court • Introduce low/ground cover planting in high ASB area • Raise canopy to increase visibility (tree planting) • Improve management plan for enclosed shrubbery for wildlife • Investigate redesign of water feature for pond • Replant annual bedding area with nectar/pollen rich perennials and grasses
RP13	St Mary Staining's	• Create pond in raised bed • New bed beneath established tree with understory planting and fruiting shrubs • Mulch new bed area • Improve species mix in raised beds
RP14	St Mary Aldermanbury	• Replace box hedging with resilient species • Improve planting across site with mix of shrubs, perennials and grasses

3.2 DETAILED PROPOSALS - REPLANTING

RP1 All Hallows on the Wall

RP1 All Hallows on the Wall

RP2 St Dunstan's Hill

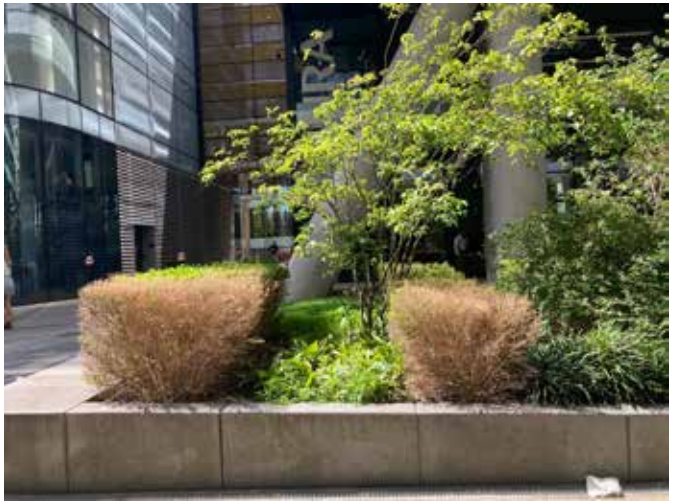
RP3 St Dunstan's Churchyard

RP4 Queen St Place/Upper Thames Street

RP5 Whittington Gardens

3.2 DETAILED PROPOSALS - REPLANTING

RP6 Angel Lane

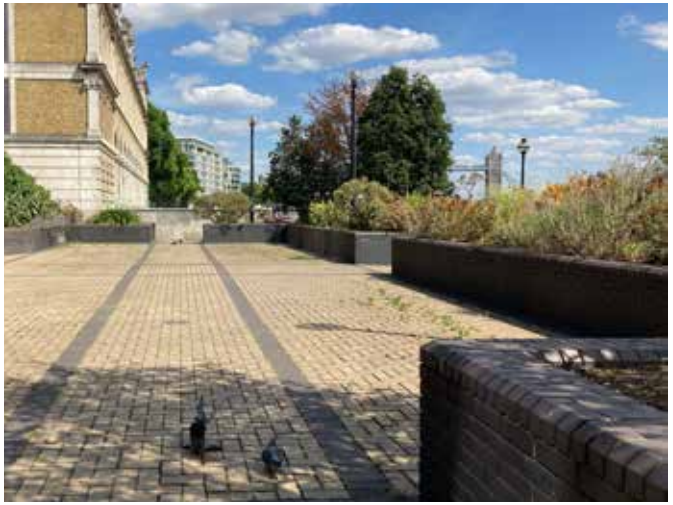


RP6 Angel Lane

RP6 Angel Lane

RP7 Adelaide House

RP8 Dark House Walk



RP8 Dark House Walk

3.2 DETAILED PROPOSALS - REPLANTING

RP8 Dark House Walk

RP9 St Anne and St Agnes Churchyard

RP9 St Anne and St Agnes Churchyard

RP9 St Anne and St Agnes Churchyard

RP9 St Anne and St Agnes Churchyard

RP9 St Anne and St Agnes Churchyard

3.2 DETAILED PROPOSALS - REPLANTING

RP10 St Olave Silver Street

RP10 St Olave Silver Street

RP11 John Carpenter Street

RP12 St Botolph's without Bishopsgate

RP12 St Botolph's without Bishopsgate

RP12 St Botolph's without Bishopsgate

3.2 DETAILED PROPOSALS - REPLANTING

RP13 St Mary Stainings

RP13 St Mary Stainings

RP13 St Mary Stainings

RP13 St Mary Stainings

RP14 St Mary Aldermanbury

RP14 St Mary Aldermanbury

3.3 DETAILED PROPOSALS - RELANDSCAPING

The following table shows sites under consideration for relandscaping to increase the quality and provision of green space and coverage. An improvement of the Urban Greening is considered a key indicator for success at these sites. For each site, the associated green corridor is also given; where the site is not specifically along a green corridor, the rationale for its inclusion in the project has been given instead. The location of the sites within the City are shown on the adjacent map.

Two sites that were investigated for relandscaping works have been discounted from the City Greening and Biodiversity project as alternative funding sources have been secured. These are shown in purple

	Site	Green corridor
RL1	St Mary At Hill	To be funded by S106
RL2	Fann Street	Millennium Bridge to Tower
RL3	Playhouse Yard	Contingency site
RL4	Temple Avenue	To be funded externally
RL5	Fetter Lane	Area of green space deficiency
RL6	St Peter Westcheap	Millennium Bridge to Tower
RL7	London Wall/Moorgate	Barbican to Tower
RL8	Finsbury Circus Western Arm	Barbican to Tower

3.3 DETAILED PROPOSALS - RELANDSCAPING

Map - relandscaping projects

	Site	Proposals
RL1	St Mary At Hill	To be funded by S106
RL2	Fann Street	• Replacing existing concrete planters at western end with more appropriate landscape design • Exploration of underplanting and permeable paving
RL3	Playhouse Yard	• This site has been selected as a 'contingency' site to be taken forward if site constraints restrict the implementation of the above sites • There is scope to widen footways and plant trees with under-planting • This could link with improvements to other green spaces in the area identified through the Fleet Street Healthy Streets Plan
RL4	Temple Avenue	To be funded externally
RL5	Fetter Lane	• Existing asphalt carriageway space that has been closed to vehicles for several years • Creation of new green pocket park with planting and seating • Retention of cycle route through space
RL6	St Peter Westcheap	• Explore opportunities to adjust layout to increase space for resilient planting and ensure the existing mature plane tree is protected
RL7	London Wall/Moorgate	• Additional planters and trees and improved layout to reflect pedestrian movement • Replacement of lawn with raised planting bed and attractive resilient planting. Protection of existing mature oak tree • Seating • Sustainable drainage • Enhanced Urban Greening
RL8	Finsbury Circus Western Arm	• Creation of new green public space with trees and planting beds and seating • Complements the enhancement of Finsbury Circus • This project will only fund the greening elements of this scheme (the main paving and drainage works are already funded from the Moorgate Crossrail project)

3.3 DETAILED PROPOSALS - RELANDSCAPING

RL2 Fann Street

RL3 Playhouse Yard

RL3 Playhouse Yard

RL5 Fetter Lane

RL6 St Peter Westcheap

RL6 St Peter Westcheap

3.3 DETAILED PROPOSALS - RELANDSCAPING

RL7 London Wall / Moorgate

The London Wall/Moorgate planting approach will provide a tranquil oasis of green for people and wildlife. It will encourage people to stop and rest in the space and aims to provide varying interest throughout the year, beneficial for wildlife as well as adding interest for people who regularly pass through the area on their commute.

RL6 London Wall/Moorgate - plan view

3.3 DETAILED PROPOSALS - RELANDSCAPING

RL7 London Wall/Moorgate

3.3 DETAILED PROPOSALS - RELANDSCAPING

Concept agreed at RIBA2 Workstage

View west from Moorgate, the space needs to cater for significant crowds gathering outside the surrounding food and beverage destinations.

A sculptural edge with focussed seating spaces surrounds the more vulnerable planting areas. Note the interpretive drainage channel to the base of the seat (explained in section 3.0)

Trees in paving are utilised where possible to provide cooling potential and improve the comfort through shading but minimise obstructions through clear stems and footway material up to the base.

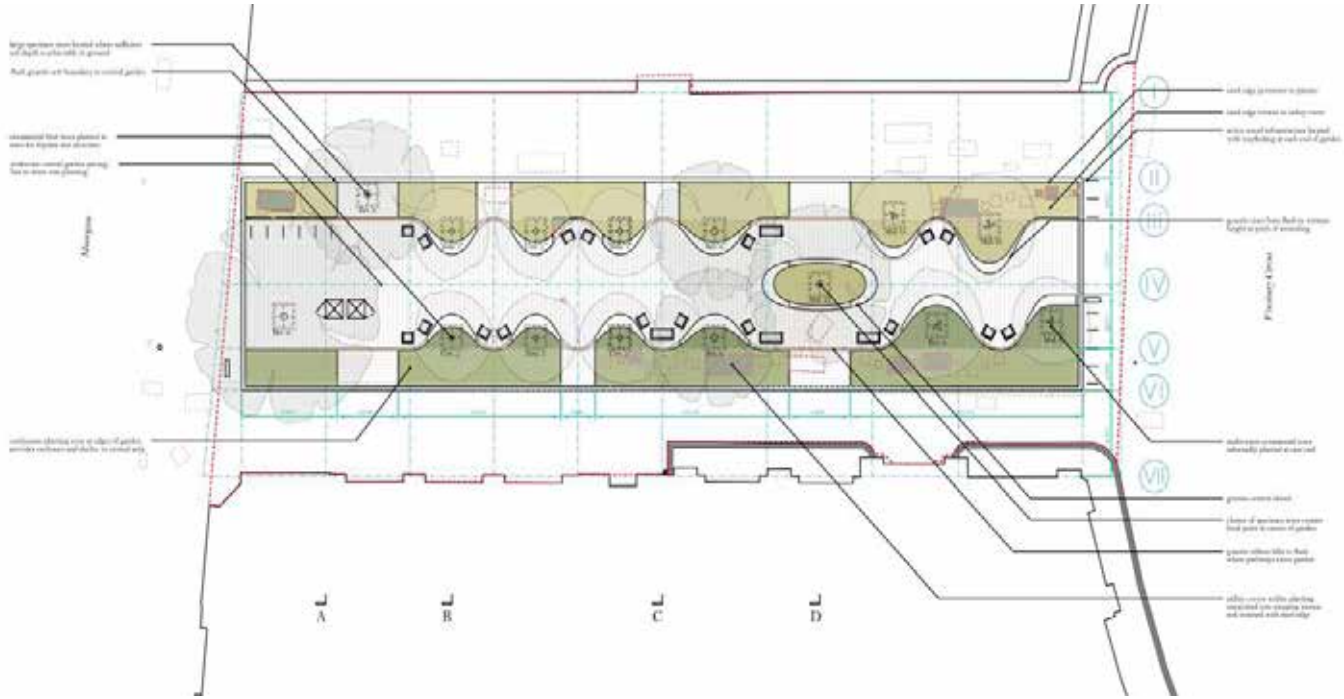
The planting will be dissected by a walkway, promoting a slower paced leisure route, this will be made of a permeable surface and utilise shallow dig/no dig solutions. The image shows the identity presented at the previous concept design stage and has evolved further to provide a more generous space and incorporate seating along it's length.

3.3 DETAILED PROPOSALS - RELANDSCAPING

RL8 Finsbury Circus 'Western Arm'

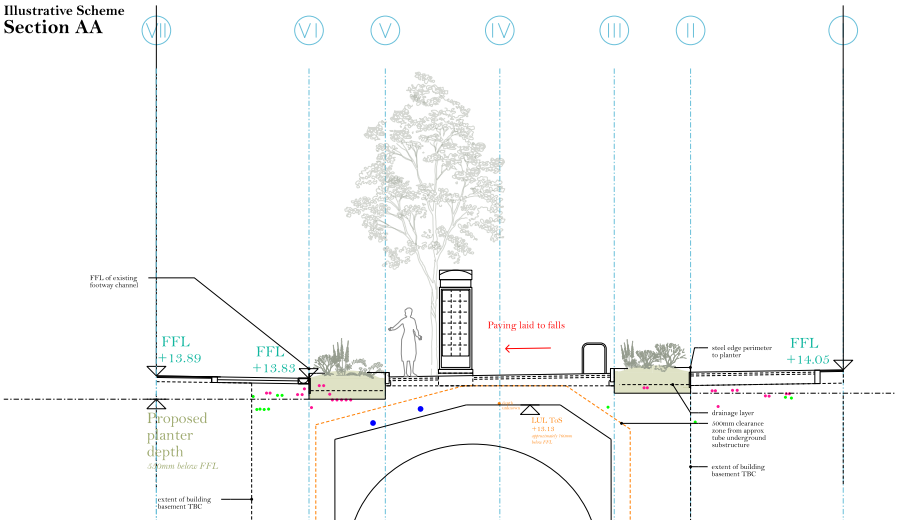
The outline concept for the Finsbury Circus 'Western Arm' references highquality
public realm design strategies employed across London which:

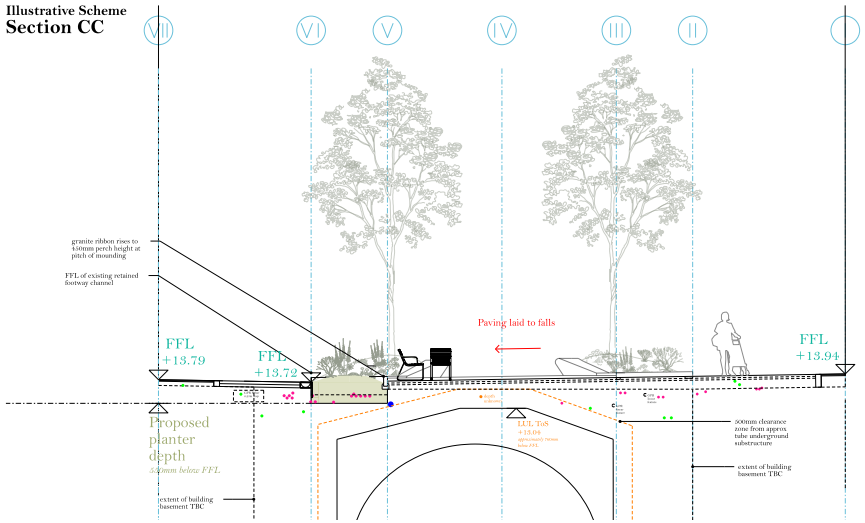
- integrate soft landscape into hard urban contexts for health and wellbeing;
- introduce climate resilient planting as part of sustainable drainage plans;
- prioritise accessibility and holistic consideration of sensory experience.

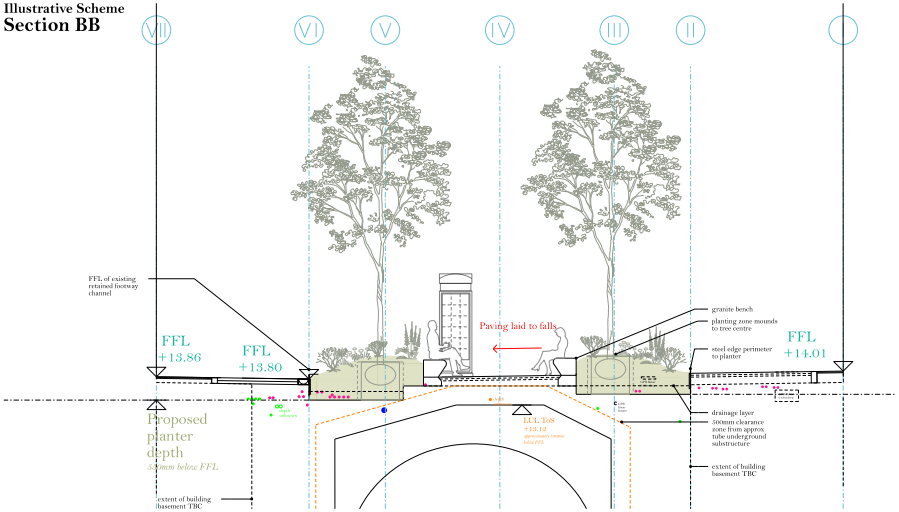


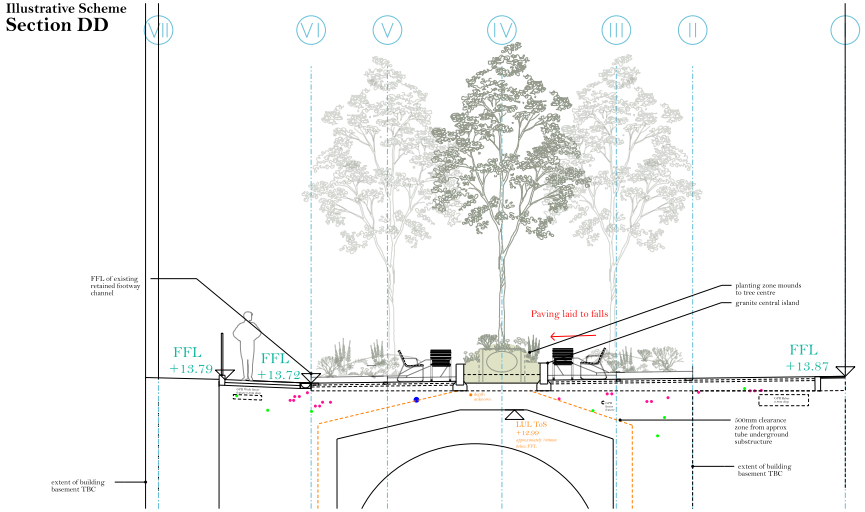
RL7 Finsbury West - Plan View

3.3 DETAILED PROPOSALS - RELANDSCAPING









RL8 Finsbury West - Illustrative site sections

3.3 DETAILED PROPOSALS - RELANDSCAPING

RL8 Finsbury West - Illustrative Look and Feel

Paving:
Scoutmoor yorkstone

Retaining benches:
Corrennie granite

Loose furnitures:
Escofet alum/timber

Terraced edges:
Corten steel

RL8 Finsbury West - Illustrative Material Palette

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Appendix 4 – Finance Tables

Table 1: Spend to date - City Greening & Biodiversity Project – 16800467 (as at Nov 2022)			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	7,000	-	7,000
Open Spaces Staff Costs	3,000	-	3,000
P&T Staff Costs	40,000	19,804	20,196
P&T Fees	30,000	30,000	-
TOTAL	**80,000**	**49,804**	**30,196**

Table 2: Resources Required to reach the next Gateway (replanting and relandscaping)*			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	7,000	15,000	22,000
Open Spaces Staff Costs	3,000	15,000	18,000
P&T Staff Costs	40,000	20,000	60,000
P&T Fees	30,000	45,000	75,000
TOTAL	**80,000**	**95,000**	**175,000**

*Budget for tree planting element of the project (Gateway 5) has been approved separately

Appendix 5
Cool Streets and Greening Programme – Overview of Phases 1-4
November 2022

The Cool Streets and Greening programme is an integral part of building climate resilience across the City Corporation's public spaces under the Climate Action Strategy (CAS). The programme will deliver a range of capital projects in order to further the following goals, as approved under Gateway 1 of the CAS:

- Sustainable rain and surface water management policies and implementation
- Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces
- Introduce climate resistant and adaptive landscaping in planned work

Capital projects under the Cool Streets and Greening programme are being delivered in **four phases**. The overall budget for this programme is £6.8M which is funded through the Climate Action Strategy. The progress of each phase and the projects within these phases are outlined below along with a breakdown of total estimated costs for each phase.

Programme Planning and Management

Programme development began in April 2021 with a budget of £320K. This is being used for programme framework development, smart sensor installation across the City, opportunity mapping and site identification, design and prioritisation. The budget also funds the development of a Resilient Planting Catalogue and Climate Resilience Measures Catalogue. These two resources will be available across the City Corporation to allow project managers to develop schemes that are resilient to the impacts of climate change.

Phase 1

Under Phase 1, existing capital projects were identified and additional funding provided from the Cool Streets and Greening programme for the inclusion of climate resilience measures, where these may not have been previously included. The most suitable sites were identified through a prioritisation exercise of existing highways, public realm and City Gardens projects. This exercise took account of the date of commencement, area of the site, potential for inclusion of resilience measures and/or additional environmental benefits, as well as cost.

A total of nine projects were identified for Phase 1, including five individual schemes and four sites under the Pedestrian Priority programme. Phase 1 of the programme was initially known as 'Year 1', with projects planned for completion in 2021/22. However, a number of these projects have faced some delay. Progress on these sites is outlined below.

Site	Measures Included	Gateway Approval	Progress
Vine Street	Avenue tree planting	G5	Completed March 2022
Riverside Planters, City of London School	Climate resilient landscaping (drought tolerant planting)	G5	Completed May 2022
Bevis Marks/Dukes Place	Sustainable drainage (rain gardens and geocellular storage), tree planting	G5	Works commenced October 2022
Cheapside Sunken Garden	Sustainable drainage (permeable paving), climate resilient planting	G5	Works to commence early 2023
Jubilee Gardens	Tree planting, green wall, climate resilient planting	G4	Detailed design completed pending Capital Projects review. Gateway 5 due early 2023
Pedestrian Priority Sites	Climate resilient planting at four sites	G5	Temporary measures complete 2021. Permanent trial site being

			developed (City Cluster) October 2022.

Phase 2

Phase 2 sites were identified and prioritised using a similar approach to Phase 1, although in most cases these projects were at an earlier stage of design. Consequently, a more holistic approach to integrating climate resilience measures was possible through involvement at an earlier design stage.

Phase 2 of the programme was initially known as 'Year 2', with projects planned for completion in 2022/23. Progress on these sites is outlined below.

Site	Measures Included	Gateway Approval	Progress
Bank	Tree planting, sustainable drainage (rain gardens)	G5	Works commenced October 2022
Little Trinity Lane	Hedge planting, climate resilient planting	G4	Detailed design in development
Crescent	Tree planting, climate resilient planting, sustainable drainage (rain gardens and attenuation boards)	G4	Detailed design in development
Moor Lane	Tree and hedge planting, sustainable drainage (proposed)	G4	Detailed design in development – below ground constraints affecting scope
Finsbury Circus	Monitoring only (subject to wider works proposals)	G5 – monitoring	On hold pending Capital Projects review
Barbican Podium Phase 2	Monitoring only	G5 – monitoring	In progress in partnership with Atkins

Phase 3 – City Greening and Biodiversity (the subject of this report)

Further phases of the programme aim to identify new project sites using a more strategic approach, rather than intervening in projects previously underway. Phase 3 of the programme will work with the Policy and Projects team under *City Greening and Biodiversity* to improve tree planting, replanting for climate resilience and relandscaping of new sites, as well as deliver a range of biodiversity enhancements as outlined in Appendix 3.

These schemes are to be focused along three strategic green corridors. These corridors have been identified to improve connectivity between the City's Sites of Importance for Nature Conservation (SINCs) and areas close to them, as well as providing routes across the City for pedestrians and cyclists with increased shade and canopy cover. These routes are illustrated in *Figure 1*. Individual sites along this route were prioritised considering a range of biodiversity and pedestrian parameters, as outlined in Appendix 3.

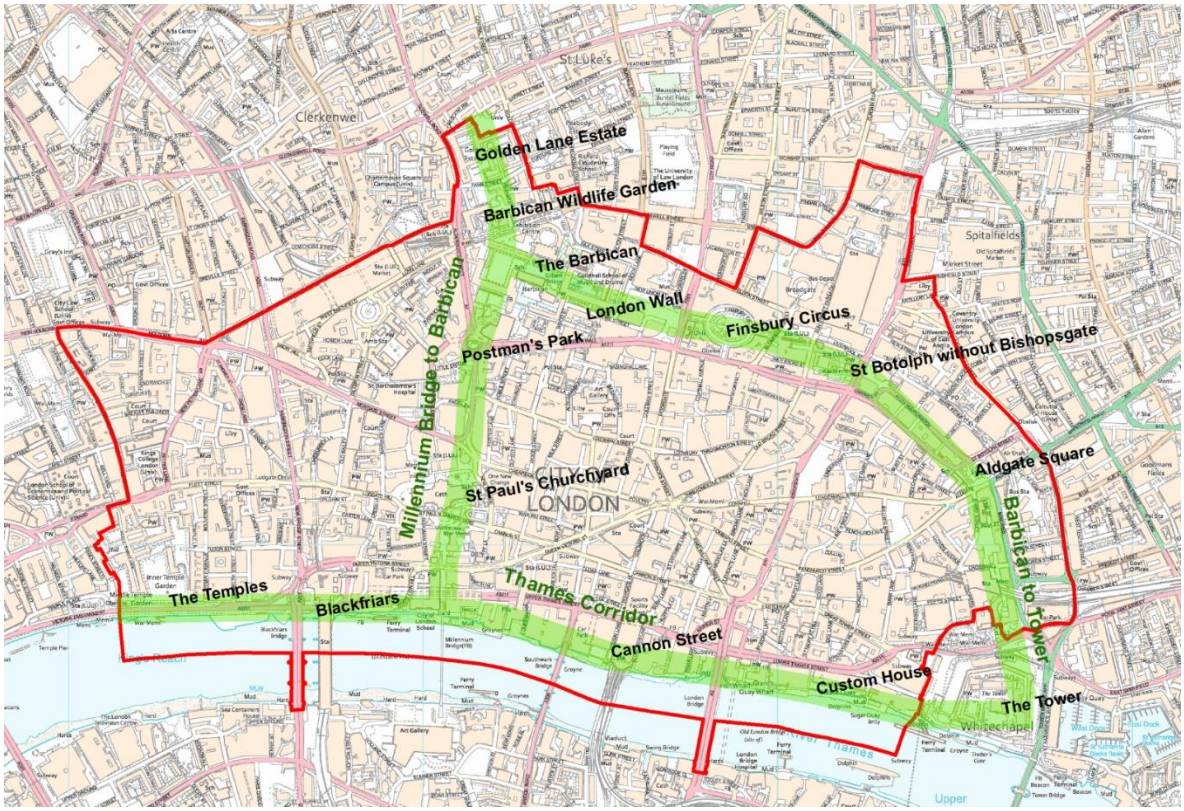

Figure 1: Indicative green corridors

Tree planting

An accelerated programme of tree planting is proposed under Phase 3. Potential locations for tree planting were identified through site visits and are being progressed through trial holes and ground radar surveys. A number of priority areas within green corridors have been identified for new tree planting, as outlined below. This programme will be delivered through the City Gardens team as resource becomes available, following the success of site surveys.

The tree planting element has been accelerated with Gateway 5 approval under Chief Officer delegated authority in order to maximise trees planted within the 2022/23 planting season. The remaining funds will be carried over to the 2023/24 planting season.

Location	**Green Corridor**
London Wall/All Hallows	Barbican to Tower
Houndsditch	Barbican to Tower
Jewry Street/Fenchurch Street	Barbican to Tower
Eastcheap/Green Tower Street	Enhancing SINC (St Dunstan's)
Queen Victoria Street	Millennium Bridge to Barbican
King Edward Street	Millennium Bridge to Barbican
Rotunda/Aldersgate Street	Millennium Bridge to Barbican

Replanting for resilience

A number of sites managed by City Gardens have been identified along the green corridors as priority sites for replacement planting. Replanting schemes will respond to site-relevant priorities, including climate adaptive planting, disease-resistant planting, planting for biodiversity benefit etc.

Site	**Green Corridor**
All Hallows on the Wall	Barbican to Tower
St Dunstan's on the Hill	Enhancing SINC
St Dunstan's in the East Churchyard	Enhancing SINC

Queen Street Place	Thames
Whittington Gardens	Thames
Angel Lane	Thames
Adelaide House	Thames
Dark House Walk	Thames
St Anne and St Agnes Churchyard	Millennium Bridge to Barbican
St Olave Silver Street	Millennium Bridge to Barbican
John Carpenter Street	Thames
St Botolph without Bishopsgate	Barbican to Tower
St Mary Staining	Millennium Bridge to Barbican
St Mary Aldermanbury	Millennium Bridge to Barbican

Relandscaping

Additional sites have been identified where more detailed proposals will be brought forward to introduce new climate resilience measures, with a focus on the strategic green corridors and biodiversity improvements within them.

Site	**Green Corridor**
London Wall Moorgate	Barbican to Tower
Finsbury Circus Western Arm	Barbican to Tower
Fann Street (West)	Millennium Bridge to Barbican
St Peter Westcheap	Millennium Bridge to Barbican
Fetter Lane (North)	Area of green space deficiency
Playhouse Yard	Area of green space deficiency (contingency site)

Phase 4 – SuDS for Climate Resilience

Phase 4 of the programme has begun to identify a number of sites with potential for sustainable drainage systems (SuDS) to be delivered under *SuDS for Climate Resilience*. SuDS schemes are effective for managing surface water at source and minimising the risk of sewer surcharge flooding.

Locations have been selected where there is lower risk of substantial surface water flooding, but in proximity to trunk sewers where SuDS can be more effective during periods of heavy rain. SuDS will result in improvements in water quality and attenuation of runoff into the sewer network. Where SuDS sites are also located in a green corridor, scheme with greening elements such as rain gardens and swales will be prioritised.

Phase 4 of the Cool Streets and Greening programme is progressing through Gateway 2-3 in November and December 2022. This will allow for detailed site surveys of the locations below, and identify any constraints.

Site	**Green Corridor**
St Andrew Undershaft	Not on route
Took's Court	Not on route (deficient in green space)
Lambeth Hill (or equivalent)	Thames
Riverside/Swan Lane	Thames
Bread Street	Not on route
Ludgate Broadway	Not on route (deficient in green space)
St Martin's-le-Grand	Millennium Bridge to Barbican
Knightrider Court	Millennium Bridge to Barbican
Godliman Street	Millennium Bridge to Barbican
Houndsditch	Barbican to Tower

Sites not included in the Cool Streets and Greening programme

Some additional sites were identified during the prioritisation exercise and subsequent site visits, with potential for strategic climate resilience interventions. However, these sites have alternative delivery mechanisms and will be progressed outside of the Cool Streets and Greening Programme.

Site	**Reason**
St Mary at Hill	S106 funding for this site
Temple Avenue	Potential Landowner funding for this site

Committees: Operational Property & Projects Sub *[for decision]* Streets & Walkways *[for decision]*	**Dates:** 26 January 2023 17 January 2023
Subject: 40 Leadenhall Street Section 278 highway works *(including deferred works from the 52-54 Lime Street S278 and 10 Fenchurch Avenue S278 projects)* **Unique Project Identifier:** 40 Leadenhall Street: 12293 52-54 Lime Street: 11551 10 Fenchurch Avenue: 11552	**Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)**
Report of: Executive Director Environment **Report Author:** Daniel Laybourn	**For Decision**
PUBLIC	

1. Status updates	**Project Description:** Undertake the required Section 278 highways works in the vicinity of the development at 40 Leadenhall Street and complete the deferred works from 52-54 Lime Street S278 and 10 Fenchurch Avenue S278. *Deferred works from the 51 Lime Street Section 106 project will be undertaken at the same time and in the same area as the above projects. These are detailed in a separate report on the same agenda.* **40 Leadenhall Street S278** **RAG Status**: Green (no status at last report) **Risk Status**: Low – project is fully reimbursable (deemed low at previous report) **Total Estimated Cost (excluding risk and maintenance)**: £995,111 **Change in Total Estimated Cost (excluding risk and maintenance)**: None, as the total estimated project cost falls within the previous range (£0.8m - £2m)

	Spend to Date (as of 7th November 2022): £43,276 **Costed Risk Provision utilised**: None. CRP has not previously been requested. **Funding Source**: Section 278 contributions **Slippage**: None. **<u>52-54 Lime Street S278</u>** **Gateway Stage:** Post Gateway 6 (previous report - Post G6 Progress Report) **RAG Status**: Green (no status at last report) **Risk Status**: Low – project is fully reimbursable (deemed low at previous report) **Total Estimated Cost (excluding risk and maintenance)**: £344,743 excluding Leadenhall Street pedestrian crossing works (£746,005 when the crossing works are included). £40,000 of which was for deferred works and is encompassed in this report. **Change in Total Estimated Cost (excluding risk and maintenance)**: A overall reduction of £41,104 due to savings made earlier in the project. **Spend to Date (as of 7th November 2022)**: £314,743 excluding Leadenhall Street pedestrian crossing expenditure. £706,005 when this is included. **Costed Risk Provision utilised**: N/A. Project predates the requirement for a CRP. **Funding Source**: Section 278 contributions **Slippage**: None. **<u>10 Fenchurch Avenue S278</u>** **Gateway Stage:** Post Gateway 6 (previous report - Post G6 Progress Report) **RAG Status**: Green (no status at last report) **Risk Status**: Low – project is fully reimbursable (deemed low at previous report) **Total Estimated Cost (excluding risk and maintenance)**: £621,267. £184,405 of which was for deferred works and is encompassed in this report. **Change in Total Estimated Cost (excluding risk and maintenance)**: none. **Spend to Date (as of 7th November 2022)**: £436,862 **Costed Risk Provision utilised**: N/A. Project predates the

	requirement for a CRP. **Funding Source**: Section 278 contributions **Slippage**: None.
2. Next steps and requested decisions	**Next Gateway:** *Gateway 6: Outcome Report* **Next Steps:** Complete the detailed design package and finalise the construction planning in advance of work commencing on site. All four projects would be delivered as a single construction scheme. **Requested Decisions:** It is recommended that Members of the **Streets and Walkways Sub-Committee and Operation Property and Projects Sub Committee**: <u>40 Leadenhall Street S278</u> 1. Note and approve the associated contents of this report; 2. Approve an increase in the approved budget of £995,111 (an increase of £895,111, excluding costed risk and commuted maintenance) to reach Gateway 6; 3. Approve the Risk Register in **Appendix 2** and the requested Costed Risk Provision of £190,000, and that the Executive Director Environment is delegated to authorise the drawdown of funds from this register; 4. Note the Commuted Maintenance sum of £47,135; 5. Note the revised total project cost of £1,232,246 inclusive of costed risk and commuted maintenance; <u>52-54 Lime Street and 10 Fenchurch Avenue S278 projects</u> 6. Note and approve the associated contents of this report; 7. Approve that the previously approved works from 52-54 Lime Street and 10 Fenchurch Avenue projects which were deferred (as shown in **Appendix 4 and 5** respectively) will be delivered using their existing funding alongside the improvements around 40 Leadenhall Street; 8. Approve the budget adjustment for the 10 Fenchurch Avenue S278 project as shown in **Appendix 6**; and 9. Note that the associated remaining budget is sufficient to complete the 52-54 Lime Street S278 work. <u>All projects covered by this report</u> 10. Note and approve that project closure for all projects is to occur no later than Spring 2024.

	Regarding 40 Leadenhall Street S278 project, it is recommended that Members of the **Streets and Walkways Sub-Committee:** 11. Approve the design option shown in **Appendix 3** for construction. Regarding all three projects covered by this report, it is recommended that Members of the **Operation Property and Projects Sub Committee**: 12. Delegate to the Executive Director Environment authority to approve budget adjustments, above the existing authority within the project procedures and in consultation with Chamberlains, between budget lines if this is within the approved total project budget amount; 13. 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 associated Developer; and 14. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Project Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that falls within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General), as prescribed in **Appendix 7** of this report, is to be delegated to Chief Officer or escalated to committee(s).

3. Budget

40 Leadenhall Street S278 Project: Resources required to reach Gateway 6

Item	Reason	Funds/ Source of Funding	Cost (£)
Environmental Services (Highways) Staff costs	To enable Highways staff to undertake design and supervision work to reach Gateway 6	S278 Developer funding	£96,000
Planning and Transportation (P&T) Staff costs	To enable City P&T staff to project manage the scheme to reach Gateway 6	S278 Developer funding	£32,000
Fees	To fund work by external parties required to reach Gateway 6 such as but not limited to surveys and temporary traffic orders.	S278 Developer funding	£20,000
Works	Funding for construction costs.	S278 Developer funding	£732,898
Utilities	Funding for provisional and confirmed utility alterations	S278 Developer funding	£114,213
		Sub-total	**£995,111**
Risk	S278 Developer funded. Further details can be found in **Appendix 2** – **Risk Register**		£190,000
Commuted Maintenance	S278 Developer funded. A chargeable amount to account for the future maintenance implications of the scheme.		£47,135
		40 Leadenhall Street S278 Project Total	**£1,232,246**

Detailed financial information is shown in **Appendix 8.**

	<u>Environmental Services (Highways) Staff Costs</u> Approximately 800 hours of additional staff time has been estimated for the team to plan, manage and supervise the construction of the work. <u>Planning and Transportation Staff Costs</u> It has been estimated that an additional 250 hours, on top of that already approved, will be required to account for the work to be undertaken by a Project Manager, Principal Project Manager and Project Director to reach the next Gateway. Tasks within their remit are oversight of the construction process, stakeholder engagement and general project management tasks. <u>Fees</u> An additional £20,000 is requested to fund work by parties external to the project such as, but not limited to, highway surveys and temporary traffic orders. <u>Works</u> City Engineers have estimated that the proposed works will cost £732,898. The works themselves are shown in **Appendix 3** and detailed in section 4 of this report. <u>Utilities</u> £114,213 is requested to fund for provisional and confirmed alterations to apparatus affected by the S278 work proposals which is owned by statutory undertakers. <u>Commuted Maintenance</u> £47,135 is requested to account for the future maintenance implications of the scheme, fully funded by the developer and chargeable at the end of the project. Specifically, these are to cover maintenance uplifts for street furniture, highway areas constructed in setts and where areas which were previously paved in Mastic now being paved in Yorkstone. **Costed Risk Provision requested for this Gateway: £190,000** (as detailed in the Risk Register – **Appendix 2**) <u>*52-54 Lime Street S278 and 10 Fenchurch Avenue S278*</u> Whilst the overall existing budgets for these projects remain sufficient to complete the deferred works shown in **Appendix 4 and 5**, a budget adjustment is required for the 10 Fenchurch Avenue S278 project to accommodate increased construction costs. The requested amendment can be seen in **Appendix 6**. The cost increases are the result of the change in highways term contractor in 2022 and general inflationary pressures. All the aforementioned projects are fully reimbursable as per their related S278 legal agreements. Therefore, any increases

	in project costs will be fully met by their associated developer.
4. Overview of project options	*40 Leadenhall Street S278 project* The Section 278 proposals shown in **Appendix 3** have been developed in conjunction with the Developer to both accommodate and complement the new building, and to comply with the City's Public Realm Supplementary Planning Document, Transport Strategy and Climate Action Plan. It also further promotes points 1 and 9 of the City's Corporate Plan. Broadly the scheme consists of, but is not limited to: • Reconstructed footways and any widening on Fenchurch Street, Billiter Street and Fenchurch Buildings; • A reconstructed and widened footway on Leadenhall Street including works to allow for a potential future pedestrian crossing which delivers part of the City Cluster Vision to make the street a more pedestrian-focused environment; • Carriageway resurfacing and reprofiling on all affected streets where required; • Relocation of traffic signal equipment on Fenchurch Street (to be undertaken by Transport for London); • Alterations to utilities and drainage in the locality of the Development as required to meet the scope of the section 278 work; • Any security infrastructure that may be deemed necessary; and • Amended and additional street furniture and/or greening provisions around the Development. Street lighting is not included with the scope of this project and is instead dealt with separately by the City Highways team in accordance with the City's Lighting Strategy. In terms of other design options, 'Do nothing' would be the single substantial alternative to these proposals, where the footways and carriageways are reinstated as they were previously, but this would result in drainage and levels issues around the development and would leave these areas sub-standard. Therefore, this option is not recommended. As part of the development's original planning permission, the Planning & Transportation Committee approved the adoption of a section of private land to become public highway at the corner of Fenchurch Street and Fenchurch Buildings under a Section 38 agreement. However, during the development of the S278 scheme, this area was amended to be more rational and intuitive for those maintaining it. This was all to rationalise the highway boundary on the new receding building line so it's

	more relevant to the new street layout. It will also help support the City in its Highway Authority duties as it will mean that this new piece of highway is maintained to the appropriate standards. There are no upfront costs associated with this and additional public highway maintenance costs arising from this adoption have been factored into the commuted maintenance sum chargeable to the developer. *52-54 Lime Street and 10 Fenchurch Avenue S278 projects* The final construction elements of these approved projects were previously deferred in December 2020 due to the construction activities at 40 Leadenhall Street making it impossible for them to be completed. These works were primarily on Billiter Street and both scheme designs can be seen in **Appendices 4 and 5** respectively. Recently Officers reassessed both scheme designs and found that they comply with current regulations, standards and policies. Therefore, no further options have been explored for either project. *51 Lime Street S106 project* The outstanding greening and seating works related to this S106 project, shown in **Appendix 3**, have been on hold because of the other developments in the area. This project is requested to be reactivated by a separate report on the same agenda. Regarding the greening, initial survey work has shown that approximately 15 trees around the development are possible, but planting of any trees will be confirmed by trial hole surveys during the construction phase.
5. Recommended option	It is recommended by Officers that the design proposals shown in **Appendices 3, 4 and 5** and outlined in this report are progressed into construction as a single scheme. Whilst detailed construction planning is on-going, it's currently planned that construction would start in Spring 2023 on Fenchurch Street, following on from when the Developer has completed their works and vacated the area. Construction would then continue into Billiter Street and Fenchurch Buildings after the Developer has vacated these areas. The last phase of substantive work would be on Leadenhall Street which will include footway widening into the carriageway. In total, construction is expected to last approximately 6 months. Project closure for all projects would then occur approximately six months after this in Spring 2024. Regarding the 52-54 Lime Street and 10 Fenchurch Avenue projects, it is now intended to complete both projects alongside the work around the 40 Leadenhall Street development. As the designs for both schemes were determined to still be relevant by Officers, no further design approvals are being requested in

this report.

The work funded by 51 Lime Street project would take place towards the end of the project. The proposed seating would be installed once all the footway works are complete, and the proposed greening would be planted in the next available planting period. At the time of writing, this would be from November 2023 onwards.

To support these recommendations, Officers have undertaken City of London Streets Accessibility Tool (CoLSAT) and Healthy Streets assessments on the overall proposed design that covers all four projects. The Developer's Pedestrian Comfort Levels work has also been reviewed and were found to still be applicable.

The Healthy Streets assessments, shown in **Appendix 9**, showed an approximately 12 percentage points score increase above the existing street scores. This was driven by the proposed installation of trees, the improvements to the southern end of Billiter Street and the raised entry treatments on Billiter Street and Fenchurch Buildings.

The CoLSAT assessments, summarised overpage and detailed in **Appendix 11**, showed similar improvements. The main issue identified by the analysis relates to the footway widths in Fenchurch Buildings. However, it's impossible to rectify this due to existing building lines.

CoLSAT Summary Results Table				
	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	After	Before	After
Electric Wheelchair user	2		1	1
Manual Wheelchair user	2		1	1
Mobility Scooter user	2		2	1
Walking Aid user				1
Person with a walking impairment			11	12
Long cane user	4	2		
Guide Dog user	2	2	4	
Residual Sight user			7	3
Deaf or Hearing impairment			5	5
Acquired neurological impairment			1	1
Autism/Sensory-processing diversity			5	4
Developmental Impairment	5	1	9	9
Total	**17**	**5**	**46**	**38**

** This score means most people in this segment would be excluded by the street characteristic in the selected configuration.*

	*** This score means some people in this segment may be able to negotiate the street characteristic in the selected configuration, but it would significantly deplete their levels of confidence and energy, and they would be likely to give up on the journey if they had to negotiate it more than once or twice.* The Developer's Pedestrian Comfort Levels work, submitted as part of their planning application, also identified the footway width issue at Fenchurch Buildings. It also identified a couple of issues in Billiter Street which will be rectified by the proposed scheme.
6. Risk	The overall risk level of the 40 Leadenhall Street S278 project is estimated to be low due to the standard nature of the construction activities involved. The project is fully funded by the Developer and any reasonable costs will be met by them under the terms of the S278 agreement. Further information is available in the **Appendix 2**. However, there is a risk that the project cannot meet the 40 Leadenhall Street Developer's aspirations of a late-Summer 2023 construction completion. This is due to the relative lack of time to confirm the scheme estimate, procure resources & third-party services, where needed, and then deliver the scheme itself. To mitigate this risk and proceed at pace, provisional sums have been used in the estimate where needed in agreement with the Developer. The aforementioned provisional sums in the scheme estimate are informed by previous similar projects and are primarily for utilities. These provisional sums are reflected with a corresponding costed risk provision request. If costs exceed the estimate and risk provision, an excess payment(s) can be sought from the Developer under the Section 278 to cover any reasonable increase in costs and if recommendation 14 is approved, included in the project budget. The other three projects included in this report predate the requirement for a costed risk provision. Their risk levels have been assessed and are deemed to be low regardless. **<u>Traffic Implications</u>** The City is under a duty to "*secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians)*" so far as practicable (S.122 Road Traffic Regulation Act 1984). The scheme proposals have no impact on the current access arrangements for vehicles and will deliver improvements for people walking. **<u>Legal Implications</u>** As stated in the G1/2 report, officers are to enter into a Section 278 agreement with the developer at 40 Leadenhall Street and will ensure payment is provided prior to the work detailed in

	this report being carried out. As of 21st December 2022, the S278 agreement has been finalised and the invoice for the works issued to the developer. **Equalities** As a Public Authority, the City must have due regard to equality considerations when exercising its functions (section 149 Equality Act 2010). Therefore, an independent Equalities Impact Assessment (EqIA) has been undertaken by WSP on the proposed overall design. This and responses to it can be seen in **Appendix 10**. It determined that some minor changes could be made to the design such as the addition of tactile paving and level access in certain locations and ensuring proposed street furniture and greening doesn't hinder access. Some recommendations were made such as ensuring suitable and effective street lighting is installed, minimising the impact of construction throughout the work area where possible. These issues are already dealt with during the City's existing processes.
7. Procurement approach	Highway construction works will be delivered by the City's Highway Term Contractor, FM Conway. Relocation of the traffic signal infrastructure on Fenchurch Street is to be undertaken by its owner, Transport for London.
8. Design summary	1. Reconstructed footways on Fenchurch Street, Billiter Street and Fenchurch Buildings; 2. A reconstructed and widened footway on Leadenhall Street; 3. Carriageway resurfacing and reprofiling where required; 4. Proposed tree planting and other planting on Fenchurch Street, Billiter Street and Leadenhall Street subject to trial hole surveys during the construction phase; 5. Seating in Billiter Street; 6. Alterations to utilities and drainage in the locality of the Development; and 7. Amended street furniture provisions around the Development including relocated traffic signal infrastructure on Fenchurch Street.
9. Delivery team	Project management will be provided by the project team within Projects & Programmes Team. Highway construction works will be delivered by the City's Highway Term Contractor, FM Conway, with construction supervision undertaken in-house by City Highway Engineers. Tree planting is to be undertaken by the City's City Gardens team.
10. Success criteria	1. To create additional space for people to walk safely. 2. To increase the extent of pedestrian-priority streets, in line with the aims of the Transport Strategy. *3.* To increase the amount of greenery in the area.

11. Progress reporting	Officers will report via monthly Project Vision updates. Should it be required, issues requiring further decisions by Members will be brought back as an Issue Report. Any delegated decisions taken will be reported back to Committee.

Appendices

Appendix 1	Project Coversheets
Appendix 2	40 Leadenhall Street S278 Risk Register
Appendix 3	40 Leadenhall Street S278 Scheme Design
Appendix 4	52-54 Lime Street S278 Design
Appendix 5	10 Fenchurch Avenue S278 Design
Appendix 6	52-54 Lime Street S278 and 10 Fenchurch Avenue S278 scheme finances
Appendix 7	Paragraph 45 text
Appendix 8	40 Leadenhall Street S278 scheme finances
Appendix 9	Healthy Streets Assessments
Appendix 10	Equalities Impact Assessment
Appendix 11	CoLSAT assessments

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 12293
Core Project Name: 40 Leadenhall Street Section 278 highway works

Programme Affiliation (if applicable): n/a

Project Manager: Daniel Laybourn

Definition of need: Should the project not take place, there will be no mechanism through which the highway changes required to accommodate the development can be delivered. Also, the City may need to fund any increases in maintenance liability costs made necessary by the development.

Key measures of success:

- To create additional space for people to walk safely.
- To increase the extent of pedestrian-priority streets, in line with the aims of the Transport Strategy.
- To increase the amount of greenery in the area.
-

Expected timeframe for the project delivery: Construction completion in Autumn 2023, project closure would then be due six months later.

Key Milestones: Autumn 2023 – substantial completion of construction work around the development

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 and 'Project Proposal' G2 reports (as approved by PSC on 23/7/21 and via delegation by S&W):

- Total Estimated Cost (excluding risk): £800k - £2m (excluding risk)
- Costed Risk Against the Project: n/a at this stage
- Estimated Programme Dates: G5 in Q4 2022, Construction start in Q2 2023

Scope/Design Change and Impact: Report formalised the project and set up the budgets allowing officers to proceed with the design & evaluation process.

Total anticipated on-going commitment post-delivery [£]: None
Programme Affiliation [£]: n/a

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Project Coversheet

[1] Ownership & Status

UPI: 11551
Core Project Name: 52/54 Lime Street S278

Programme Affiliation (if applicable): n/a

Project Manager: Daniel Laybourn

Definition of need: The completion of Section 278 highway works at 52/54 Lime Street.

Key measures of success:

- Work with the developer to ensure the timely delivery of improvements
- Meet the City's requirements by providing high quality paving funded by the developer
- Introduce a scheme that benefits the public by providing a more adequate and aesthetic space for pedestrians
- Help contribute to the delivery of a better walking environment in the City's insurance district

Expected timeframe for the project delivery: Construction completion in Autumn 2023, project closure would then be due six months later.

Key Milestones: Autumn 2023 – substantial completion of construction work around the development

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 and 'Project Proposal' G2 reports

- Total Estimated Cost: £250k exc. Leadenhall Crossing
- Costed Risk Against the Project: n/a. Project predates the requirement for CRP
- Estimated Programme Dates: 2018

Scope/Design Change and Impact: Report formalised the project and set up the budgets allowing officers to proceed with the design & evaluation process.

'Authority to Start Work' G5 (approved via delegation in February 2018)

- Total Estimated Cost: £787,109
- Costed Risk Against the Project: n/a. Project predates the requirement for CRP

- Estimated Programme Dates: Due to construction activity at 40 Leadenhall Street delaying work, completion in 2023/2024

Scope/Design Change and Impact: Approval was granted for construction of the agreed scope of work and budget revisions.

'Post Gateway 6' progress report – December 2020

- Total Estimated Cost: £787,109 inclusive of the Leadenhall Street Pedestrian Crossing work.
- Costed Risk Against the Project: n/a. Project predates the requirement for CRP
- Estimated Programme Dates: Carriageway resurfacing in January 2021. Billiter Street works deferred until 2023/24.

Scope/Design Change and Impact: Following the G6 closure of the project following the completion of the substantive works, this report gave an update on the delayed parts of the project and when they might take place.

Total anticipated on-going commitment post-delivery [£]: None
Programme Affiliation [£]: n/a

Project Coversheet

[1] Ownership & Status

UPI: 11552
Core Project Name: 10 Fenchurch Avenue S278

Programme Affiliation (if applicable): n/a

Project Manager: Daniel Laybourn

Definition of need: Meet the needs of the developer and enhance the City's public realm.

Key measures of success:

- Key highway improvements completed in time for opening of new development.
- Improved pedestrian experience in the area
- Improved pedestrian comfort levels

Expected timeframe for the project delivery: Construction completion in Autumn 2023, project closure would then be due six months later.

Key Milestones: Autumn 2023 – substantial completion of construction work around the development

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 and 'Project Proposal' G2 reports (Approved by PSC May 2015):

- Total Estimated Cost: £250k-£600k.
- Costed Risk Against the Project: n/a. project predates CRP.
- Estimated Programme Dates: completion in time for the building's occupation, practical completion, in September '17.

Scope/Design Change and Impact: Report formalised the project and set up the budgets allowing officers to proceed with the design & evaluation process.

'Options Appraisal and Authority to Start Work' G3/4/5 reports (Approved by PSC July 2017):

- Total Estimated Cost (excluding risk): £541,308
- Costed Risk Against the Project: n/a at this stage
- Estimated Programme Dates: Completion by January 2018

Scope/Design Change and Impact: Approval was granted for construction of the agreed scope of work and budget revisions.

'Post Gateway 6' progress report – December 2020

- Total Estimated Cost: £621,267
- Costed Risk Against the Project: n/a. Project predates the requirement for CRP
- Estimated Programme Dates: Billiter Street works deferred until 2023/24.

Scope/Design Change and Impact: Following the G6 closure of the project following the completion of the substantive works, this report gave an update on the delayed parts of the project and when they might take place.

Total anticipated on-going commitment post-delivery [£]: None
Programme Affiliation [£]: n/a

City of London: Projects Procedure Corporate Risks Register

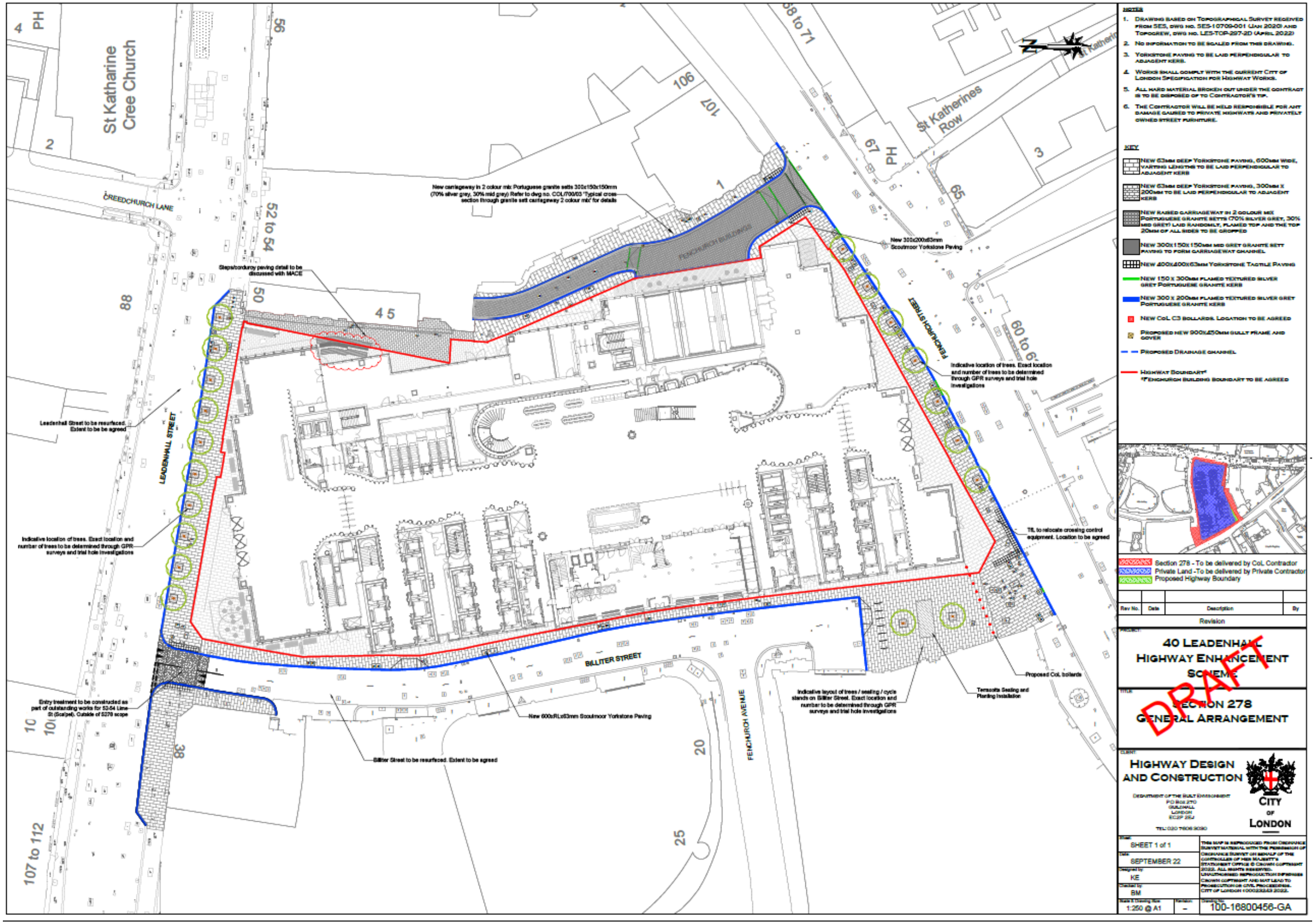
Project Name:	40 Leadenhall Street S278	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ 190,000
Unique project identifier:	12293	**Total estimated cost (exec risk):**	£ 995,111	**Total CRP used to date**	£ -

Average unmitigated risk	5.1	**Open Risks**	10
Average mitigated risk score	1.2	**Closed Risks**	0

General risk classification										Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification 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	(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 * Increased costs	Possible	Serious	6	£25,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Budget and programme slack to account for likely low impact events * Regular meetings with the Developer to help identify any potential issues sooner	£0.00	Possible	Minor	£15,000.00	3	£0.00	Use of CRP could include but is not limited to additional staff time, labour, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - The complexity and impact of construction lends itself to a low risk score in the event of an occurrence external to the project. The project team will continue to assess and mitigate against such risk as part of its BAU processes.
R2	5	(1) Compliance/Regulatory	Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, TfL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Unlikely	Minor	2	£15,000.00	Y - for costed impact post-mitigation	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.	£0.00	Rare	Minor	£10,000.00	1	£0.00	Use of CRP could include but is not limited to additional staff time, labour, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - The scheme only requires standard internal consents. Therefore the risk is already very low before BAU processes ensure that these are acquired in good time before construction.
R3	5	(3) Reputation	Issue(s) with external engagement and buy-in lead to project delays/ increased costs	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Possible	Minor	3	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Early identification and engagement with key stakeholders.	£0.00	Rare	Minor	£10,000.00	1	£0.00	Use of CRP could include but is not limited to additional staff time, labour and works costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22- As this is a basic project delivering a standard improvement to the highways conditions, opposition to the scheme is expected to be zero. Some BAU engagement work will be required with local stakeholders as construction approaches to ensure the disruption to the activities is minimised. As of this time, the scope of the project has been agreed with the Developer.
R4	5	(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.	Possible	Serious	6	£25,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Arrange construction planning meeting with Conways just prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)	£0.00	Possible	Minor	£15,000.00	3	£0.00	Use of CRP could include but is not limited to additional staff time, labour, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - BAU activities with the Principal Contractor will ensure that the required resources are available to meet the programme. The required internal resource is small and easily replaceable if needed.
R5	5	(2) Financial	Inaccurate or Incomplete project estimates, including baxters/ inflationary issues leads to budget increases	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Possible	Major	12	£80,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction both internal and external to the project via contract management staff	£0.00	Possible	Serious	£40,000.00	6	£0.00	Use of CRP could include but is not limited to additional staff time, labour, fees, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - The estimate included in the G3/4/5 report has been reviewed and revised a number of times when confirming the scope. Therefore BAU activities will ensure its reviewed as the project progresses. However, resource prices are continuing to increase due to recent events. Despite officers' best efforts to determine as many involved, a number of significant risks still remain.
R6	5	(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	Major	12	£90,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Ensure the utilities within the scope of the project are continually monitored as design and construction works proceed in an effort to identify any issues as soon as possible. * collaborate with the developer who hold information relating to the utilities around their development. * If possible, undertake any utility work as soon as possible to front load this element of work before highway works proceed.	£0.00	Possible	Serious	£45,000.00	6	£0.00	Use of CRP could include but is not limited to additional staff time, labour, fees, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - the scheme's utilities estimate at G5 is generally made up of provisional sums inferred from previous experience. This is due to time constraints around the project. Therefore a higher risk score has been included here.
R7	5	(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.	Possible	Minor	3	£25,000.00	Y - for costed impact post-mitigation	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays	£0.00	Rare	Minor	£15,000.00	1	£0.00	Use of CRP could include but is not limited to additional staff time, labour, fees, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - Whilst there's not a lot the project team can do if the Development is delayed, regular meetings with the developer will ensure that a fair amount of notice is received should CoL works need to be reprogrammed. The terms of the S278 agreement mean that the Developer is responsible for any associated resultant costs.

R8	5	(10) Physical	Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	3	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.	£0.00	Possible	Minor	£10,000.00	3	£0.00	Use of CRP could include but is not limited to additional staff time, labour, fees, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - BAU processes will ensure the required network space is allocated as required to allow for the required work to be completed.
R9	5	(10) Physical	Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	3	£35,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction	£0.00	Rare	Minor	£20,000.00	1	£0.00	Use of CRP could include but is not limited to additional staff time, labour, fees, works and utility costs to accommodate	05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - Given the standard nature of the project and the fact that most of the area required for the project has already been disturbed by the construction of the development, the project team aren't expecting any surprises when they visit site. BAU surveys will ascertain if there's any causes for concern on this front, and trial holes can be used if required. There is a risk however the the interface between the development and the highway may experience some slight issue which are usually overcome during construction in cooperation with the developer.
R10	5	(3) Reputation	Accident during construction impacts on project delivery and/ or costs	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Minor	1	£15,000.00	Y - for costed impact post-mitigation	A – Very Confident	* Consider regular site visits with the Principal Designer should it become necessary.	£0.00	Rare	Minor	£10,000.00	1	£0.00		05/12/2022	Gillian Howard	Daniel Laybourn		5/12/22 - The principal contractor is the term highways contractor for the CoL and is therefore required to prove their H&S credentials at a much higher level. In BAU, the Project Engineer will be visiting site regularly and visits by the Principal Designer can be arranged if there's causes for concern.

Appendix 3 – 40 Leadenhall Street S278 Scheme Design



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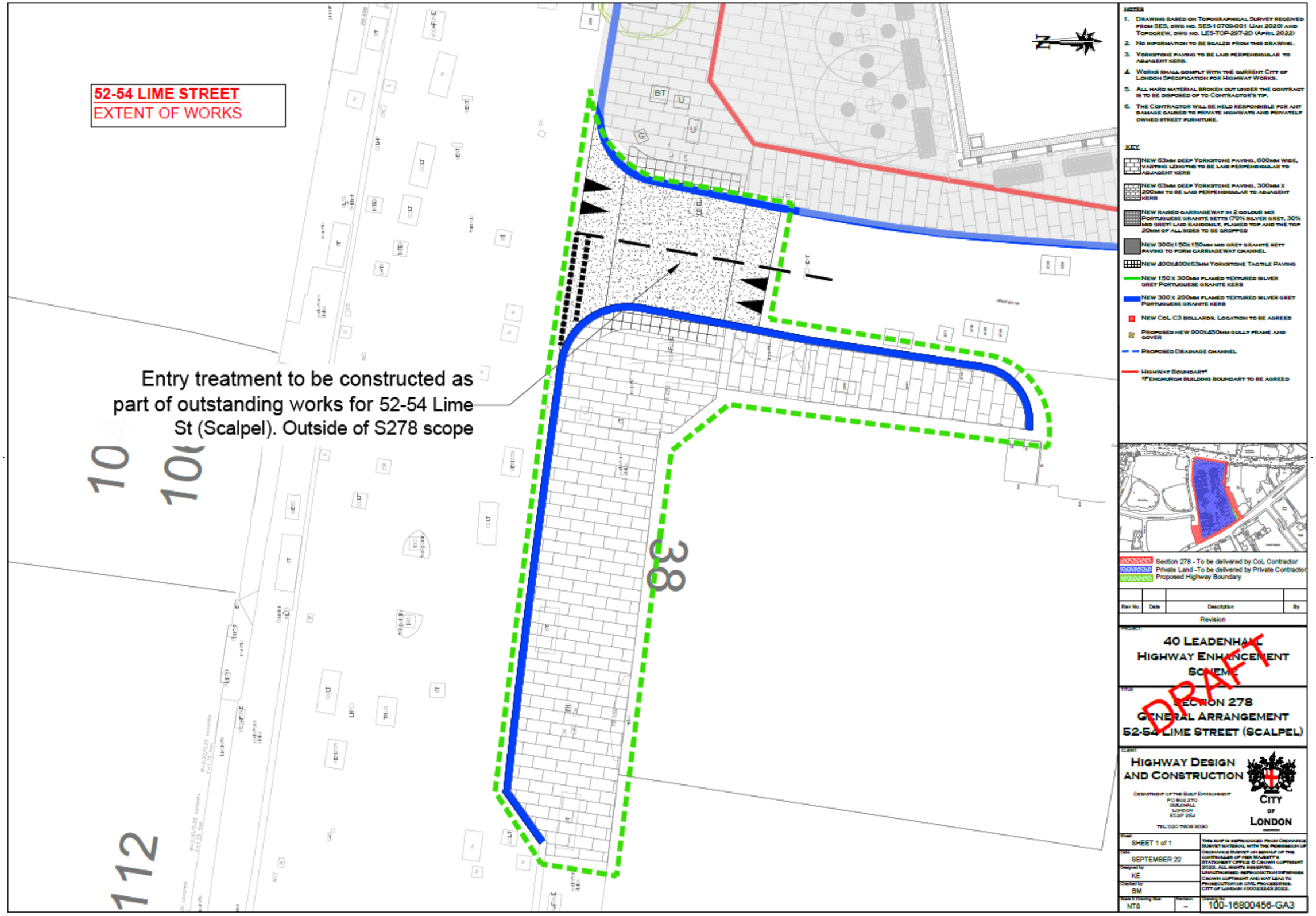
Appendix 4 – 52-54 Lime Street S278 Scheme Design



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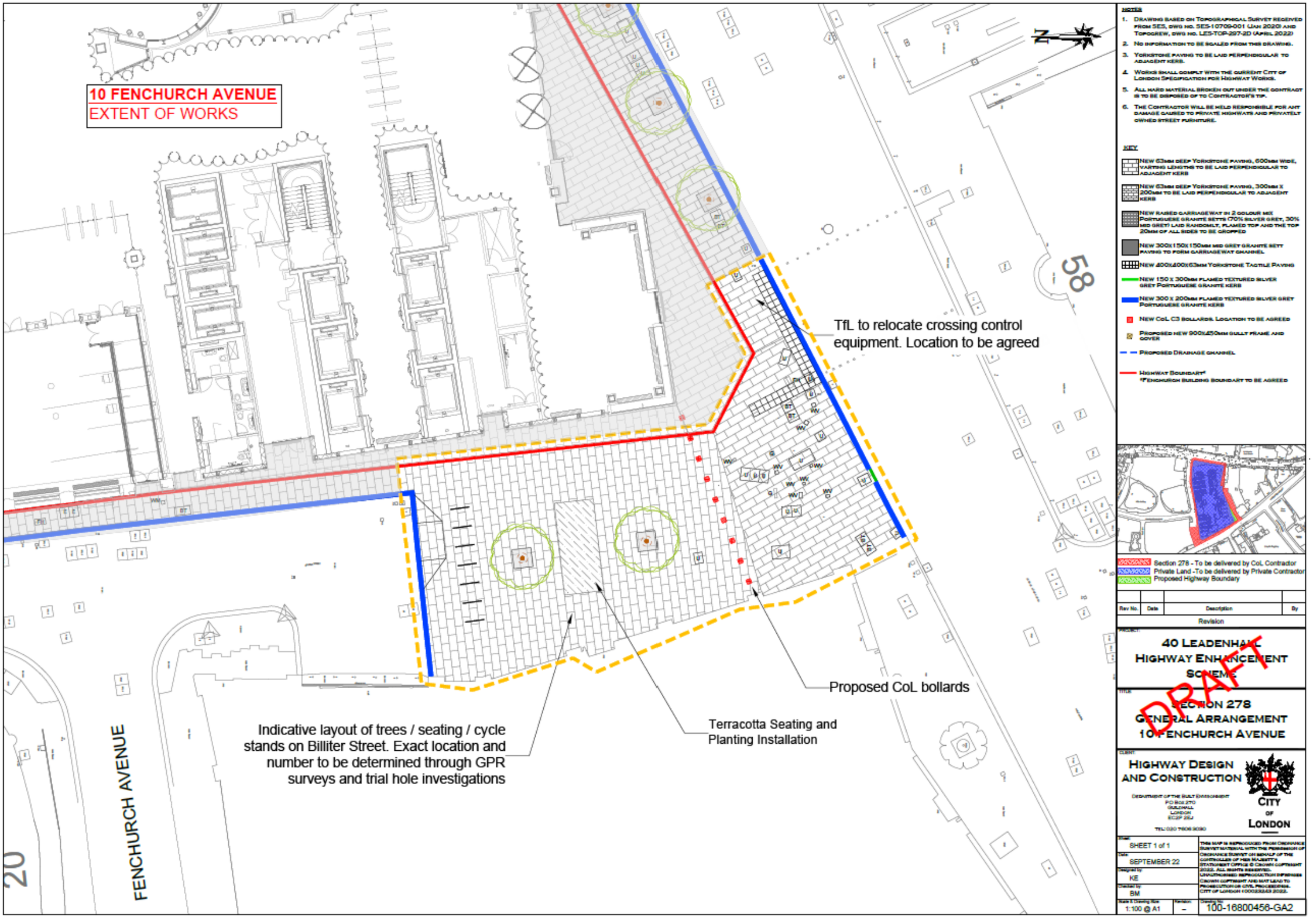
Appendix 5 – 10 Fenchurch Avenue S278 Scheme Design



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Appendix 6 - 52-54 Lime Street S278 and 10 Fenchurch Street S278 scheme finances

52-54 Lime Street S278

Table 1: Spend to date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
52-54 Lime Street S278 Phase 1 - 16800324			
PreEv Env Serv Staff Costs	44,727	43,793	934
PreEv P&T Staff Costs	49,042	49,042	-
PreEv P&T Fees	53,502	44,876	8,626
Total 16800323	**147,271**	**137,711**	**9,560**
52-54 Lime Street S278 Phase 1 (CAP) - 16100324			
Env Servs Staff Costs	35,380	31,380	4,000
P&T Staff Costs	9,320	7,172	2,148
P&T Fees	7,277	1,776	5,501
JB Riney	150,000	110,558	39,442
Utilities	46,599	26,145	20,454
Total 16100323	**248,576**	**177,032**	**71,544**
TOTAL	**395,847**	**314,743**	**81,104**

Table 2: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S278	395,847	-	395,847
Total Funding Drawdown	**395,847**	**-**	**395,847**

10 Fenchurch Avenue S278

Table 1: Spend to date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
10 Fenchurch Avenue S278 - 16800323			
PreEv Env Serv Staff Costs	15,000	14,973	27
PreEv P&T Staff Costs	35,000	34,279	721
PreEv P&T Fees	30,000	8,071	21,929
Total 16800323	**80,000**	**57,322**	**22,678**
10 Fenchurch Avenue S278 (CAP) - 16100323			
Env Servs Staff Costs	69,127	62,069	7,058
Open Spaces Staff Costs	1,739	84	1,655
P&T Staff Costs	21,090	18,892	2,198
Traffic Orders	5,500	-	5,500
Billiter Street	130,488	60,071	70,417
Fen Court	90,498	90,498	0
Fenchurch Avenue	43,402	43,402	0
Fenchurch Street	103,567	83,842	19,725
Preliminaries	18,624	11,723	6,901
Trees	6,125	3,184	2,941
Utilities	43,398	5,774	37,624
Total 16100323	**533,558**	**379,540**	**154,018**
Open Spaces Maintenance	**7,750**	**-**	**7,750**
TOTAL	**621,308**	**436,862**	**184,446**

Table 2: Adjustment Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
10 Fenchurch Avenue S278 - 16800323			
PreEv Env Serv Staff Costs	15,000	(27)	14,973
PreEv P&T Staff Costs	35,000	(721)	34,279
PreEv P&T Fees	30,000	(21,929)	8,071
Total 16800323	**80,000**	**(22,677)**	**57,323**
10 Fenchurch Avenue S278 (CAP) - 16100323			
Env Servs Staff Costs	69,127	16,942	86,069
Open Spaces Staff Costs	1,739	(1,654)	85
P&T Staff Costs	21,090	(2,197)	18,893
Traffic Orders	5,500	(5,500)	-
Billiter Street	130,488	89,988	220,476
Fen Court	90,498	-	90,498
Fenchurch Avenue	43,402	-	43,402
Fenchurch Street	103,567	(19,724)	83,843
Preliminaries	18,624	(6,901)	11,723
Trees	6,125	(2,941)	3,184
Utilities	43,398	(37,586)	5,812
Total 16100323	**533,558**	**30,427**	**563,985**
Open Spaces Maintenance	**7,750**	**(7,750)**	**-**
TOTAL	**621,308**	**0**	**621,308**

Appendix 7 - Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)

Changes to Projects: General

45. In cases where:

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

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

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

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

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

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

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Appendix 8 – 40 Leadenhall Street S278 Scheme Finances

Table 1: Spend to date - 40 Leadenhall Street S278 Highway Works - 16800456			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	19,000	18,989	11
Open Spaces Staff Costs	2,000	-	2,000
P&T Staff Costs	29,000	16,046	12,954
P&T Fees	50,000	8,242	41,758
TOTAL	**100,000**	**43,276**	**56,724**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	19,000	96,000	115,000
Open Spaces Staff Costs	2,000	-	2,000
P&T Staff Costs	29,000	32,000	61,000
P&T Fees	50,000	20,000	70,000
Env Servs Works	-	732,898	732,898
Utilities	-	114,213	114,213
Costed Risk Provision	-	190,000	190,000
Commuted Maintenance	-	47,135	47,135
TOTAL	**100,000**	**1,232,246**	**1,332,246**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S278	100,000	1,232,246	1,332,246
Total Funding Drawdown	**100,000**	**1,232,246**	**1,332,246**

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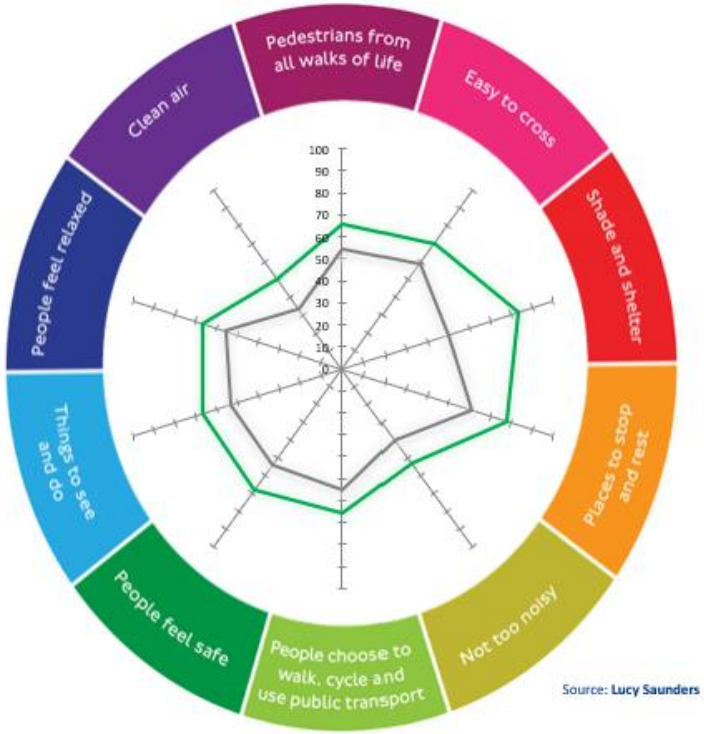
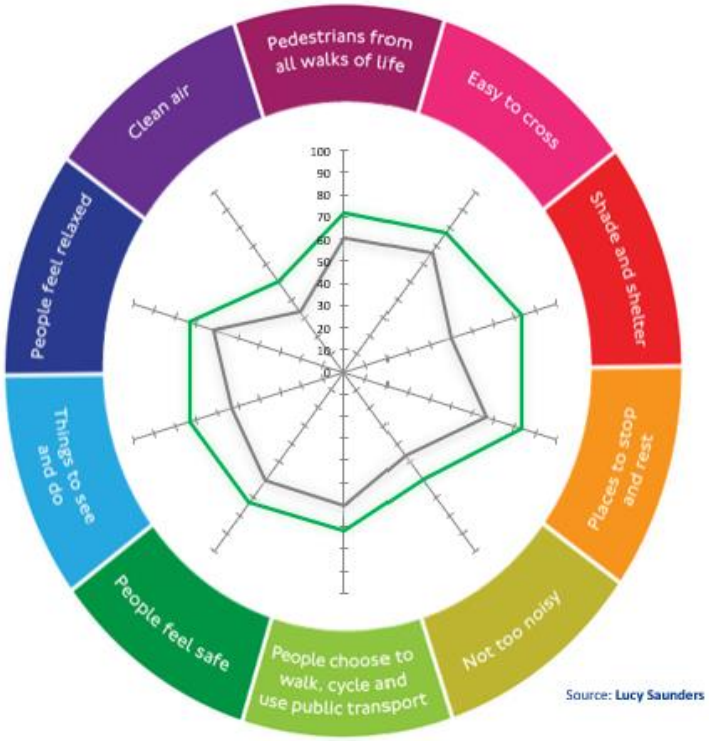
Appendix 9 – Healthy Streets Assessments

Name of scheme	40 Leadenhall St S278 - Leadenhall St
Segment number	n/a



	Existing layout	Proposed layout	% point change
Overall Healthy Streets Check score	54	66	12

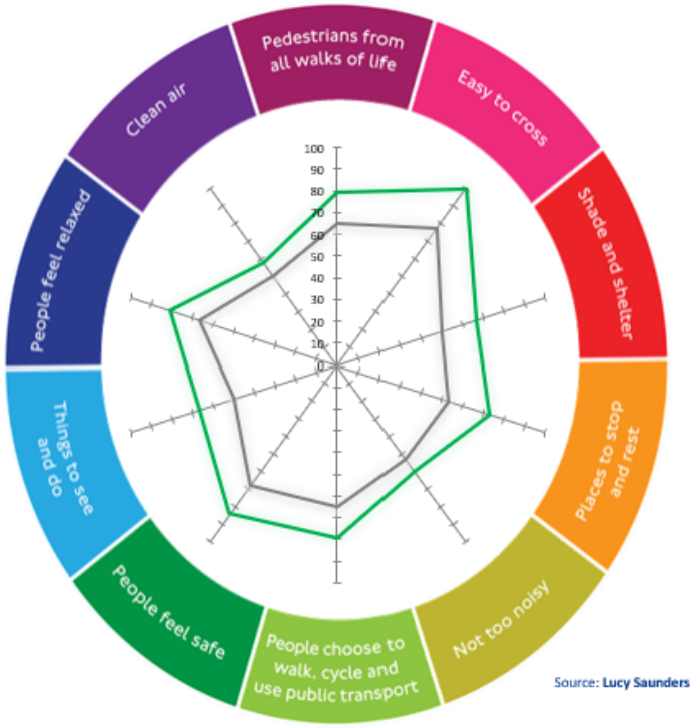
Name of scheme	40 Leadenhall St S278 - Fenchurch St
Segment number	n/a



	Existing layout	Proposed layout	% point change
Overall Healthy Streets Check score	60	72	12

Name of scheme 40 Leadenhall St S278 - Billiter St

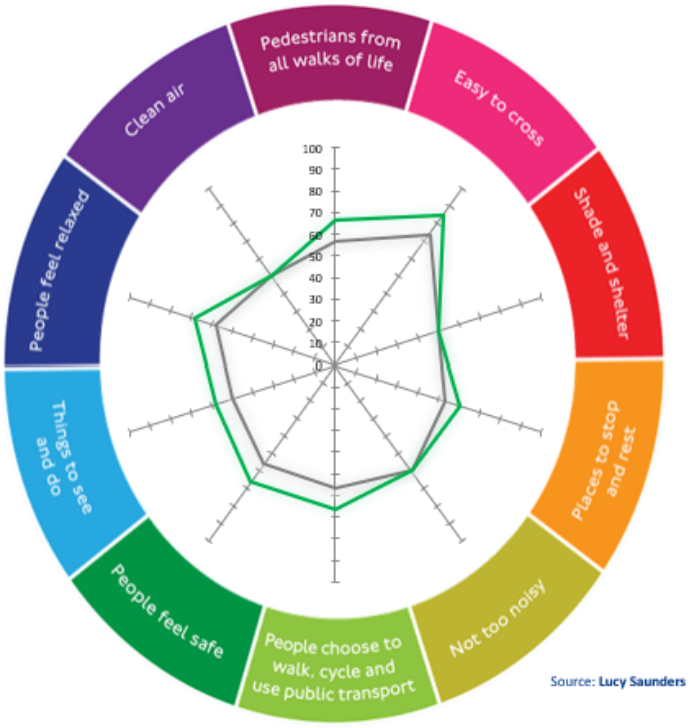
Segment number n/a



	Existing layout	Proposed layout	% point change
Overall Healthy Streets Check score	65	80	15

Name of scheme 40 Leadenhall St S278 - Fenchurch Buildings

Segment number n/a



	Existing layout	Proposed layout	% point change
Overall Healthy Streets Check score	58	67	9

EQUALITY ANALYSIS (EA) TEMPLATE

Decision IH approved on 14th December 2022 Date [OBJ] *Latest revision of CoL responses was on 14th December 2022*

What is the Public Sector Equality Duty (PSED)?

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:

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

The characteristics protected by the Equality Act 2010 are:

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

What is due regard?

- It involves considering the aims of the duty in a way that is proportionate to the issue at hand
- Ensuring real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that is influences the final decision

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

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

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

• Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.	

What is an Equality Analysis (EA)?

An equality analysis is a risk assessment tool that examines whether different groups of people are, or could be, disadvantaged by service provision and decisions made. It involves using quality information, and the results of any engagement or consultation with particular reference to the protected characteristics to understand the actual effect or the potential impact of policy and decision making decisions taken.

The equality analysis should be conducted at the outset of a project and should inform policy formulation/proposals. It cannot be left until the end of the process.

The purpose of the equality analysis process is to:

- Identify unintended consequences and mitigate against them as far as possible, and
- Actively consider ways to advance equality and foster good relations.

The objectives of the equality analysis are to:

- Identify opportunities for action to be taken to advance quality of opportunity in the widest sense;
- Try and anticipate the requirements of all service users potentially impacted;
- Find out whether or not proposals can or do have any negative impact on any particular group or community and to find ways to avoid or minimise them;
- Integrate equality diversity and inclusion considerations into the everyday business and enhance service planning;
- Improve the reputation of the City Corporation as an organisation that listens to all of its communities;
- Encourage greater openness and public involvement.

However, there is no requirement to:

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

An equality analysis should indicate improvements in the way policy and services are formulated. Even modest changed that lead to service improvements are important. In it is not possible to mitigate against any identified negative impact, then clear justification should be provided for this.

By undertaking and equality analysis, officers will be able to:

- Explore the potential impact of proposals before implementation and improve them by eliminating any adverse effects and increasing the positive effects for equality groups
- Contribute to community cohesion by identifying opportunities to foster good relations between different groups
- Target resource more effectively
- Identify direct or indirect discrimination in current policies and services and improve them by removing or reducing barriers to equality

How to demonstrate compliance

The Key point about demonstrating compliance with the duty are to:

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

In addition to the protected groups, it may be relevant to consider the impact of a policy, decision or service on other disadvantaged groups that do not readily fall within the protected characteristics, such as children in care, people who are affected by socio-economic disadvantage or who experience significant exclusion or isolation because of poverty or income, education, locality, social class or poor health, ex-offenders, asylum seekers, people who are unemployed, homeless or on a low income.

Complying with the Equality Duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive action provisions in order to provide a service in a way which is appropriate for people who share a protected characteristic – such as providing computer training to older people to help them access information and services.

Taking account of disabled people's disabilities

The Equality Duty also explicitly recognises that disabled people's needs may be different from those of non-disabled people. Public bodies should therefore take account of disabled people's impairments when making decisions about policies or services. This might mean making reasonable adjustments or treating disabled people better than non-disabled people in order to meet their needs.

Deciding what needs to be assessed

The following questions can help determine relevance to equality:

- Does the policy affect service users, employees or the wider community, including City businesses?
- How many people are affected and how significant is the impact on them?
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, significantly affecting how functions are delivered?
- Will the policy have a significant impact on how other organisations operate in terms of equality?
- Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the policy relate to an area with known inequalities?
- Does the policy relate to any equality objectives that have been set?

Consider:

- How the aims of the policy relate to equality.
- Which aspects of the policy are most relevant to equality?

- Aims of the general equality duty and which protected characteristics the policy is most relevant to.

If it is not clear if a policy or decision needs to be assessed through an equality analysis, a Test of Relevance screening tool has been designed to assist officers in determining whether or not a policy or decision will benefit from a full equality analysis.

Completing the Test of Relevance screening also provides a formal record of decision making and reasoning. It should be noted that the PSED continues up to and after the final decision is taken and so any Test of Relevance and/or full Equality Analysis should be reviewed and evidenced again if there is a change in strategy or decision.

Role of the assessor

An assessor's role is to make sure that an appropriate analysis is undertaken. This can be achieved by making sure that the analysis is documented by focussing on identifying the real impact of the decision and set out any mitigation or improvements that can be delivered where necessary. **Who else is involved?** Chief Officers are responsible for overseeing the equality analysis proves within departments to ensure that equality analysis exercises are conducted according to the agreed format and to a consistent standard. Departmental equality representatives are key people to consult when undertaking an equality analysis.	Depending on the subject it may be helpful and easier to involve others. Input from another service area or from a related area might bring a fresh perspective and challenge aspects differently. In addition, those working in the customer facing roles will have a particularly helpful perspective. Some proposals will be cross-departmental and need a joint approach to the equality analysis.

How to carry out an Equality Analysis (EA)

There are five stages to completing an Equality Analysis, which are outlined in detail in the Equality Analysis toolkit and flowchart: **2.1 Completing the information gathering and research stage –** gather as much relevant equality-related information, data or research as possible in relation to the policy or proposal, including any engagement or consultation with those affected; **2.2 Analyse the evidence –** make and assessment of the impact or effect on different equality groups;	**2.3 – Developing an action plan –** set out the action you will take to improve the positive impact and / or the mitigation action needed to eliminate or reduce any adverse impact that you have identified; **2.4 Director approval and sign off of the equality analysis** – include the findings from the EA in your report or add as an appendix including the action plan; **2.5 Monitor and review –** monitor the delivery of the action plan and ensure that changes arising from the assessment are implemented.

The Proposal

Assessor Name:	Marie Gallagher	Contact Details:	*Click or tap here to enter text.*

1. What is the Proposal

The Section 278[1] works around the new development at 40 Leadenhall Street are being undertaken by M&G Real Estate and are due to be completed in Autumn 2023. Section 278 allows developers to enter into a legal agreement with the Highway Authority to make permanent changes or improvements to a public highway as part of a planning approval. 40 Leadenhall, which will provide 820,000 sq. ft of business space, will generate a significant number additional commuter trips to the area. The Site will also house a gym, retail space, restaurants, library, and auditorium, attracting recreational users, residents, and tourists.

The proposed works currently consist of:

Leadenhall Street:

- Footway widening and resurfacing on Leadenhall Street between 50 Leadenhall Street and Billiter Street
- Tree planting on Leadenhall Street between 50 Leadenhall Street and Billiter Street
- Carriageway resurfacing on Leadenhall Street (extent to be agreed)

Billiter Street:

- Renewed eastern footways along length of Billiter Street
- Public realm improvements, including additional benches, trees and short stay cycle parking, at the southern end of Billiter Street
- Bollards to be installed at the Billiter Street junction with Fenchurch Street
- Raised entry treatment at the Billiter Street junction with Leadenhall Street
- Carriageway resurfacing on Billiter Street (extent to be agreed)

Fenchurch Street:

- Renewed footways along Fenchurch Street between Billiter Street and Fenchurch Buildings
- Tree planting on northern footway of Fenchurch Street between Billiter Street and Fenchurch Buildings

Fenchurch Buildings:

- New carriageway in granite setts

[1] Highways Act 1980 (legislation.gov.uk)

- Raised entry treatment at the junction with Fenchurch Street
- Flush carriageway and footway at the northern end of Fenchurch Buildings

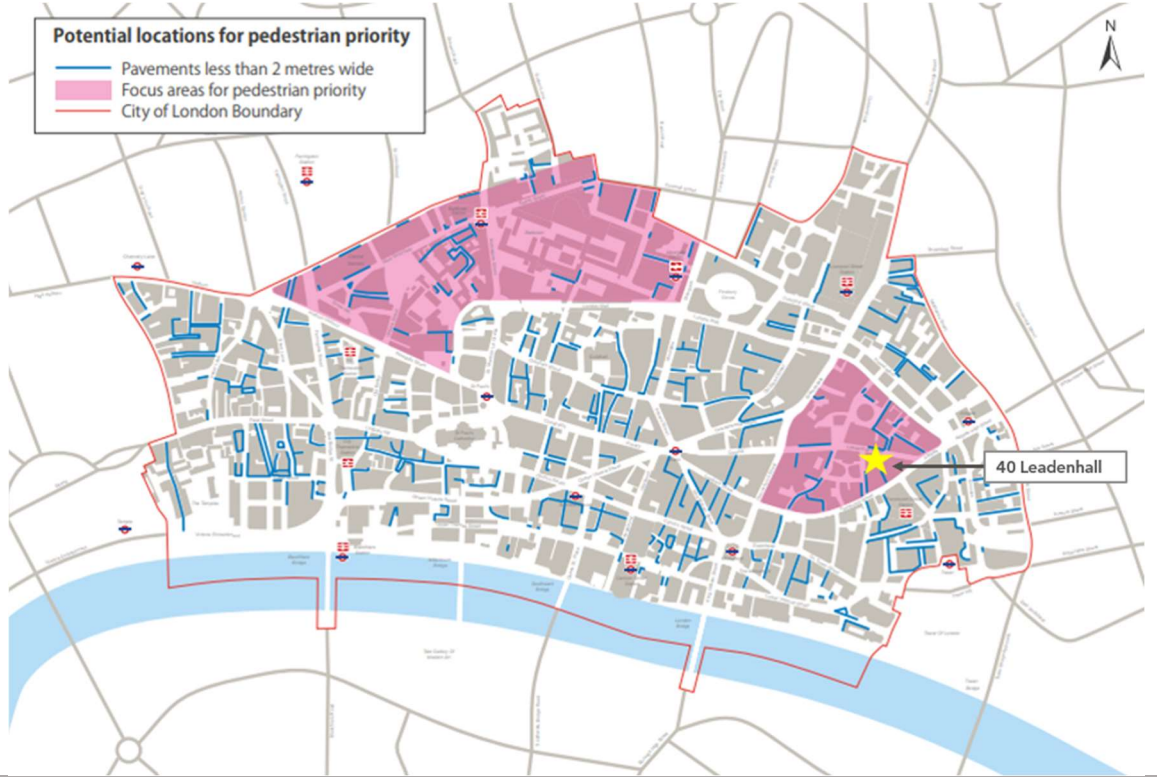
These measures are shown on the '*01 - 100-16800456-GA 40 LEADENHALL GENERAL ARRANGEMENT DRAFT'.*

Although small in scale, these works align with the City of London's Transport Strategy (2019)[2] to introduce pedestrian priority streets.

Figure 1 illustrates that 40 Leadenhall is located within one of the two focus areas for pedestrian priority in the City of London and Billiter Street has been identified as having existing footways less than two metres wide.

The proposed works also align with Proposal 5 of the City's Transport Strategy[2], which states that new developments should contribute to improving the experience of walking and spending time on the City's streets.

Figure 1: City of London's Potential Locations for Pedestrian Priority (Transport Strategy, 2019)



[2] City of London Transport Strategy

2. What are the recommendations? (responses in red by DL, 12th December 2022)

Given that the proposals are at the preliminary design stage (See General Arrangement drawing for more details), it is highly recommended that the following are considered to mitigate any negative impact on protected characteristic groups when developing the detailed design:

- Tactile Paving: New tactile paving is proposed at the eastern side of the Billiter Street junction with Leadenhall Road, however the General Arrangement drawing does not detail any proposals for new tactile paving on the western side. In line with Department for Transport's (DfT) Inclusive Mobility Guide 2021 guidance[3], it is recommended that tactile paving is in place to aid visually impaired people. Accepted. Design has been updated to incorporate this.

- Level Access: In line with DfT's Inclusive Mobility Guide 2021[3], it is recommended that level access is provided at the proposed raised junctions (Billiter Street/Leadenhall Street and Fenchurch Buildings/Fenchurch Street) to enable easy access for elderly people, those with limited mobility and those using mobility aids and pushchairs. Design already includes level access/ raised entry treatments at these two locations.

- Footway Widths: Given the scale of the development, it is advised that the renewed footways are the appropriate width to accommodate the subsequent increase in trip generation and footfall. This will prevent vulnerable road users, which includes people with disabilities, as well as elderly people and young people, from having to cross the road unnecessarily and/or utilise the carriageway, improving road safety for users. It is recommended that the footway widths are designed in conjunction with TfL's Pedestrian Comfort Guidance Technical guide (See Appendix B[4]). The same approach is also recommended at the corner of Fenchurch Buildings where it meets the betting shop and wine bar to ensure appropriate widths relative to footfall. The Developer's PCLs work has been reviewed and was found to still be relevant. Two issues were identified in Billiter Street which the proposals will rectify. Its impossible to improve the issue identified at Fenchurch Buildings due to existing building lines.

- Bollards: Bollards: With regards to the bollards located at the Billiter Street/Fenchurch Street junction, it is presumed these are included to act as a Vehicle Security Barrier (VSB). If so, these should be placed at a maximum of 1.2 metres apart to enable passage of wheelchair and mobility scooter users, many of whom are more likely to be elderly whilst providing adequate protection for pedestrians. This recommendation also aligns with DfT guidance[3]. This is already standard practice in the City.

- Cycle Parking: It is recommended that the proposals to install short stay cycle parking on Billet Street consider providing stands that can accommodate cargo bikes, tandems, tricycles and side-by-side cycles, to encourage users of all abilities to visit the site by bike[3]. Adequate lighting should also be provided to improve security (see lighting below for more details). Street lighting is not within the scope of this project although the City's M&E team will be notified of this point and it will be reviewed in accordance with the City Lighting Strategy. As the proposed cycle parking is in a part of the design which is still to be confirmed due to the unknown viability of the proposed trees there, the point is noted and will be considered once the outcome of trial holes and survey work for the proposed trees is known.

[3] Inclusive Mobility. A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (publishing.service.gov.uk)
[4] Pedestrian Comfort Guidance for London (tfl.gov.uk)

- Seating: It is recommended that the location of the proposed seating on Billet Street is carefully positioned to avoid obstructing any key routes which may be used by wheelchair and pushchair users and should also be picked out in contrasting colours to help those with visual impairments[3]. Noted. As per the cycle parking response, this part of the design is yet to be confirmed but ensuring there is adequate space for all users where possible is a BAU activity for the City's projects.

- Dropped Kerbs: It is recommended that the dropped kerb located near the Billiter Street junction with Fenchurch Avenue (next to the proposed cycle parking) is relocated to ensure there is sufficient space for those with limited mobility and/or mobility aid and pushchair users to comfortably access the site. This could be resolved by relocating the bay or the cycle parking, however ease of accessing the entrances to 40 Leadenhall will need to be considered. As before, this part of the design is yet to be confirmed. The project team will ensure all street furniture and the dropped kerb are positioned appropriately.

- Trees: It is recommended that the location and arrangement of the proposed trees are developed in consultation with landscape architects and the designs align with existing guiding principles. This will help to prevent street clutter, ensure visibility, and avoid impeding informal crossing points[5]. Consideration should also be given to the tree species, selecting those with minimal leaf shedding to avoid a slippery footway. Street maintenance could also be procured to carry out appropriate clearing during the Autumn. The current proposals only identify potential planting locations because of recent ground penetrating radar surveys. Their actual suitability is to be considered once their viability for planting is confirmed via trial hole and more-detailed surveys. The City's City Gardens team have been consulted and will continue to be involved in the project as it progresses.

- Lighting: The General Arrangement drawing does not specify the location for lighting however it is recommended that both the pedestrianised section of Billiter Street and the Fenchurch Buildings are lit appropriately to prevent any anti-social behaviour, improve user safety for groups vulnerable to crime and further aid visually impaired members of the public. It is recommended that streetlights and signs should be mounted on walls or buildings whenever possible; if not, then placing them at the back of the footway as near the property line as possible is acceptable. In this position, the maximum distance from the property line to the outer edge of the pole should be 275mm. If they are placed on the road-side of the footway, they should be at least 450mm away from the edge of the carriageway[3]. Street lighting is not within the scope of this project although the City's M&E team will be notified of this point and it will be reviewed in accordance with the City Lighting Strategy.

- Maintenance of Setts: The setts proposed along the Fenchurch Buildings carriageway will need to be regularly maintained. This is because uneven and/or gaps between setts, can cause issues for some users, including those who are vision impaired, wheelchair users, and those using crutches and sticks[3]. This is particularly important given that Fenchurch Buildings will be used by large vehicles, including HGV's, which are more likely to cause damage to the carriageway. The cost of the project, chargeable to private developer at 40 Leadenhall Street, includes an inflated commuted maintenance sum to deal with this issue.

- Construction: A Construction Environmental Management Plan (CEMP) or Construction Logistics Plan (CLP) should be implemented to minimise construction impacts. It should include measures such as suitable diversion routes with appropriate signage for any required footway closures, noise and pollution mitigation, and an appropriate CLP to avoid sensitive receptors such as schools. Continued liaison with stakeholders, including emergency services, should also be

[5] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1072722/Essex_Manual_for_Streets_Redacted.pdf

undertaken to inform them of the diversion routes. Places of worship located near to the site should be included in the stakeholder list and be informed of any out of hours works, allowing consideration of service times and religious holidays during the construction phase. On completion of the works, the develop could also offer a guide to familiarise the changes to those who are visually impaired. Noted, these points are BAU processes at the City.

- Road Safety Audit: A Stage 3 Road Safety Audit should also be completed on completion of the works to ensure that the improvements are accessible i.e., ensuring sufficient dropped kerbs and flush surfaces. Noted. A Stage1/2 audit has been carried out and its findings fully considered prior to construction commencing.

3. Who is affected by the Proposal? *Identify the main groups most likely to be directly or indirectly affected by the recommendations.*

The proposed scheme is located in the City of London, within the Aldgate ward. The City of London is a key commercial district, hosting the primary business district for the capital. The area around the proposed scheme also comprises of retail space, most notably Leadenhall Market, as well as restaurants, cafes, and bars. 40 Leadenhall is located within a short distance of Fenchurch Street station (two-minute walk) and is also accessible by Aldgate, Bank, Monument and Tower Hill stations.

Given the proposed works are located within a key commercial district and the area boasts a high Public Transport Accessibility Level (PTAL) rating of 6b[6], those that are likely to be affected by the proposals are pedestrians, cyclists, and other non-motorised users. These users are more likely to be of the working population commuting to their places of work. The City of London estimates approximately 513,000 daily commuters[7] and this specific development, which will provide 820,000 sq. ft of business space, will generate a significant number additional commuter trips to the area. Further to this, 40 Leadenhall Street will also house a gym, retail space, restaurants, library, and auditorium, attracting recreational users, residents, and tourists, all of whom will be affected by the proposed scheme. It is also important to note that although the population of the City of London is comparatively small compared to other London boroughs, residents living in the borough have the highest overall active, efficient, and sustainable mode share (93%)[8], suggesting that residents are also likely to benefit from the improvements.

Although a predominantly business district, several other trip generators are located within close proximity of 40 Leadenhall, which will attract users to the area who may also be affected by the proposed works and construction. These include places of worship, schools, and health facilities which have been detailed in the full assessment below. The site is easily accessible by sustainable modes therefore users are most likely to travel to these trip generators on foot, by bike or public transport.

[6] https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat?Input=40%20Leadenhall%20Street%2C%20London%2C%20UK&locationId=ChIJufCZG00DdkgR1yfnHzemqU0&scenario=Base%20Year&type=Ptal
[7] https://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/our-role-in-london#:~:text=In%20just%201.12%20square%20miles,commuters%20and%2010m%20annual%20visitors
[8] https://content.tfl.gov.uk/travel-in-london-report-13.pdf

Fenchurch Street station offers step free access from the main Fenchurch Street entrance / exit, and both Bank and Tower Hill stations offer partial step-free access. Monument and Aldgate do not provide step free access. The area is also served by bus routes which run on both Leadenhall Street and Fenchurch Street. There is a westbound bus stop (Stop T) located on Fenchurch Street, 30 metres east of the junction with Billiter Street. There are also two bus stops located on Leadenhall Street including a westbound bus stop (Stop W), located 80 metres east of the junction with Billiter Street, and an eastbound bus stop (Stop X), located 110 metres eastbound of Billiter Street. Both are served by routes 25, N25 and N550. Due to the accessibility of the site by public transport, wheelchair users and those using pushchairs are also likely to visit the area and could therefore be affected by the proposed works and construction.

It is assumed that although construction will take place within the existing hoarding boundaries, some protected characteristic groups, particularly disabled and elderly/younger groups, may be adversely impacted if the appropriate pedestrian diversions, noise and pollution mitigation, and CLPs are not in place. Further to this, although the resurfacing of Leadenhall Street and Billiter Street will require a short term/temporary closure, with one-way working and temporary traffic lights, it is not considered that this will lead to access issues for those with protected characteristics. This is because Leadenhall Road and Billiter Street will still be open and vehicle access, including buses, will be maintained throughout construction. A full assessment of the potential impacts on each of the protected characteristic groups with regards to construction is provided below.

Age

Check this box if NOT applicable ☐

Age - Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

The Office for National Statistics (ONS) Mid-2020[9] population estimates for the City of London states a total population of 10,938 for the borough. The age breakdowns for the City of London and London are detailed in Table 1 below:

Table 1: Age Breakdown for City of London and London (Source: ONS Census Data 2020)

Age	City of London %	Greater London %
Under 5 years	4.3%	6.6%
5 to 15 years	11%	14%
16 to 24 years	13%	10.3%
25 to 64 years	55.8%	56.9%
65 years and over	15.8%	12.2%
Total	**100%**	**100%**

[9] https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland

This figures above illustrate that the City of London has slightly fewer people under the age of 15 (15.3%) compared to Greater London (20.6%). Conversely, the City of London has a slightly higher percentage of people aged 16 to 24 years and 65 years and over, when compared to Greater London. The percentage of people aged 25 to 64 years is similar between the City of London and Greater London region.

It should be noted however that this data is not considered representative of the majority of the people likely to be affected by the proposed scheme given the large percentage of commuters regularly travelling to the area, and more specifically the development, rather than residents.

Table 2: Workforce Age Structure, City of London and Greater London 2011 (Source: City of London Workforce CENSUS 2011- Analysis by Age and Occupation)

Age Band	City of London		Greater London	
	Actual	%	Actual	%
16 - 19	2,521	1%	81,959	2%
20 - 24	26,806	8%	387,569	9%
25 - 29	67,481	19%	685,431	15%
30 - 34	70,450	20%	697,643	16%
35 - 39	56,574	16%	591,814	13%
40 - 44	45,902	13%	548,352	12%
45 - 49	35,964	10%	507,549	11%
50 - 54	24,541	7%	405,451	9%
55 - 59	14,941	4%	295,937	7%
60 - 64	8,293	2%	196,176	4%
65 - 69	2,370	1%	73,115	2%
70 - 74	863	0%	29,485	1%
Total	**356,706**	**100%**	**4,500,481**	**100**

Table 2 shows the age breakdown of the workforce of the City of London compared to Greater London. The figures show that the ages of 25-34 contribute a substantial proportion of the workforce at 39%. The same age range for Greater London comprises 31% of the workforce. This shows that the City of London has a greater proportion of young professionals compared to Greater London. Similarly, the 35-49 age group comprises 39% of the workforce in the City of London, compared to 36% of the Greater London workforce. The percentage of the workforce in the City of London aged 50 years and above (14%) is lower than the percentage for Greater London (23%), showing that the City of London has a smaller proportion of older professionals.

Sensitive receptors

With regards to sensitive receptors relevant to age, there are some schools and colleges located within 500 metres of the proposed works where higher proportions of children and young people are likely to be concentrated. These include:

- Shillington College of Graphic Design – 100 metres north of the proposed scheme
- The Aldgate School – 170 metres east of the proposed scheme
- David Game College – 250 metres southeast of the proposed scheme

There are no nurseries within 500 metres of the proposed works.

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e., where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
The proposed footway and public realm improvements surrounding the development are likely to positively benefit people of all ages, including elderly and younger people. Research by TfL has found that walking is the most frequently used mode of transport by older Londoners aged 65 and over[10], with 87% walking at least once a week. Looking at the census data above, a large proportion of the City of London's population (15.8%) would therefore benefit from the proposals to improve the pedestrian environment outside 40 Leadenhall.	Given that the proposals are at the preliminary design stage (See General Arrangement drawing for more details), it is highly recommended that the following is considered to mitigate any negative impact on elderly and younger people when developing the detailed design: • Level Access: In line with the DfT's Inclusive Mobility Guide 2021[3], it is recommended that level access is provided at the proposed raised junctions (Billiter Street/Leadenhall Street and Fenchurch Buildings/Fenchurch Street) to enable easy access for elderly people, particularly those using mobility aids, as well as those travelling with young children in pushchairs.

[10] Travel in London: Understanding our diverse communities 2019 (tfl.gov.uk)

Building on this, the DfT underlines the need to provide plenty of appropriately placed and designed seating in locations where people may have to wait and along pedestrian routes[3]. The proposals to provide seating as part of the public realm improvements on Billiter Street will help to achieve this, providing a place to rest adjacent to but not obstructing, the pedestrian route along Fenchurch Street. Seating provision and clear, high-quality footways are particularly important for elderly people, who are more likely to be living with a long-term health condition and may have more limited mobility and stamina. Research undertaken by Age UK underlines this intersectionality between age and disability further, with figures showing that 52% of those aged 65 and over are disabled compared with only 9% under 64[11]. Street trees can also play a key role in helping to remove harmful PM10 particulates and NO2 roadside emissions[12] and mitigating against climate change impacts such as heating of streets (and provision of shaded areas), both of which young people and elderly people are disproportionately affected by[1314]. With this in mind, the proposals to renew the footways, increase footway widths and enhance the public realm, would benefit both elderly and younger users and help to address some of the key barriers to active travel for the elderly population. Although the City of London has a smaller population under the age of 15 compared to London as a whole, 15.3% compared to 20.6% respectively, children and young people attending the educational establishments located within 500 metres of the proposed works, are likely to benefit from the improved pedestrian environment on their journeys to school / college. This could deliver a particular benefit to pupils attending The Aldgate School, as primary school aged pupils are more likely to travel to school by active modes[15], are more at risk of road danger[10] and their parents are more likely to be travelling with young children in pushchairs.	• Footway Widths: Given the scale of the development, it is advised that the renewed footways are the appropriate width to accommodate the subsequent increase in trip generation and footfall. This will prevent vulnerable road users, particularly elderly and younger people[10], as well as those using mobility aids, from having to cross the road to avoid congestion and/or step in the carriageway to pass other pedestrians. It is recommended that the footway widths are designed in conjunction with TfL's Pedestrian Comfort Guidance Technical guide (See Appendix B[4]). The same approach is recommended at the corner of Fenchurch Buildings where it meets the betting shop and wine bar to ensure appropriate widths relative to footfall. • Bollards: Bollards: With regards to the bollards located at the Billiter Street/Fenchurch Street junction, it is presumed these are included to act as a Vehicle Security Barrier (VSB). If so, these should be placed at a maximum of 1.2 metres apart to enable passage of wheelchair and mobility scooter users, many of whom are more likely to be elderly whilst providing adequate protection for pedestrians. This recommendation also aligns with DfT guidance[3]. • Cycle Parking: It is recommended that the short stay cycle parking on Billet Street considers providing stands that can accommodate cargo bikes, tandems, tricycles and side-by-side cycles, to encourage users of all abilities to visit the site by bike[3]. • Construction: A CEMP or CLP should be implemented to minimise construction impacts[17]. It should include measures such as suitable diversion routes with appropriate signage for any required footway closures as well as noise mitigation. The CLP should consider any educational establishment located near the site, ensuring the construction routes avoid key routes to and from nearby schools and access / deliveries

[11] https://www.ageuk.org.uk/london/about-us/media-centre/facts-and-figures/
[12] https://www.london.gov.uk/sites/default/files/valuing_londons_urban_forest_i-tree_report_final.pdf
[13] https://www.unep.org/news-and-stories/blogpost/young-and-old-air-pollution-affects-most-vulnerable
[14] https://www.gov.uk/government/publications/health-matters-air-pollution/health-matters-air-pollution
[15] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/476635/travel-to-school.pdf

It should be acknowledged however that the majority of users are likely to be those commuting to or visiting the area. As illustrated in Table 2, those commuting to the City of London are most likely to be between the ages of 25-49 (78% of the workforce) and are therefore not considered vulnerable to the factors listed above due to their age.

Construction:

The proposed works will be undertaken within the existing hoarding boundaries and there are existing pedestrian diversions in place on both Fenchurch Street and Leadenhall Street to divert users away from the closed footways.

These include a signalised pedestrian crossing with dropped kerb and tactile paving on the northern side of Fenchurch Street providing a connection to the southern footway on Fenchurch Street, and temporary ramps on Leadenhall Street at the junction with Creechurch Lane and the junction with Billiter Street. Although existing diversion routes are in place, the quality of the ramps on Leadenhall Street are substandard, which may already pose an accessibility issue for some users and are also likely to affect elderly people during the construction phase.

Building on this, several potential negative impacts on elderly and younger people have been identified if the appropriate measures are not in place during the construction phase[16]. These include:

- Wheelchair and mobility aid users may find it difficult to utilise the temporary ramps
- Construction noise can negatively affect elderly and young people
- Construction can also generate additional dust and pollutants which negatively impact people with respiratory or long-term illnesses

Young people travelling to schools in the area may also be affected on their journeys if the appropriate footway diversions are not in place during construction[17]. Further to this, construction traffic to the site may increase traffic risk to vulnerable road users, which includes both elderly and young people.

are arranged outside of school operating times. Continued liaison with stakeholders should also be undertaken to inform the plans.

- Road Safety Audit: A Stage 3 Road Safety Audit should also be completed on completion of the works to ensure that the improvements are accessible i.e., ensuring sufficient dropped kerbs and flush surfaces.

[16] Transport, health and wellbeing (publishing.service.gov.uk)
[17] Code of Practice for Deconstruction and Construction Sites (cityoflondon.gov.uk)

Further to this, although the resurfacing of Leadenhall Street and Billiter Street will require a short term/temporary closure, with one-way working and temporary traffic lights, it is not considered that this will lead to access issues or longer journey times for the elderly and those with limited mobility. This is because the works will not require road or bus stop closures therefore, access to the site and surrounding area via public transport or car will still be possible. **Summary:** In summary, the positive impacts associated with the improved pedestrian environment and public realm, are likely to be felt by all users, including residents, visitors, and commuters to the area, regardless of age. With regards to construction, the existing pedestrian diversions are deemed insufficient, therefore it is recommended that any negative impact on access for elderly and younger people is offset by ensuring that suitable, clear diversions with ramps and appropriate signage are provided. See adjacent section for further details.	
Key borough statistics: • The City of London is dominated by businesses and the residential population is significantly lower compared to other London boroughs. • The City has proportionately more people aged between 25 and 69 living in the Square Mile than in Greater London. Conversely, there are fewer younger people. Approximately 955 children and young people under the age of 18 years live in the City. This is 11.8% of the total population in the area.	• There is a smaller percentage of younger people (under 25) working in the City of London in comparison to Greater London, as well as a smaller percentage of over 45s. There is a larger percentage working in the City in the 25-44 age bands in comparison to Greater London. • Summaries of the City of London age profiles from the 2011 Census can be found on our website

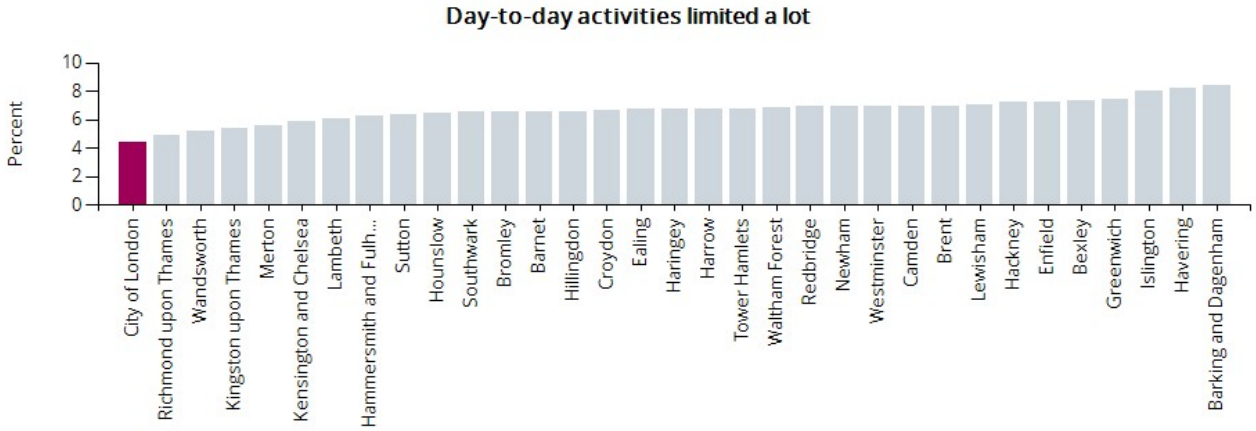
Disability

Check this box if NOT applicable ☐

Disability - Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

ONS disability and well-being 2020 analysis shows that disability can negatively affect wellbeing. For example, the average well-being ratings for people aged 16 to 64 with a self-reported long-standing illness, condition or impairment which causes difficulty with day-day activities between July 2013 to June 2020 showed lower scores for life satisfaction each year[18].

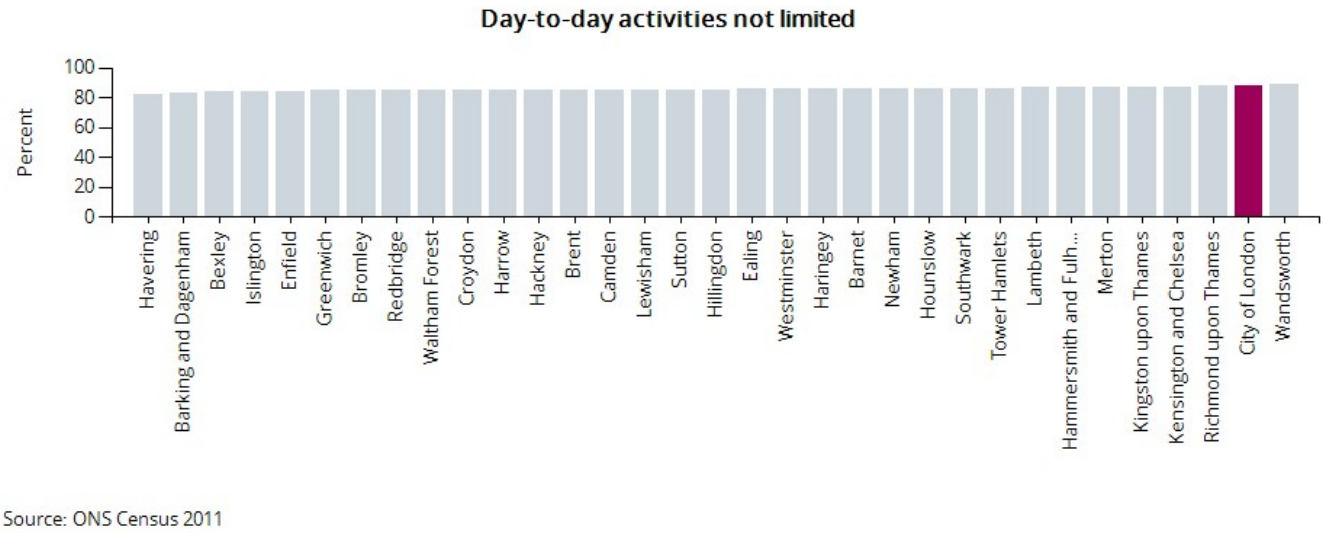
As per the Census 2011, the below graph shows the percentage of the City of London residents who considered their day-to-day activities limited a lot due to disability or long-term illness compared with other London boroughs. The City of London compares favourably as it has the lowest percentage at 4.4%.



Source: ONS Census 2011

The below graph shows the percentage of the City of London residents who considered their day-to-day activities not to be limited by disability or long-term illness compared to other London boroughs. The City of London again compares favourably, as it had the second highest percentage at 88.5%.

[18] https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/datasets/disabilityandwellbeing



Source: ONS Census 2011

Public Health England statistics support the above trend, as they report the percentage of people with a limiting long-term illness or disability in the City of London is 11.5% compared to 17.6% for England. This is considered significantly better than the national average[19].

As mentioned above, it should be noted that this data is not considered representative of the majority of the people likely to be affected by the proposed scheme given the large percentage of commuters regularly travelling to the area, and more specifically the development, rather than residents. Given that the area is likely to be visited by individuals living outside of the City, it is important to note that approximately one in ten individuals are estimated to be neurodivergent in Greater London (equating to approximately 900,000), and one-tenth of those are possibly autistic[20]. Further to this, there are over 2 million people in the UK living with sight loss[21]. With these statistics in mind, it is therefore paramount that the construction of and design of the proposed works considers all users.

Sensitive receptors

There are several medical facilities in proximity to the proposed scheme which offer services more likely to be used by members of this protected characteristic group. These include:

[19] https://www.localhealth.org.uk/#c=report&chapter=c05&report=r01&selgeo1=lalt_2021.E09000001&selgeo2=eng.E92000001

[20] https://www.london.gov.uk/questions/2022/1716#:~:text=Andrew%20Boff%20AM%3A%20With%20approximately,900%2C000%20Londoners%20with%20neurodivergent%20conditions

[21] https://www.rnib.org.uk/professionals/health-social-care-education-professionals/knowledge-and-research-hub/key-information-and-statistics-on-sight-loss-in-the-uk/ (data is not available at a local scale)

- Roodland Medical (Tower Hill Clinic) – 250 metres southeast of the proposed scheme
- Portsoken Health Centre – 400 metres east of the proposed scheme
- City Walk-In-Clinic- 425 metres southwest of the proposed scheme
- Same Day Doctor – 440 metres south of the proposed scheme

There are also Boots stores in close proximity to the proposed scheme which provide pharmacy facilities.

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***

The proposed footway and public realm improvements surrounding the development are likely to positively benefit all users, including those with disabilities.

The baseline data shows that there is a low comparative percentage of people with disabilities in the City of London. As illustrated in the section above however, the majority of people likely to be affected by the proposed works are less likely to be residents, therefore it is acknowledged that there may be a larger number of disabled people accessing 40 Leadenhall and the surrounding area than the data suggests. This is likely to be facilitated by the accessibility of the area by public transport, enabling those with limited mobility to access the site and surrounding area given bus and step-free tube/train station provision.

Statistics show that 14% of Londoners currently consider themselves to have a disability that impacts their day-to-day activities 'a little' or 'a lot', and this is expected to rise to 17% by 2030[22]. Further to this, walking is the main mode of travel for disabled Londoners, with 78% reporting they walk at least once a week. However, 65% of disabled Londoners consider the condition of the pavements to be a barrier to walking more frequently[23].

What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?

Given that the proposals are at the preliminary design stage (See General Arrangement drawing for more details), it is highly recommended that the following is considered to mitigate any negative impact on people with disabilities, when developing the detailed design:

- Tactile paving: New tactile paving is proposed at the eastern side of the Billiter Street junction with Leadenhall Road, however the General Arrangement drawing does not detail any proposals for new tactile paving on the western side. In line with Department for Transport's Inclusive Mobility Guide 2021 guidance[3], it is recommended that tactile paving is in place to aid visually impaired people. This is particularly important to consider given that the Royal National Institute of Blind People (RNIB) report that walking is the main mode of travel for blind and partially sighted people, many of whom will have fewer transport options available to them than others[25].

- Level Access: In line with the DfT's Inclusive Mobility Guide 2021[3], it is recommended that level access is provided at the proposed raised junctions (Billiter Street/Leadenhall Street and Fenchurch Buildings/Fenchurch Street) to enable easy access for those with limited mobility and mobility aids.

[22] https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/outcomesfordisabledpeopleintheuk/2021
[23] https://www.cityoflondon.gov.uk/assets/Services-Environment/city-of-london-transport-strategy.pdf
[25] Travel, transport and mobility | RNIB

With this in mind, it is therefore important that the design considers these requirements, which aligns with the City of London's Transport Strategy proposal to develop and apply the City of London Street Accessibility Standard (see page 52 of the strategy for more information[2]).

Research by Transport for All[24] has identified some of the key barriers to active travel for those with disabilities, including:

- Pavements cluttered by obstacles are difficult for those with mobility impairments to navigate and can pose a hazard to those with visual impairments. They are also confusing and overwhelming for those who are neurodivergent.
- Pavements that are steep, uneven, or bumpy are difficult to traverse in a wheelchair and can be trip-hazards. Tree roots, cobblestones, and poorly laid paving stones all contribute to this.

Similarly, these findings are echoed by DfT's Inclusive Mobility[3] guide, whereby a number of barriers to navigating the pedestrian environment were identified, including obstacles, uneven surfaces, crossing the road, navigating slopes and ramps, and lack of confidence to travel. The guidance also underlines that good, inclusive design benefits all users, including those who have non-visible disabilities.

The proposed footway and public realm improvements associated with the development should help to tackle some of these key barriers, however the General Arrangement drawing does not provide enough detail on the following elements of the works to ensure accessibility for all users:

- Footway widths on Billiter Street, Fenchurch Street and Leadenhall Street
- Details regarding the distance between cycle parking stands and bollards within the pedestrianised space on Billet Street
- Details regarding type of cycle parking stands
- Tree planting and covers on Leadenhall Street, Fenchurch Street, and Billet Street
- Maintenance of setts on Fenchurch Buildings

- Footway Widths: Given the scale of the development, it is advised that the renewed footways are the appropriate width to accommodate the subsequent increase in trip generation and footfall. This will prevent vulnerable road users, which includes people with disabilities[10], from having to cross the road unnecessarily and/or utilise the carriageway, improving road safety for the users. Appropriate widths will improve the overall user experience and help to support independent travel. It is recommended that the footway widths are designed in conjunction with TfL's Pedestrian Comfort Guidance Technical guide (See Appendix B[4]). The same approach is also recommended at the corner of Fenchurch Buildings where it meets the betting shop and wine bar to ensure appropriate widths relative to footfall.

- Bollards: Bollards: With regards to the bollards located at the Billiter Street/Fenchurch Street junction, it is presumed these are included to act as a Vehicle Security Barrier (VSB). If so, these should be placed at a maximum of 1.2 metres apart to enable passage of wheelchair and mobility scooter users, many of whom are more likely to be elderly whilst providing adequate protection for pedestrians. This recommendation also aligns with DfT guidance[3].

- Cycle Parking: It is recommended that the proposals to install short stay cycle parking on Billet Street considers providing stands that can accommodate cargo bikes, tandems, tricycles and side-by-side cycles, to encourage users of all abilities to visit the site by bike[3]. Adequate lighting should be provided also to improve security (see below for more details).

- Seating: It is recommended that the location of the proposed seating on Billet Street is carefully positioned to avoid obstructing any key routes which may be used by wheelchair users and should also be picked out in contrasting colours to help those with visual impairments[3].

- Dropped Kerbs: It is recommended that the dropped kerb located near the Billiter Street junction with Fenchurch Avenue (next to the proposed cycle parking) is relocated to ensure there is sufficient space for those with

[24] https://www.transportforall.org.uk/campaigns-and-research/pave-the-way/

(Recommendations have been provided to address each of these elements in the adjacent section).

In terms of sensitive receptors, there are medical facilities within 500 metres of the proposed works which may be used by disabled people. Following construction, users of the local medical centres are likely to benefit from the improved pedestrian environment on their journey's to and from these facilities.

Construction:

The proposed works will be undertaken within the existing hoarding boundaries and there are existing pedestrian diversions in place on both Fenchurch Street and Leadenhall Street to divert users away from the closed footways (see above for full details of existing diversions).

Although existing diversion routes are in place, the quality of the ramps on Leadenhall Street are substandard, which may already pose an accessibility issue for some users and are also likely to affect disabled people during the construction phase. People with disabilities travelling to health centres or pharmacies in the area may also be affected on their journeys if the appropriate footway diversions are not in place during construction.

Building on this, several potential negative impacts on people with disabilities have been identified if the appropriate measures are not in place during the construction phase[16]. These include:

- Wheelchair and mobility aid users may find it difficult to utilise the temporary ramps
- Those who are considered sensitive to changes in visual stimuli may find the diversions difficult to navigate
- Construction noise can negatively affect people with autism
- Altered public realm and closures can be confusing to those with visual impairments who are familiar with the area

limited mobility and/or mobility aid users to comfortably access the site. This could be resolved by relocating the bay or the cycle parking, however ease of accessing the entrances to 40 Leadenhall will need to be considered.

- Trees: It is recommended that the location and arrangement of the proposed trees are developed in consultation with landscape architects and the designs align with existing guiding principles. This will help to prevent street clutter, ensure visibility, and avoid impeding informal crossing points[26]. Consideration should also be given to the tree species, selecting those with minimal leaf shedding to avoid a slippery footway. Street maintenance could also be procured to carry out appropriate clearing during the Autumn.

- Lighting: The General Arrangement drawing does not specify locations for lighting however it is recommended that both the pedestrianised section of Billiter Street and the Fenchurch Buildings are lit appropriately to prevent any anti-social behaviour, improve user safety and further aid visually impaired members of the public. It is recommended that streetlights and signs should be mounted on walls or buildings whenever possible; if not, then placing them at the back of the footway as near the property line as possible is acceptable. In this position, the maximum distance from the property line to the outer edge of the pole should be 275mm. If they are placed on the road-side of the footway, they should be at least 450mm away from the edge of the carriageway[3].

- Maintenance of Setts: The setts proposed along the Fenchurch Buildings carriageway will need to be regularly maintained. This is because uneven and/or gaps between setts, can cause issues for some users, including those who are vision impaired, wheelchair users, and those using crutches and sticks[3]. This is particularly important given that Fenchurch Buildings will be used by large vehicles, including HGV's, which are more likely to cause damage to the carriageway.

[26] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1072722/Essex_Manual_for_Streets_Redacted.pdf

• Construction can also generate additional dust and pollutants which negatively impact people with respiratory or long-term illnesses Further to this, although the resurfacing of Leadenhall Street and Billiter Street will require a short term/temporary closure, with one-way working and temporary traffic lights, it is not considered that this will lead to access issues or longer journey times for those with disabilities. This is because the works will not require road or bus stop closures therefore, access to the site and surrounding area via public transport or car will still be possible. **Summary:** It is likely that disability would be the protected characteristic group most affected by the proposals. Once construction is complete, the improved pedestrian environment and public realm would provide substantial benefits to disabled people. With regards to construction, the existing pedestrian diversions are deemed insufficient, therefore it is recommended that any negative impact on access for those with disabilities is offset by ensuring that suitable, clear diversions with ramps and appropriate signage are provided. See adjacent section for further details.	• Construction: A CEMP or CLP should be implemented to minimise construction impacts[17]. It should include measures such as suitable diversion routes with appropriate signage for any required footway closures, as well as noise mitigation. Continued liaison with stakeholders should also be undertaken to inform the plans. On completion of the works, the develop could also offer a guide to familiarise the changes to those who are visually impaired. • Road Safety Audit: A Stage 3 Road Safety Audit should also be completed on completion of the works to ensure that the improvements are accessible i.e., ensuring sufficient dropped kerbs and flush surfaces.
Key borough statistics: Day-to-day activities can be limited by disability or long-term illness – In the City of London as a whole, 89% of the residents feel they have no limitations in their activities – this is higher than both in England and Wales (82%) and Greater London (86%). In the areas outside the main housing estates, around 95% of the residents responded that their activities were not limited. Additional information on Disability and Mobility data, London, can be found on the London Datastore. Measures on self-reported health were also collected during the 2011 census for the City of London borough. The responses were categorised into Very Bad, Bad, Fair, Good and Very Good health. • 0.8% of the population of The City self-reported as having Very Bad health. • 55.8% of the population self-reported as having Very Good health.	The 2011 Census identified that for the City of London's population: • 4.4% (328) had a disability that limited their day-to-day activities a lot • 7.1% (520) had a disability that limited their day-to-day activities a little Source: 2011 Census: Long-term health problem or disability, local authorities in England and Wales

Pregnancy and Maternity

Check this box if NOT applicable ☐

Pregnancy and Maternity – Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

The ONS Conception Statistics, England and Wales, 2020 (Table 5) show the conception numbers for the City of London. Note these numbers have been combined with the Hackney borough to preserve confidentiality. There were 5,659 conceptions in Hackney and the City of London in 2020. This equates to a conception rate per 1,000 women aged 15 to 44 years of 74.6%. This is slightly higher than the average for Inner London (66.1%) and lower than the average for London as a whole (76.2%). [27]

There were 60 live births in the City of London in 2021. The Total Fertility Rate (TFR) in the City was 1.74. This is the average number of live children that women in the group could bare if they experienced age specific fertility rate of the calendar year throughout their childbearing lifespan. This is higher than the average for Inner London (1.28) and also for London as a whole (1.52)[28].

As mentioned above, it should be noted that this data is not considered representative of the majority of the people likely to be affected by the proposed scheme given the large percentage of commuters regularly travelling to the area, and more specifically the development, rather than residents.

Sensitive receptors

Facilities providing services for sensitive receptors in proximity to the proposed scheme which are most relevant to pregnancy and maternity are the same as those for disability.

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
Pregnant women are known to have restricted mobility due to their pregnancy. The proposed works will provide safety and accessibility benefits to this group in a similar way to those mentioned for the above protected characteristics. Parents with younger children and push chairs could also benefit from the improvements to the public realm during maternity, as the proposed works would improve the overall pedestrian environment and accessibility.	Given that the proposals are at the preliminary design stage (See General Arrangement drawing for more details), it is highly recommended that the following is considered to mitigate any negative impact on pregnant women and women with young children when developing the detailed design:

[27] https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/conceptionandfertilityrates/datasets/conceptionstatisticsenglandandwalesreferencetables).
[28] Births in England and Wales: summary tables – Office for National Statistics (ons.gov.uk)

In terms of sensitive receptors, there are medical facilities within 500 metres of the proposed works which may be used by pregnant women. Users of these facilities will benefit from the improved pedestrian environment on their journey's to and from these facilities.

Construction:

The proposed works will be undertaken within the existing hoarding boundaries and there are existing pedestrian diversions in place on both Fenchurch Street and Leadenhall Street to divert users away from the closed footways (see above for full details of existing diversions).

Although existing diversion routes are in place, the quality of the ramps on Leadenhall Street are substandard, which may already pose an accessibility issue for some users and are also likely to affect disabled people during the construction phase. Pregnant women travelling to health centres or pharmacies in the area may also be affected on their journeys if the appropriate footway diversions are not in place during construction.

Building on this, several potential negative impacts on pregnant women and those using pushchairs have been identified if the appropriate measures are not in place during the construction phase16. These include:

- Pushchair users may find it difficult to utilise the temporary ramps
- Construction can also generate additional dust and pollutants which negatively impact pregnant women

Further to this, although the resurfacing of Leadenhall Street and Billiter Street will require a short term/temporary closure, with one-way working and temporary traffic lights, it is not considered that this will lead to access issues or longer journey times for pregnant women and those travelling with young children. This is because the works will not require road or bus stop closures therefore, access to the site and surrounding area via public transport or car will still be possible.

- Level Access: In line with the DfT's Inclusive Mobility Guide 2021[3], it is recommended that level access is provided at the proposed raised junctions (Billiter Street/Leadenhall Street and Fenchurch Buildings/Fenchurch Street) to enable easy access for those travelling with young children in pushchairs.

- Footway Widths: Given the scale of the development, it is advised that the renewed footways are the appropriate width to accommodate the subsequent increase in trip generation and footfall. This will prevent vulnerable road users as well as those using pushchairs, from having to step in the carriageway to pass other pedestrians. It is recommended that the footway widths are designed in conjunction with TfL's Pedestrian Comfort Guidance Technical guide (See Appendix B[4]). The same approach to ensure sufficient widths is recommended at the corner of Fenchurch Buildings where it meets the betting shop and wine bar.

- Lighting: Pregnant women and those with push chairs can feel especially vulnerable in places with limited surveillance and low lighting. It is therefore recommended that sufficient levels of lighting should be included in the design along Fenchurch Buildings and the pedestrianised section of Billiter Street to further improve safety of users and to account for any blind spots.

- Construction: A CEMP or CLP should be implemented to minimise construction impacts[17]. It should include measures such as suitable diversion routes with appropriate signage for any required footway closures. Continued liaison with stakeholders should also be undertaken to inform the plans.

- Road Safety Audit: A Stage 3 Road Safety Audit should also be completed on completion of the works to ensure that the improvements are accessible i.e., ensuring sufficient dropped kerbs and flush surfaces.

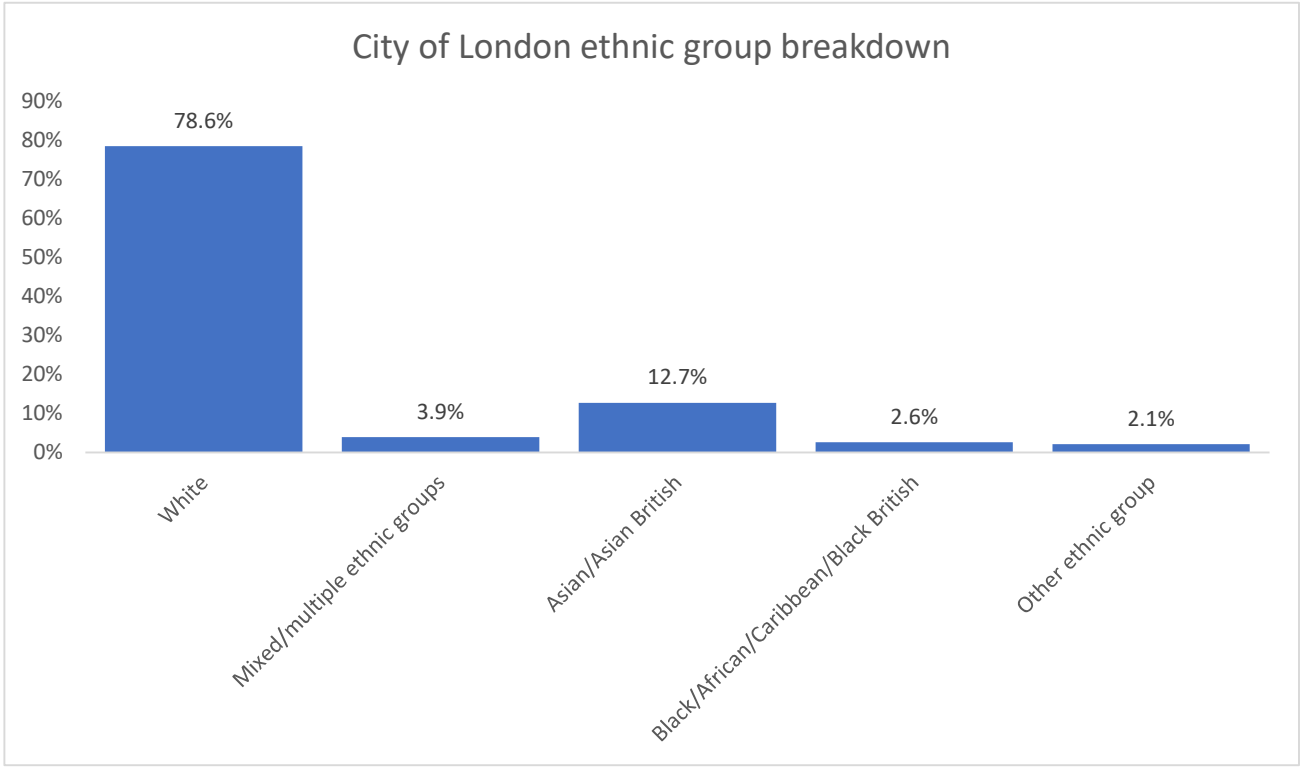
Summary: Pregnant women may be negatively affected during the construction phase and without sufficient lighting incorporated into the design, however, the potential adverse impacts would be sufficiently managed through implementation of suitable design measures discussed in the adjacent actions section.	
Key borough statistics: • There were 5,659 conceptions in Hackney and The City in 2020. This equates to a conception rate per 1,000 women aged 15 to 44 years of 74.6%. This is slightly higher than the average for Inner London (66.1%) and lower than the average for London as a whole (76.2%)[27].	• There were 60 live births in The City of London in 2021. The Total Fertility Rate (TFR) in the City was 1.74. This is higher than the average for Inner London (1.28) and also for London as a whole (1.52)[28].

Race

Check this box if NOT applicable ☐

Race - Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

The below bar chart shows the ethnic group breakdown for the City of London as per the 2011 Census. It clearly shows that the majority of the population is White (78.8%), with the second largest ethnic group classed as Asian/Asian British (12.7%). The proportion of the population from Mixed/multiple ethnic groups, Black/African/Caribbean/Black British and Other ethnic groups are similar (3.9%, 2.6% and 2.1% respectively).



The White and Black populations are lower than the national averages for England, with differences of 6.8% and 0.9% respectively. The other ethnic group categories are higher than the national averages, with the greatest difference occurring for the Asian population which is 4.9% higher[29].

As mentioned above, it should be noted that this data is not considered representative of the majority of the people likely to be affected by the proposed scheme given the large percentage of commuters regularly travelling to the area, and more specifically the development, rather than residents.

Sensitive receptors

There are no sensitive receptors in proximity to the proposed scheme which are of specific relevance to race.

[29] https://www.nomisweb.co.uk/sources/census_2011_ks/report?compare=E09000001

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
There is no clear evidence, data, or rationale that the proposed works would have a disproportionate effect on groups based on race as a protected characteristic. It is acknowledged however that some groups are more at risk of hate crimes than others if the security measures associated with the proposed works are insufficient. **Summary:** The potential adverse impact would be sufficiently managed through implementation of suitable design measures discussed in the adjacent actions section.	Given that the proposals are at the preliminary design stage (See General Arrangement drawing for more details), it is highly recommended that the following is considered to mitigate any negative impact on different racial groups, when developing the detailed design: - Lighting and CCTV: Sufficient levels of lighting and CCTV should be included in the design along Fenchurch Buildings and the pedestrianised section of Billiter Street to further improve safety of users and to account for any blind spots. This is particularly important given that some groups are more at risk of hate crimes than others, therefore such measures could help to deter anti-social behaviour such as hate crimes.
Key borough statistics: Our resident population is predominantly white. The largest minority ethnic groups of children and young people in the area are Asian/Bangladeshi and Mixed – Asian and White. The City has a relatively small Black population, less than London and England and Wales. Children and young people from minority ethnic groups account for 41.71% of all children living in the area, compared with 21.11% nationally. White British residents comprise 57.5% of the total population, followed by White-Other at 19%.	The second largest ethnic group in the resident population is Asian, which totals 12.7% - this group is fairly evenly divided between Asian/Indian at 2.9%; Asian/Bangladeshi at 3.1%; Asian/Chinese at 3.6% and Asian/Other at 2.9%. The City of London has the highest percentage of Chinese people of any local authority in London and the second highest in England and Wales. The City of London has a relatively small Black population comprising 2.6% of residents. This is considerably lower than the Greater London wide percentage of 13.3% and also smaller than the percentage for England and Wales of 3.3%. See ONS Census information or Greater London Authority projections.

Religion or Belief

Check this box if NOT applicable ☐

Religion or Belief - Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

Census 2011 data shows the percentages of the population in the City of London who identify as a particular religion. They are as follows:

- Christian: 45.3%;
- No religion: 34.2%;
- Religion not stated: 8.8%;
- Muslim: 5.5%;
- Jewish: 2.3%;
- Hindu: 2%;
- Buddhist: 1.2%;
- Other religion: 0.4%; and
- Sikh: 0.2%.

The majority of the population identify as Christian. The second highest proportion of the population identify as having no religion, and the third highest proportion of the population have not stated a religion. This aligns with the averages for England (Christian: 59.4%, No religion: 24.7% and Religion not stated: 7.2%). As determined by the Annual Population Survey, the employment rate by religion estimates for 2018 show the percentage of the population in England identifying as having no religion to have the highest employment rate at 77.3%, followed by those who identify as Hindu at 76.2% and then those identifying as Christian at 76%.[30]

As mentioned above, it should be noted that this data is not considered representative of the majority of the people likely to be affected by the proposed scheme given the large percentage of commuters regularly travelling to the area, and more specifically the development, rather than residents.

Sensitive receptors

There are several places of worship in the surrounding area of the proposed scheme servicing members of this protected characteristic group. Those in closest proximity are as follows:

- The Guild Church of St Katherine Cree – 100 metres northeast of the proposed scheme
- St Andrew Undershaft Church – 120 metres northwest of the proposed scheme
- St Katherine Coleman Church – 120 metres southeast of the proposed scheme
- St Helen's Bishopsgate – 200 metres north of the proposed scheme
- Bevis Marks Synagogue – 200 metres north of the proposed scheme
- St Olave's Church – 200 metres south of the proposed scheme
- All Hallows by the Tower – 370 metres south of the proposed scheme

[30] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/religion/datasets/religioneducationandworkinenglandandwales

- St Clements Church – 450 metres southwest of the proposed scheme
- St Margaret's Church – 500 metres west of the proposed scheme

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
There is no clear evidence, data, or rationale that the proposed works would have a disproportionate effect on groups based on religion or belief as a protected characteristic. It is acknowledged however that some groups are more at risk of hate crimes than others if the security measures associated with the proposed works are insufficient. **Construction:** Noise associated with the construction of the works could have a negative impact on places of worship during services and religious holidays. **Summary:** The potential adverse operational impact would be sufficiently managed through implementation of suitable design measures discussed in the adjacent actions section.	Given that the proposals are at the preliminary design stage (see General Arrangement drawing for more details), it is highly recommended that the following is considered to mitigate any negative impact on religion or belief as a protected characteristic, when developing the detailed design: - Lighting: Sufficient levels of lighting should be included in the design along Fenchurch Buildings and the pedestrianised section of Billiter Street to further improve safety of users and to account for any blind spots. This is particularly important given that some groups are more at risk of hate crimes than others, therefore such measures could help to deter anti-social behaviour such as hate crimes. In addition to this, places of worship located near to the site should be included in the stakeholder list and be informed of any out of hours works, allowing consideration of service times and religious holiday's during the construction phase.
Key borough statistics – sources include: The ONS website has a number of data collections on religion and belief, grouped under the theme of religion and identity. Religion in England and Wales provides a summary of the Census 2011 by ward level	

Sex

Check this box if NOT applicable ☐

Sex – Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

The Census 2011 reported that males comprised 55.5% of the population in the City of London, whereas females comprised 44.5%. This is in contrast to the national average which shows males comprising 49.2% of the population and females 50.8%, as well as the London average which shows males comprising 49.3% of the population and females 50.7%. This trend of a greater comparative male to female ratio is also shown by the Office for National Statistics (ONS) Mid-2020 population estimates with 54.6% being male and 45.4% being female for the City of London. For the same year, the gender split for the London region was estimated at 50.1% for males and 49.9% for females.

As mentioned above, it should be noted that this data is not considered representative of the majority of the people likely to be affected by the proposed scheme given the large percentage of commuters regularly travelling to the area, and more specifically the development, rather than residents.

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
There is the potential that insufficient lighting, specifically along Fenchurch Buildings and the pedestrianised section of Billiter Street, could disproportionately affect women in terms of their personal safety. Improving lighting is particularly important given that one in two women feel unsafe walking along after dark in a busy public space, compared to one in five men[31]. **Summary:** The potential adverse impact would be sufficiently managed through implementation of suitable design measures discussed in the adjacent actions section.	Given that the proposals are at the preliminary design stage (See General Arrangement drawing for more details), it is highly recommended that the following is considered to mitigate any negative impact on women when developing the detailed design: - Lighting: Sufficient levels of lighting should be included in the design along Fenchurch Buildings and the pedestrianised section of Billiter Street to further improve safety of users and to account for any blind spots. This is particularly important given that women tend to feel less safe travelling in the dark and/or independently, therefore such measures could help to improve access to public space and personal safety.
Key borough statistics: At the time of the 2011 Census the usual resident population of the City of London could be broken up into: • 4,091 males (55.5%) • 3,284 females (44.5%)	A number of demographics and projections for demographics can be found on the Greater London Authority website in the London DataStore. The site details statistics for the City of London and other London authorities at a ward level: • Population projections NB: These statistics provide general data for these protected characteristics. You need to ensure you have sufficient data about those affected by the proposal.

[31] https://www.endviolenceagainstwomen.org.uk/new-data-women-feel-unsafe-at-night/

Sexual Orientation and Gender Reassignment

Check this box if NOT applicable ☐

Sexual Orientation and Gender Reassignment - Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

ONS 2014 survey data displays a self-perceived sexual identity overview for the UK population as follows:

- Heterosexual: 93.5%;
- Didn't answer: 4.7%;
- Lesbian or gay: 1.1%;
- Bisexual: 0.4%; and
- Other: 0.3%.

It also states the London had the highest proportion of adults answering lesbian, gay or bisexual at 2.5%.

Sensitive receptors

There are no facilities providing services to sensitive receptors in proximity to the proposed scheme which are of specific relevance to sexual orientation.

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
There is the potential that insufficient lighting, specifically along Fenchurch Buildings and the pedestrianised section of Billiter Street, could disproportionately affect people based on their sexual orientation and gender reassignment, in terms of their personal safety. **Summary:** The potential adverse impact would be sufficiently managed through implementation of suitable design measures discussed in the adjacent actions section.	Given that the proposals are at the preliminary design stage (See General Arrangement drawing for more details), it is highly recommended that the following is considered to mitigate any negative impact on individuals based on their sexual orientation and/or gender reassignment when developing the detailed design: - Lighting: Sufficient levels of lighting should be included in the design along Fenchurch Buildings and the pedestrianised section of Billiter Street to further improve safety of users and to account for any blind spots. This is particularly important given that some groups are more at risk of hate crimes than others, therefore such measures could help to deter anti-social behaviour such as hate crimes.
Key borough statistics:	

• Sexual Identity in the UK – ONS 2014 • Measuring Sexual Identity - ONS	

Marriage and Civil Partnership

Check this box if NOT applicable ☐

Marriage and Civil Partnership - Additional Equalities Data (Service Level or Corporate) *Include data analysis of the impact of the proposals*

The marriage and civil partnership profile for the City of London borough as reported in the 2011 Census is as follows:

- Single: 50.8%;
- Married: 33.1%;
- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: 7.8%;
- Widowed or surviving partner from a same-sex civil partnership: 4%;
- Separated: 2.6%; and
- In a registered same-sex civil partnership: 1.7%.

The percentage of the population who fall within the Single and Married categories differ from the averages for England, where 34.6% are single and 46.6% are married. This shows the City of London to have a significantly higher number of single people, which aligns with the lower number of people who are married. The other four categories follow the national averages closer, with the differences between the City of London and England being much smaller as follows:

- Divorced or formerly in a same-sex civil partnership which is now legally dissolved: 1.2% lower;
- Widowed or surviving partner from a same-sex civil partnership: 2.9% lower;
- Separated: 0.1% lower; and
- In a registered same-sex civil partnership: 1.5% higher.

As mentioned above, it should be noted that this data is not considered representative of the majority of the people likely to be affected by the proposed scheme given the large percentage of commuters regularly travelling to the area, and more specifically the development, rather than residents.

What is the proposal's impact on the equalities aim? *Look for **direct impact** but also evidence of **disproportionate impact** i.e. where a decision affects a protected group more than the general population, including **indirect impact***	**What actions can be taken to avoid or mitigate any negative impact or to better advance equality and foster good relations?**
There is no clear evidence, data, or rationale that the proposed works would have a disproportionate effect on marriage and civil partnership.	No actions or measures proposed.

Key borough statistics – sources include: • The 2011 Census contain data broken up by local authority on marital and civil partnership status	

Additional Impacts on Advancing Equality and Fostering Good Relations

Check this box if NOT applicable ☒

Additional Equalities Data (Service Level or Corporate)

Click or tap here to enter text.

Are there any additional benefits or risks of the proposals on advancing equality and fostering good relations not considered above?

Click or tap here to enter text.

What actions can be taken to avoid or mitigate any negative impact on advancing equality or fostering good relations not considered above? Provide details of how effective the mitigation will be and how it will be monitored.

Click or tap here to enter text.

This section seeks to identify what additional steps can be taken to promote these aims or to mitigate any adverse impact. Analysis should be based on the data you have collected above for the protected characteristics covered by these aims.

In addition to the sources of the information highlighted above – you may also want to consider using:

- Equality monitoring data in relation to take-up and satisfaction of the service
- Equality related employment data where relevant
- Generic or targeted consultation results or research that is available locally, London-wide or nationally
- Complaints and feedback from different groups.

Additional Impacts on Social Mobility

Check this box if NOT applicable ☒

Additional Social Mobility Data (Service level or Corporate)

Click or tap here to enter text.

Are there any additional benefits or risks of the proposals on advancing Social Mobility?

Click or tap here to enter text.

What actions can be taken to avoid or mitigate any negative impact on advancing Social Mobility not considered above?

Provide details of how effective the mitigation will be and how it will be monitored.

Click or tap here to enter text.

This section seeks to identify what additional steps can be taken to promote the aims or to mitigate any adverse impact on social mobility. This is a voluntary requirement (agreed as policy by the Corporation) and does not have the statutory obligation relating to protected characteristics contained in the Equalities Act 2010. Analysis should be based on the data you have available on social mobility and the access of all groups to employment and other opportunities. In addition to the sources of information highlighted above – you may also want to consider using:

- Social Mobility employment data
- Generic or targeted social mobility consultation results or research that is available locally, London-wide or nationally
- Information arising from the Social Mobility Strategy/Action Plan and the Corporation's annual submissions to the Social Mobility Ind

Conclusion and Reporting Guidance

Set out your conclusions below using the EA of the protected characteristics and submit to your Director for approval. If you have identified any negative impacts, please attach your action plan to the EA which addresses any negative impacts identified when submitting for approval. If you have identified any positive impacts for any equality groups, please explain how these are in line with the equality aims.	Review your EA and action plan as necessary through the development and at the end of your proposal/project and beyond. Retain your EA as it may be requested by Members or as an FOI request. As a minimum, refer to any completed EA in background papers on reports, but also include any appropriate references to the EA in the body of the report or as an appendix.

This analysis has concluded that …

It is anticipated that the once complete, the proposed works will provide benefits for protected characteristics including improved accessibility and comfort levels. These improvements would be enjoyed by all users and are likely to particularly benefit groups with protected characteristics related to age and disability.

As detailed throughout the assessment, there are opportunities for enhancement and impact mitigation during the construction phase, which are discussed in Section 2: Recommendations. Further to this, the designs are assessed using the City of London Street Accessibility Tool which has been developed in consultation with key accessibility groups, and our team continues to engage with the developer on a bi-weekly basis to share and address any accessibility concerns. In line with the City of London's existing practices, it is advised that the final detailed design is assessed by the borough's in-house accessibility expert. Given the level of intervention, it is advised that this level of consultation is sufficient.

Outcome of analysis – check the one that applies

☐ **Outcome 1**

No change required where the assessment has not identified any potential for discrimination or adverse impact and all opportunities to advance equality have been taken.

☒ **Outcome 2**

Adjustments to remove barriers identified by the assessment or to better advance equality. Are you satisfied that the proposed adjustment will remove the barriers identified.

☐ **Outcome 3**

Continue despite having identified some potential adverse impacts or missed opportunities to advance equality. In this case, the justification should be included in the assessment and should be in line with the duty to have 'due regard'. For the most important relevant policies, compelling reasons will be needed. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact.

☐ **Outcome 4**

Stop and rethink when an assessment shows actual or potential unlawful discrimination.

Signed off by Director:	*Click or tap here to enter text.*	Name:	*Click or tap here to enter text.*	Date	*Click or tap to enter a date.*

CoLSAT City of London Street Accessibility Tool

v 1.2

Step 1
Set each of the drop downs below to best describe the street characteristics for the section being analysed

Step 2
Review the results for each needs segment b

Step 3
Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tacile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop 1/6, 9.5 deg, 17% to 1/12, 4.7deg, 8% incline	3	3		3	2	3	3	3	3	2	3	3	
Kerb Drop Tactile	Kerb drop without tactile paving	3	4	3	2	3	2	2	3	3	4	3	1	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Asphalt	4	4	3	4	4	4	2	4	4	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm (undelineated)	3	4	3	3	4	0	0	1	2	4	2	1	
Kerb Type (moving alongside)	Deliniating kerb 50 mm to 100 mm	3	3	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4	
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3	
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench between 150 m and 400 m away	3	3	3	2	2	3	3	3	3	3	3	3	
Bench Design	Benches without backrests or arms	3	3	2	2	1	3	3	2	2	3	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	2	3	1	3	
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	Within 100 m	3	4	4	4	3	4	3	4	3	4	3	3	
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	800 mm deep tactile paving edge marking (full width of flush area)	3	3	4	3	1	3	3	4	3	3	4	3	
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	4	3	3	2	2	4	4	
Tactile Paving Colour	Tactile colour as per guidance (red at contr. buff at uncontr.)	3	3	3	3	3	3	3	3	3	3	3	3	
Tactile Paving Tonal Contrast	Tactile has significant contrast with surrounding paving	3	3	4	3	4	3	4	4	3	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop 1/6, 9.5 deg, 17% to 1/12, 4.7deg, 8% incline	3	3		3	2	3	3	3	3	2	3	3	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3	
Kerb Type (moving alongside)	Deliniating kerb 50 mm to 100 mm	3	3	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4	
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3	
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench between 150 m and 400 m away	3	3	3	2	2	3	3	3	3	3	3	3	
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	in Biliter Street
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	2	3	1	3	
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	Within 100 m	3	4	4	4	3	4	3	4	3	4	3	3	
Bus Stop Kerb Height	125 mm to 140 mm	3	4	3	4	4	3	3	3	3	4	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing 6 m to 8 m road width	3	3	3	3	3	2	2	2	3	2	3	2	
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tacile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Asphalt	4	4	3	4	4	4	2	4	4	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing kerb 50 mm to 100 mm	0	0	0	2	3	2	3	1	2	2	3	0	No crossing points at this location.
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4	
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3	
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench between 150 m and 400 m away	3	3	3	2	2	3	3	3	3	3	3	3	
Bench Design	Benches without backrests or arms	3	3	2	2	1	3	3	2	2	3	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	2	3	1	3	
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	Crossover dropped	3	3	3	3	1	3	3	3	3	2	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	The proposed scheme would remove the road from the area of works and create a mini public space
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	(n/a - see above)
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	(n/a - see above)
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tacile without significant contrast with surounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	.
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm (undelineated)	3	4	3	3	4	0	0	1	2	4	2	1	
Kerb Type (moving alongside)	Deliniating kerb 100 mm to 150 mm	2	2	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width > 5 m	4	4	4	4	3	2	3	3	4	4	4	4	
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3	
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	new proposed seating
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	No sensory experience	3	3	3	3	3	3	3	3	3	3	3	3	The mini public space will provide an improvement but the proximity to Leadenhall St limits the sensory improvement
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Controlled crossing (any road width)	4	4	4	4	4	4	4	4	4	4	4	3	
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	800 mm deep tactile paving edge marking (full width of flush area)	3	3	4	3	1	3	3	4	3	3	4	3	
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	4	3	3	2	2	4	4	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tactile has significant contrast with surrounding paving	3	3	4	3	4	3	4	4	3	3	3	3	
Tactile Paving Stem Length	Tactile stem > 0.5 m from building line	3	3	3	3	4	2	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	Audible	3	3	4	4	3	4	4	4	4	4	4	4	
Count Down	Count down	4	3	3	4	4	3	3	3	4	4	4	4	
Tactile Rotating Cone	Rotating cone right + left side	3	3	3	3	3	4	4	4	3	3	3	3	
Surface Material														
Surface Type	Asphalt	4	4	3	4	4	4	2	4	4	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3	
Kerb Type (moving alongside)	Deliniating kerb 50 mm to 100 mm	3	3	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4	
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3	
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	
Bench Design	Benches without backrests or arms	3	3	2	2	1	3	3	2	2	3	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	2	3	1	3	
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	Within 100 m	3	4	4	4	3	4	3	4	3	4	3	3	
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Controlled crossing (any road width)	4	4	4	4	4	4	4	4	4	4	4	3	
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	800 mm deep tactile paving edge marking (full width of flush area)	3	3	4	3	1	3	3	4	3	3	4	3	
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	4	3	3	2	2	4	4	
Tactile Paving Colour	Tactile colour as per guidance (red at contr. buff at uncontr.)	3	3	3	3	3	3	3	3	3	3	3	3	
Tactile Paving Tonal Contrast	Tactile has significant contrast with surrounding paving	3	3	4	3	4	3	4	4	3	3	3	3	
Tactile Paving Stem Length	Tactile stem > 0.5 m from building line	3	3	3	3	4	2	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	Audible	3	3	4	4	3	4	4	4	4	4	4	4	
Count Down	Count down	4	3	3	4	4	3	3	3	4	4	4	4	
Tactile Rotating Cone	Rotating cone right + left side	3	3	3	3	3	4	4	4	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3	
Kerb Type (moving alongside)	Deliniating kerb 50 mm to 100 mm	3	3	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width 2 m to 5 m	4	4	4	4	3	3	3	4	3	3	4	4	
Unobstructed Width	Min unobstructed width > 1.5 m	3	3	3	3	3	4	3	3	4	3	3	3	
Street Furniture														
Position	Street furniture < 0.5 m from kerb	3	3	3	4	4	3	2	3	4	4	3	3	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture > 0.9 m height	3	3	3	3	4	3	3	3	3	3	3	3	
Contrast	High tonal contrast with paving	3	3	4	3	3	3	4	4	3	3	3	3	
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	
Bench Design	Benches with arms + Backrests	3	3	4	4	4	3	3	4	4	4	3	3	in Biliter Street
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	2	3	1	3	
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking Within 100 m	4	3	3	3	3	3	3	3	3	3	3	3	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	Within 100 m	3	4	4	4	3	4	3	4	3	4	3	3	
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	No tactile edge marking	3	3	2	3	4	0	1	1	3	4	2	0	
Tactile Paving Back Edge	Back edge offset from kerb edge	3	3	3	3	3	2	2	3	3	3	3	3	
Tactile Paving Colour	Tactile colour not as per guidance	3	3	3	3	3	3	3	3	2	3	3	3	
Tactile Paving Tonal Contrast	Tactile without significant contrast with surrounding paving	3	3	3	3	3	3	2	2	2	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Asphalt	4	4	3	4	4	4	2	4	4	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Lower tonal contrast between paving and road	3	3	3	3	3	3	2	3	2	3	3	3	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing kerb 50 mm to 100 mm	0	0	0	2	3	2	3	1	2	2	3	0	
Kerb Type (moving alongside)	Deliniating Kerb 50 mm to 100 mm	3	3	3	3	3	3	3	3	3	3	4	3	
Footway Width														
Width	Footway width 1.5 m to 2 m	3	3	3	2	2	4	3	3	2	2	2	3	
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	Existing building lines make this impossible to improve on.
Street Furniture														
Position	No street furniture	4	4	4	2	3	4	3	4	4	3	4	4	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3	
Contrast	Low tonal contrast with paving	3	3	3	3	2	3	2	2	3	3	2	2	
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	
Bench Design	Benches without backrests or arms	3	3	2	2	1	3	3	2	2	3	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	2	3	1	3	
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	
Taxi Drop Off Location	Taxi drop off 10 m to 100 m away	3	3	2	3	3	3	1	3	4	3	3	3	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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Hover the cursor over the box next to each score to read quotes explaining how participants in the segment are affected by the feature

		EWC	MWC	MS	WA	WI	LC	GD	RS	HI	ANI	AT	DI	Comments
Crossing Point														
Crossing Type	Uncontrolled crossing < 6 m road width	3	3	4	3	3	3	3	3	3	3	3	2	
Crosses Over	Carriageway (motor vehicles and cycles together)	3	3	3	3	3	3	3	3	3	3	3	4	
Edge Marking	800 mm deep tactile paving edge marking (full width of flush area)	3	3	4	3	1	3	3	4	3	3	4	3	
Tactile Paving Back Edge	Straight back edge	2	3	3	3	1	4	3	3	2	2	4	4	
Tactile Paving Colour	Tactile colour as per guidance (red at contr. buff at uncontr.)	3	3	3	3	3	3	3	3	3	3	3	3	
Tactile Paving Tonal Contrast	Tactile has significant contrast with surrounding paving	3	3	4	3	4	3	4	4	3	3	3	3	
Tactile Paving Stem Length	Tactile stem within 0.5 m of building line	3	3	3	3	1	4	3	3	3	3	4	3	
Tactile Paving Stem Width	Tactile stem 800 mm width	3	3	3	3	2	3	3	3	4	4	3	3	
Island Type	No island	2	3	2	2	2	2	2	3	2	2	2	3	
Island Depth	Island depth > 1.2 m	3	4	3	3	3	3	4	3	4	4	4	3	
Kerb Drop Slope	Kerb drop < 1/12, 4.7deg, 8% incline	3	3		3	3	3	3	3	3	2	3	4	The 'dropped kerb' as a raised entry treatment
Kerb Drop Tactile	Kerb drop with tactile paving	3	2	3	4	1	3	3	3	3	3	4	3	
Signal (red/green man)	Far side signal	3	4	2	4	3	4	4	4	4	4	4	3	
Audible (beeping)	No Audible	3	3	2	2	3	2	3	2	3	2	3	1	
Count Down	No count down	2	3	3	3	3	3	3	3	2	3	3	2	
Tactile Rotating Cone	Rotating cone right side only	3	3	3	3	3	2	3	3	3	3	3	3	
Surface Material														
Surface Type	Smooth York Stone	3	3	3	3	4	4	4	3	3	4	3	3	
Pattern	Uniform paving colour	3	3	3	3	3	3	3	3	3	3	4	3	
Contrast with Road	Higher tonal contrast between paving and road	3	3	3	4	3	3	3	4	3	4	3	4	
Lines	yellow/red/white lines at road edge	3	3	4	3	3	3	3	4	3	4	4	4	
Kerb														
Kerb Type (crossing over)	Crossing upstand 0 mm to 3 mm + 800 tactile paving	4	3	4	4	2	3	4	3	3	4	3	3	
Kerb Type (moving alongside)	Deliniating upstand 3 to 50 mm	3	3	3	3	3	2	2	3	3	2	3	1	
Footway Width														
Width	Footway width 1.5 m to 2 m	3	3	3	2	2	4	3	3	2	2	2	3	
Unobstructed Width	Min unobstructed width < 1.5 m	1	1	1	1	2	2	0	1	1	1	1	1	Existing building lines make this impossible to improve on.
Street Furniture														
Position	No street furniture	4	4	4	2	3	4	3	4	4	3	4	4	
Cafe Tables	No cafe tables	4	4	4	3	3	4	3	3	3	4	3	4	
Temporary Items	No temporary obstructions	4	4	4	4	4	4	4	4	4	4	4	4	
Street Furniture Height	Street furniture < 0.9 m height	3	3	3	3	3	3	2	3	3	3	3	3	
Contrast	Low tonal contrast with paving	3	3	3	3	2	3	2	2	3	3	2	2	
Bench Spacing	Bench within 150 m	3	3	3	4	4	3	3	3	3	4	4	3	
Bench Design	Benches without backrests or arms	3	3	2	2	1	3	3	2	2	3	3	3	
Bench Seat Height	Benches seat height 45 to 50 cm	3	3	3	4	3	3	3	3	4	3	3	3	
Bench Sensory Experience	Bad sensory experience (adjacent busy road, cold surface)	3	3	3	3	2	3	3	3	2	3	1	3	
Slopes														
Gradient (in direction of travel)	Gradient < 1/50	3	4	4	4	3	3	3	4	3	4	3	3	
Camber (across footway)	Camber < 1/50	3	4	3	4	3	3	3	3	3	4	3	4	
Vehicle Access														
Vehicle Crossover	No crossover	3	3	3	3	3	3	3	3	3	3	3	3	
Blue Badge Parking	Blue badge parking 100 m to 500 m away	3	3	3	2	2	3	3	3	3	3	2	1	
Taxi Drop Off Location	Taxi drop off within 10 m	4	4	3	4	4	4	4	4	4	4	4	4	
Taxi Drop Off Kerb	Taxi drop off kerb 100 mm to 150 mm	3	3	3	3	3	3	3	3	3	3	3	2	
Dedicated Taxi Drop Off	Somewhere a taxi can stop safely	3	3	3	3	3	3	3	3	3	3	3	3	
Bus Stop Location	100 m to 250 m away	3	3	2	3	2	3	3	3	2	3	3	3	
Bus Stop Kerb Height	< 125 mm	2	2	3	3	2	3	3	3	3	3	3	3	
Bus Stop Type	Flag only	3	3	2	3	1	3	3	3	1	3	2	2	
Toilets														
Accessible Toilets	100 m to 500 m away	3	3	3	3	2	3	3	4	3	3	3	4	
Changing Places Toilets	More than 500 m away	3	3	3	3	3	3	3	3	3	3	3	1	

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Committees: Operational Property and Projects Sub – *for decision* Streets and Walkways Sub - *for decision*	**Dates:** 26 January 2023 17 January 2023
Subject: 51 Lime Street S106 public realm enhancements – outstanding works *PV number 9561*	**Gateway 5** Regular **Issues Report**
Report of: Executive Director, Environment **Report Author:** Melanie Charalambous	**For Decision**
PUBLIC	

1. Status update	**Project Description:** The project relates to the outstanding works from a series of public realm enhancements in the vicinity of 51 Lime Street. The scheme is fully funded through a Section 106 Agreement. **RAG Status:** Green **Risk Status:** Low **Total Estimated Cost of Project (excluding risk):** £225,765 (outstanding works only). **Spend to Date:** £29,223 (outstanding works only). **Costed Risk Provision Utilised:** None
2. Requested Decisions	It is recommended that Members: 1. Note the update on the project and the intention to complete outstanding works; 2. Approve the additional tree planting and the budget adjustment, as set out in Appendix 1 to enable the works to proceed.

3. Budget

Table 1: Spend to date (outstanding works only)			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Billiter Street S106 - 16100252			
Env Servs Staff Costs	9,000	-	9,000
Open Spaces Staff Costs	5,000	-	5,000
P&T Staff Costs	15,000	12,795	2,205
P&T Fees	13,500	10,000	3,500
P&T Works	130,065	1,567	128,498
Total - 16100252	**172,565**	**24,362**	**148,203**
51 Lime Street - Access Works - 16100260			
Env Servs Staff Costs	4,000	-	4,000
P&T Staff Costs	6,500	4,860	1,640
P&T Fees	6,500	-	6,500
Env Servs Works	36,200	-	36,200
Total - 16100260	**53,200**	**4,860**	**48,340**
TOTAL	**225,765***	**29,223**	**196,542**

*****This report only relates to the outstanding works. The main 51 Lime Street S106 works were completed over 10 years ago and have already been through Gateway 6 (closedown report).

2. Issue Description

The vast majority of the S106 funded improvement works were completed several years ago as follows:

- Fenchurch Avenue improvements (completed 2008)
- Fen Court enhancements (completed 2008)
- Lime Street improvements between Lloyd's building and 51 Lime Street (completed 2011)

The final phase – Billiter Street and vicinity, has been on-hold for several years as a result of development sites restricting access (120 Fenchurch Street and subsequently 40 Leadenhall Street). Now that the 40 Leadenhall Street development is nearing completion, it is proposed to implement the outstanding works and coordinate these with the planned S278 works in the area. Please also refer to the report on this agenda for 40 Leadenhall Street Section 278 highway works *(including deferred works from 52-54 Lime Street S278, 10 Fenchurch Avenue S278 and 51 Lime Street S106 projects).*

	In order to complete the outstanding works and align them effectively with the S278 works, some changes to the extent of the works and a budget adjustment are proposed, the details of which are set out below and also in the finance tables in Appendix 1.

4. Proposed Way Forward	It is proposed to complete the outstanding works as follows (please also refer to plan and visual in Appendix 2):
	• Billiter Street enhancements, to include:
	  ○ Tree planting (subject to underground utilities);
	  ○ Planting and seating at the southern end (which is already pedestrianised);
	  ○ Associated paving and accessibility improvements.
	
	• The scope of the works is very similar to the scheme previously approved over 10 years ago. However, some of the re-paving works are now being carried out as part of the 40 Leadenhall Street S278 works. Furthermore, additional tree planting is now also proposed on Fenchurch Street and Leadenhall Street (subject to underground utilities) in order to maximise the greening benefits.
	
	• The increase in the amount of greening has increased the maintenance costs of the project (5 years for trees and 20 years for other planting) and these costs have also increased due to inflation.
	
	• The total estimated cost of the proposed works is £196,592 inclusive of maintenance costs, fully funded by the 51 Lime Street S106. Please see the finance tables in Appendix 1 for further details which also sets out details of the required budget adjustment.
	
	• The outstanding works listed above are to be coordinated with the adjacent S278 works for 40 Leadenhall Street and will take place in 2023/24.

Appendices

Appendix 1	Finance Tables
Appendix 2	Plan and visuals of proposals

Contact

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Appendix 1: Finance Tables (outstanding works only)

Table 1: Spend to date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Billiter Street S106 - 16100252			
Env Servs Staff Costs	9,000	-	9,000
Open Spaces Staff Costs	5,000	-	5,000
P&T Staff Costs	15,000	12,795	2,205
P&T Fees	13,500	10,000	3,500
P&T Works	130,065	1,567	128,498
Total - 16100252	**172,565**	**24,362**	**148,203**
51 Lime Street - Access Works - 16100260			
Env Servs Staff Costs	4,000	-	4,000
P&T Staff Costs	6,500	4,860	1,640
P&T Fees	6,500	-	6,500
Env Servs Works	36,200	-	36,200
Total - 16100260	**53,200**	**4,860**	**48,340**
TOTAL	**225,765**	**29,223**	**196,542**

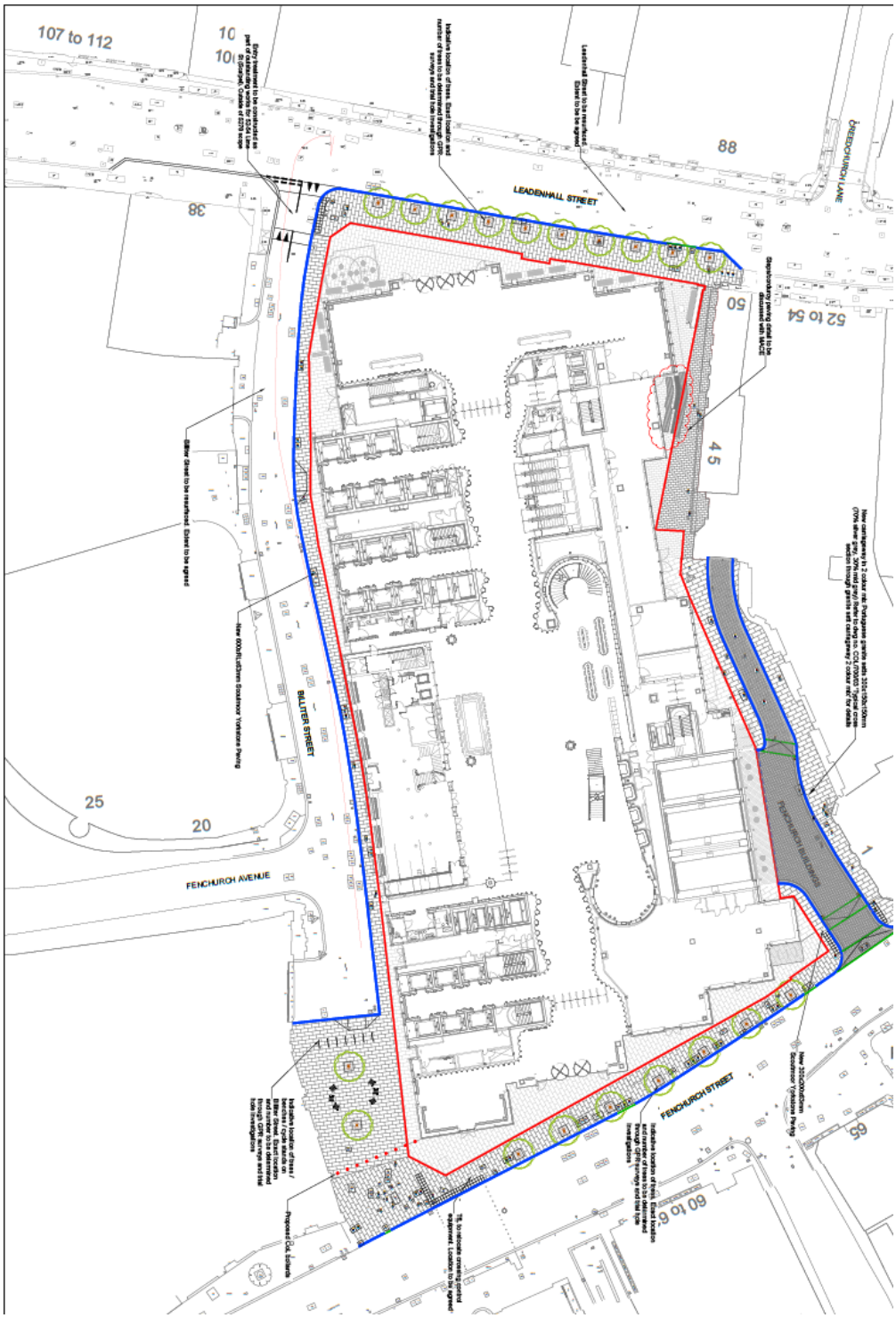
Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Billiter Street S106 - 16100252			
Env Servs Staff Costs	9,000	(6,500)	2,500
Open Spaces Staff Costs	5,000	(2,000)	3,000
P&T Staff Costs	15,000	3,295	18,295
P&T Fees	13,500	2,500	16,000
P&T Works	130,065	(76,848)	53,217
Open Spaces Works	-	20,892	20,892
Highways Maintenance	-	5,000	5,000
Open Spaces Maintenance	-	102,000	102,000
Total - 16100252	**172,565**	**48,339**	**220,904**

51 Lime Street - Access Works - 16100260			
Env Servs Staff Costs	4,000	(4,000)	-
P&T Staff Costs	6,500	(1,639)	4,861
P&T Fees	6,500	(6,500)	-
Env Servs Works	36,200	(36,200)	-
Total - 16100260	**53,200**	**(48,339)**	**4,861**
TOTAL	**225,765**	**-**	**225,765**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S106 - 51 Lime Street - 04/00878/FULEIA - LCEIW (allocated to 16100252)	172,565	48,339	220,904
S106 - 51 Lime Street - 04/00878/FULEIA - LCEIW (allocated to 16100260)	53,200	(48,339)	4,861
Total Funding Drawdown	**225,765**	**-**	**225,765**

Appendix 2:

Plans and Visuals



Billiter Street
Planters and seating

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Committee(s): Operational Property and Projects Sub Committee	**Dated:** 26 January 2023
Subject: Monitoring of Financial Health of Contractors	PUBLIC
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5, 6, 7, 10 and 12
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: Chief Operating Office	For Information
Report author: James Carter, Assistant Director Property & Projects, Chief Operating Office	

Summary

The current financial crisis, brought about largely by the ongoing impact of the COVID-19 pandemic and the conflict in the Ukraine, has put a strain on the financial health of a large number of organisations and businesses both in the UK and across the globe, as customers are having less to spend whilst suppliers are being met with managing materials and labour cost increases which are passed along the supply chain and invariably onto to customers.

The purpose of this report is to provide Members with assurance of the current and future approach to monitoring the financial health of the City's contracted suppliers as well as those suppliers wishing to bid for future contracts.

Recommendation

Members are asked to:

- Note the additional measures for the continued monitoring of financial health of the City's contracted suppliers.

Main Report

Background

1. The current financial crisis, brought about largely by the ongoing impact of the COVID-19 pandemic and the conflict in the Ukraine, has put a strain on the financial

health of a large number of organisations and businesses both in the UK and across the globe, as customers are having less to spend whilst suppliers are being met with managing materials and labour cost increases which are passed along the supply chain.

2. For the City, one area of concern is the stability and financial health of its contractors, which need to be proactively monitored to identify potential issues which may impact on a contractor's ability to fulfil contracts.

Current Position

3. Presently contractors/bidders are assessed or monitored on their financial health and economic standing at two key stages: during a tender exercise as part of the suitability assessment and on a regular basis as part of an ongoing contract management regime.

4. The assessment undertaken at tender stage is predominantly only applied where the estimated contract value is equal to or above the thresholds prescribed by the Public Contracts Regulations 2015 (PCR2015). Current contract value thresholds are (excluding VAT):

   - Works = £4,269,549
   - Goods and services = £170,781

5. Tender exercises for contracts falling below these threshold values may include an assessment of bidders' economic and financial standing, however this is generally by exception, depending on a number of factors such as criticality, complexity and risk to the City of failure of the supplier.

6. Assessment of potential bidders economic and financial standing, at tender stage, is undertaken in one of two ways:

   Option 1 - Finance Check
   Option 2 - Financial Appraisal

   As a summary of what these assessments entail, Option 1 will appraise a bidder's financial standing using information held within a credit report provided by Dun & Bradstreet; Option 2 appraises bidders based upon their full financial statements.

7. To establish which option will apply, officers from Commercial Service and the client department will undertake a risk assessment prior to commencement of the tender. This risk assessment considers a number of scenarios and assigns a score to the result of each one based upon the impact of a contractor failing (i.e. ceasing to trade) during the contract. The final score of the risk assessment will determine which option is used. Generally, those contracts considered lower risk will use Option 1.

8. In instances where Option 2 is used, the financial assessment is undertaken by the Chamberlain's Corporate Treasury team, with a report providing comments on the outcome provided to Commercial Service for consideration.

On-going monitoring

9. Presently the on-going monitoring of contractors' financial health once in contract is only undertaken where requested at the initial financial assessment stage or in specific circumstances.

10. In order to broaden the on-going monitoring to all contracted suppliers for contracts of a value in excess of the PCR2015 thresholds, the following will be undertaken:

    i. Set up monitoring alerts with Dun & Bradstreet – this will mean the nominated officer in Commercial Service will receive email alerts to highlight any changes in financial health of contractors. Such alerts will then be shared with the relevant departmental contract or project manager to determine what course of action, if any, is required;

    ii. Where the risk assessment advises that an Option 2 appraisal is needed, instruct the Corporate Treasury team to conduct regular assessments based on financial statements/accounts;

    iii. Monitoring spend for contractors across the Corporation, rather than in isolation for specific contracts. This will ensure contractors have financial capability to undertake multiple contracts at the same time;

    iv. Ensure contractor financial health, as well as that of its supply chain, is considered as an agenda item at contract management meetings;

    v. Undertake a financial risk assessment for all potential contracts of a value of £100k or more (for goods and services) and £400k or more for works. Where the assessment identifies a high risk, monitoring will be undertaken throughout the life of the contract;

    vi. Consider alternative or additional methods for assessing and monitoring contractors, such as bank references, Google alerts, trade press etc.

11. It should be noted that whilst the above includes contract value thresholds, Commercial Services officers will liaise with client departmental officers and the Corporate Treasury team to identify any exceptional circumstances that may necessitate alternative methods on a case-by-case basis.

12. City Surveyors will continue to monitor market conditions to identify impacts on the wider market and supply chains, such as labour shortages, material costs, attractiveness of the City's projects and potential for risk sharing.

Conclusion

13. It is envisaged that by following the regime set out at para 10, the City will be best placed to be able to effectively monitor its contractor's financial health, at both tender/award stage and as part of our congoing contract management. This will

ensure any risks to contractor continuity will be identified at the earliest possible time allowing officers to consider the position and take remedial action where necessary.

Appendices

None

Background Papers
None

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