Public Document Pack

Streets and Walkways Sub (Planning and Transportation) Committee

Date: **TUESDAY, 4 FEBRUARY 2025**

Time: 10.30 am

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

Members:

Graham Packham (Chairman)
Deputy John Edwards (Deputy Chairman)
Deputy Randall Anderson
Mary Durcan
Deputy Marianne Fredericks
Deputy Shravan Joshi MBE
Deputy Alastair Moss
Ian Seaton
Hugh Selka
Brendan Barns (Ex-Officio Member)
John Foley (Ex-Officio Member)
Eamonn Mullally (Ex-Officio Member)

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**

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

3. **MINUTES**

   To agree the public minutes and summary of the meeting held on 19 November 2024.

   For Decision
   (Pages 7 - 28)

4. **ST PAUL'S GYRATORY TRANSFORMATION PROJECT - PHASE 1 (NEW HIGHWAY LAYOUT)**

   Report of the Executive Director, Environment.

   For Decision
   (Pages 29 - 142)

5. **PEDESTRIAN PRIORITY STREETS PROGRAMME – PHASE 1 – CHEAPSIDE**

   Report of the Executive Director, Environment.

   For Decision
   (Pages 143 - 174)

6. **MOORGATE CROSSRAIL STATION LINKS – ROPEMAKER STREET JUNCTION IMPROVEMENTS**

   Report of the Executive Director, Environment.

   For Decision
   (Pages 175 - 200)

7. **SALISBURY SQUARE DEVELOPMENT HIGHWAY AND PUBLIC REALM WORKS**

   Report of the Executive Director, Environment.

   For Decision
   (Pages 201 - 276)

8. **MUSEUM OF LONDON S278**

Report of the Executive Director, Environment.

For Decision
(Pages 277 - 302)

9. **MOOR LANE ENVIRONMENTAL ENHANCEMENTS**

Report of the Executive Director, Environment.

For Decision
(Pages 303 - 332)

10. **CRIPPLEGATE HOUSE, 1 GOLDEN LANE S278 PUBLIC REALM AND HIGHWAY WORKS**

Report of the Executive Director, Environment.

For Decision
(Pages 333 - 356)

11. **CITY CLUSTER PROGRAMME UPDATE REPORT**

Report of the Executive Director, Environment.

For Decision
(Pages 357 - 424)

12. **FLEET STREET AREA PROGRAMME PROGRESS REPORT**

Report of the Executive Director, Environment.

For Decision
(Pages 425 - 444)

13. **FLEET STREET COURTS AND LANES G1/2**

Report of the Executive Director, Environment.

For Decision
(Pages 445 - 474)

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

Report of the Executive Director, Environment.

For Decision
(Pages 475 - 490)

15. **MIDDLESEX STREET AREA ENHANCEMENT PHASE 2: PETTICOAT LANE MARKET IMPROVEMENTS AND PUBLIC REALM**

Report of the Executive Director, Environment.

For Decision
(Pages 491 - 508)

16. **ONE CROWN PLACE - SECTION 278 HIGHWAY WORKS**

Report of the Executive Director, Environment.

For Decision
(Pages 509 - 520)

17. **SPECIAL EVENTS ON THE HIGHWAY**

Report of the Executive Director, Environment.

For Decision
(Pages 521 - 534)

18. ***POLICY AND PROJECTS DELEGATED DECISIONS SEPTEMBER TO DECEMBER 2024**

Report of the Executive Director, Environment.

For Information

19. ***ANTI-TERRORISM TRAFFIC REGULATION ORDER**

Report of the Executive Director, Environment.

For Information

20. ***OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Decision

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

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

23. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-public Agenda

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

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

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STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE
Tuesday, 19 November 2024

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Room 3 - 2nd Floor West Wing, Guildhall on Tuesday, 19 November 2024 at 1.45 pm

Present

Members:
Graham Packham (Chairman)
Deputy John Edwards (Deputy Chairman)
Deputy Randall Anderson
Mary Durcan
Deputy Marianne Fredericks
Deputy Shravan Joshi MBE
Eamonn Mullally (Ex-Officio Member)
John Foley (Ex-Officio Member)

Officers:

Baljit Bhandal	-	Comptroller and City Solicitor's Department
Ben Bishop	-	Environment Department
Ian Hughes	-	Environment Department
Gillian Howard	-	Environment Department
Bruce McVean	-	Environment Department
Tom Noble	-	Environment Department
Giles Radford	-	Environment Department
Callum Southern	-	Town Clerk's Department

1. **APOLOGIES FOR ABSENCE**

Apologies for absence were received by Brendan Barns, Deputy Alastair Moss, and Ian Seaton.

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

No declarations were made under the Code of Conduct in respect of items on the agenda.

3. **MINUTES**

RESOLVED – That, the public minutes of the previous meeting held on Tuesday 1 October 2024 were agreed as an accurate record of the meeting.

4. **BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL TRAFFIC ORDER TO REINTRODUCE TAXIS**

The Sub-Committee received a Gateway 3/4 report which introduced a new phase into the Bank Junction Improvements project following the completion of the main construction works for All Change at Bank, and the decision by the Court of Common Council to move forward with an Experimental Traffic Order (ETO) at Bank. The report set out the routing options for licensed taxis to travel through Bank Junction.

Officers provided a presentation on the five routing options discussed in the report. For all options access to Cornhill from Princes Street for vehicles making deliveries (for servicing) would be maintained. Officers explained that Option A allowed taxis access and egress into the junction from Poultry and Cornhill and egress only via Lombard Street. Option B only allowed taxis to enter the junction via Cornhill and Poultry, and also only to allow exit in those two directions so that there would be no turning movements. Option C would allow taxis to do what they currently could do after 7:00pm Monday to Friday which meant they would be allowed to enter and exit on three of the arms of the junction, (Poultry, Cornhill and Lombard Street). Option D allowed for north-south routing into and out of the junction (Princess Street and Lombard Street) and would allow taxis to exit via Cornhill and Poultry. Option E would open four of the arms off Bank Junction (Princess Street, Poultry, Cornhill and Lombard Street) for taxis to enter Bank Junction and exit. Officers added that Option D and E would likely require the reconfiguration of Princes Street.

A Member queried why it was not possible to have only northbound traffic from taxis on King William Street as it would allow taxis to use King William Street without exacerbating issues on Lombard Street. Officers stated it was technically possible and was an option that had not be considered.

Another Member queried whether allowing only northbound traffic from taxis on King William Street would create a turning movement. The Member stated it would be a turning move, but would allow more access for taxis which was desirable without affecting Lombard Street.

A question was asked by a Member on how success criteria would be quantifiably measured if Option B was adopted. Officers explained that they had set out what the broad measures could be and had sought agreement on that. Officers added they needed to do some work with Transport for London (TfL) about what tolerances they may feel comfortable with, particularly around bus journey times as that was the aspect of the project that would affect them most. Officers confirmed the monitoring strategy would come to the next meeting in February.

The Member also queried what measures would be taken to ensure the safety of cyclists and pedestrians at Bank Junction. Officers stated there would not be any physical changes except for the signage. Officers added that they could potentially look at enforcement.

The Member further queried, if there was a will for a different option, how the project would address potential negative impacts of bus journey times. Officers explained more work would need to be done with TfL, but it would effectively involve adding more pedestrian wait time into traffic signals to allow for more vehicle movement, but that had negative consequences. The Member stated that what they were hearing was Option B was the optimal proposal for achieving what the Court of Common Council had asked the Sub-Committee to investigate. Officers agreed as it offered the ability to allow taxis through Bank without impacting too negatively on everyone else and did not involve having to adjust traffic signals too much.

Another Member stated they supported Option B as Bank Junction had become a complex web of movements and he felt Option B had the simplest line of logic east to west and was easy to communicate to the users of Bank Junction. The Member added that, the stated desired outcome from cab drivers had been a both ways east-west -movement.

The Member also stated, if Option B was approved, that they wanted to understand more on how the consultation would operate, the process once the ETO had been established and how the feedback loop from the consultation would feed into a more permanent decision. Officers explained there would be a draft communications and engagement strategy appended to the next report which would be draft for feedback to ensure it had been sufficient captured.

A Member suggested only allowing westbound taxi movement from Cornhill into Poultry and eastbound movement through Princes Street and around so there would not be eastbound movement from Poultry into Cornhill, this would reduce the conflict between traffic coming from Poultry to Cornhill at the same time as traffic tried to travel from Princes Street into Cornhill. The Member also stated a need to widen the success criteria to measure the impact of the changes on the traffic lights on a wider scale across the City, a need to measure the accessibility of taxis during the day, and how many taxis were making use of Bank Junction who were transporting passengers. Officers stated the attraction to Option B was the simplicity of the communications for road users, specifically taxi drivers, and it was difficult to describe the different routes for eastbound and westbound across the Junction. Officers also stated they needed to keep the movement from Princes Street to Cornhill for everyone due to loading requirements and noted that all the options presented to the Sub-Committee retained that aspect. Officers added, in relation to other things that needed to be looked at, that they were in the report for things to be brought forward for Members' consideration at the end of the process on issues such as the wider impact on the traffic network around taxi availability, safety, pedestrian wait times and bus journey times. Officers further added that they felt they were the key things to be monitored, but that was not to say there were the only things.

The Member also suggested that Paragraph 46 of the report needed to read "monitoring should include" rather than "monitoring could include" and stated while Option B might be easier to explain from a communications perspective, it did not demonstrate the full picture as traffic that needed to get into Cornhill

could go to Cornhill via Princes Street, and if that movement was not communicated effectively, it could create a risk of collision.

The Member also asked, in relation to success criteria, whether the trial would be stopped or whether it would continue until there were further accidents.

The Chairman stated he did not understand why there would be a risk of collisions with traffic turning left from Princes Street into Cornhill with taxis entering the junction from Cornhill as there were traffic lights in place. The Member responded that pedestrians had been crossing the junction without taking notice of the traffic lights for a number of years and the Bank Junction had dramatically changed since the traffic had been significantly reduced. The Member added that reintroducing traffic would be a new environment for pedestrians and was keen to ensure the number of turning options were reduced as far as possible to keep it as safe as possible.

A Member moved a Motion.

MOTION: That the existing option which was Princes Street into Cornhill to go West-East for all traffic and taxis, and if one wanted to go east to west, they would do so via Cornhill into Poultry so that would keep a lot of the traffic away from that Junction.

A Member seconded the Motion.

The Chairman brought the meeting to a debate on the Motion.

A Member queried whether the concern raised was pedestrians being irresponsible and stated that was an issue that could not be helped. Another Member stated that there was an increase in pedestrians since traffic had been taken out of the Junction and this encouraged pedestrians to informally cross the Junction using desire lines because there had been very little traffic.

Another Member indicated the Sub-Committee had to be careful as five options had been developed in consultation with TfL traffic modelling to identify what the best options were and expressed concern that Members were now trying to reformulate a sixth option which they unsure the Sub-Committee was qualified for. The Member added that the Sub-Committee could renegotiate it through the Officer team, if it wished, to look at another option, but stated that it had to be mindful of the professional body of officers in attendance and was wary of looking at other options now.

A Member told the Sub-Committee that there was a valid point to be made that those who used the Bank Junction area of the City had changed their perception of it and one would notice if they observed the area that there were people everywhere during the day and it was literally a new space. The Member added there was a question about how we simplify it and the whole reason it would be brought to Committee proceedings was to get the opportunity to get the wisdom of the crowd which may provide different dimensions not previously considered. The Member stated there was a need to

mitigate potential implications and noted that the Order would occur anyway as the Court of Common Council had asked for the trial to take place, so some time for reflection seemed appropriate.

Another Member stated that opening the junction up both ways east-west would supplant a fair number of the current access via Princes Street and that was a turning movement the Sub-Committee did not want and suggested the Option B presented was actually safer, as well as being easier to explain. The Member added they would oppose the Motion.

The Chairman moved the meeting to a vote and asked the proposing Member to wrap-up.

The Member stated that the whole purpose of the Motion was that there was current movement already from Princes Street into Cornhill and the public and cyclists were aware of that movement. The Member added by just having Cornhill into Poultry, it introduced one more movement, not two, as Option B proposed two and the existing third one. They further added that by having the existing one and allowing all traffic and taxis to use that and a new route which was Cornhill to Poultry, that was two directions, not three which would actually reduce the impact on signal changes and the effect of increased traffic outwards. The Member stated they felt that was easier to communicate as Option B was two plus the existing one which made three and felt it would be more acceptable to TfL. The Member further added that Officers may not have thought of that approach and the point of Members taking decisions was to ensure they could scrutinise decisions.

The Town Clerk read out the Motion made by the Member.

Having fully debate the Motion, the Committee proceeded to vote on the Motion to Amend before them.

Votes were cast as follows: IN FAVOUR – 2 votes
OPPOSED – 7 votes
There were 0 abstentions.

The Motion, therefore, fell.

The Chairman brought the discussion back to the substantive item.

The Chairman asked Officers what the plans were for gathering good benchmarking data so the impact of the trial could be evaluated. Officers explained it would be part of the January report as the monitoring strategy would be attached to that and that would set out what Officers planned to monitor when the experiment proceeded and would outline what baselines would be set.

The Chairman queried when the experimental trial was likely to begin. Officers stated the purpose of the January report was largely to get feedback before the Court of Common Council elections and the rest of the work would continue so

a submission could be made to TfL for the traffic management approval. Officers added they had hoped to do that in March 2025, but felt that would slip due to difficulties on TfL's side. Officers stated they had hoped they could implement the experimental traffic order in late Spring, but until TfL had examined the programme on traffic modelling, an update could not be provided. The Chairman asked if the delay was related to IT issues at TfL. Officers confirmed it was.

A Member noted that ordinarily the Corporation would budget for the whole project and expressed concern that a significant amount of money was being spent to get to a point where the cost could be estimated and getting agreement on how to fund the implementation, this was not the way a project was supposed to be carried out.

The Member suggested approving the project subject to the total estimated cost being approved by the two other Committees that had to approve it. The Sub-Committee indicated agreement.

Officers stated they had enough budget to get to the point of implementing the scheme and were aware, depending on the decision of the Sub-Committee, how much was needed to deliver the monitoring once the scheme was in place and knew they initially did not have enough money to do that. Officers added that monitoring and other asks would inform how much it would cost to reach the conclusion of the trial scheme and, if Members approved the funding requested, Officers could estimate what would be required, the shortfall, and could take that to the officer review groups, RASC and P&R.

Officers stated it was a key decision being requested as it established the way forward with one version of a model of the junction and one set of criteria. Officers added that there would likely be a bid for the On Street Parking Reserve which is where the existing funding had come, and wanted to get that allocated sooner rather than later.

The Chairman queried when that allocation would occur. Officers indicated it would be around the next bidding round potentially before the end of the year and would need to double-check the timelines as it may not be something that could be agreed in January before the Court of Common Council elections. Officers suggested they would look to see if there was an approval process that could be done in lieu of that so the funding could be allocated.

A Member indicated they were happy to agree the recommendations and support Option B, subject to the funding being put in place to ensure that it could be delivered as they did not want to spend more to find out the OSPR had all been spent. Officers indicated it could be validated in the January report. The Committee indicated agreement with ensuring the funding was put into place to ensure that the ETO could be delivered.

A Member asked if the monitoring would include ensuring that taxis were not using Princes Street as they were not meant to and was a service access only route from Cornhill. Officers explained taxis could legitimately use Princes

Street to access Cornhill if they wished to and added that the monitoring would do traffic counts on all arms of the junction which would enable Officers to see if usage had increased or decreased.

Another Member suggested they were happy to leave Bank Junction as it was as they did not want to put taxis through at all and indicated they wished to vote for the option that brought about the least amount of change. The Chairman stated he believed it was Option B.

A question was raised by a Member as to what other projects would have to be shelved to cover the funding for the ETO as a lot of money had been spent on Bank Junction to date and there were a number of streets that required safety measures being put into place. Officers indicated that the OSPR was still in surplus and explained the point of having the chief officer review group, RASC and P&R processes. Officers added they would review it, but were equally respectful of the Court decision and needed to offer something that was a full well-rounded view of what the project intended to measure and experiment on. Officers further added the project was the highest priority not currently funded.

The Member also queried whether there were any other options for funding RASC could find rather than using the On-Street Parking Reserve. Officers stated that there were limited funds available to look at other options, but there was a considerable allocation already from the On-Street Parking account and from the Community Infrastructure Levy (CIL) which were two of the primary routes for funding for Vision Zero.

The Member suggested a report could be written for the Sub-Committee highlighting outstanding safety projects which needed to be funded and could not be funded from the OSPR so alternative funding could be sought. Officers stated it would be worth spending committees understanding what portfolio of projects they were responsible for and noted there was a project governance review of projects and how they were reported to ensure Committees had a broader sense of what commitments they had and what they might wish to with available funding. Officers suggested there was a need for a report which summarised the projects being delivered and, when the project governance review had concluded, a conversation could be had with the Chairman and Deputy Chairman about what reports could be brought to the Sub-Committee so a broader understanding of funding commitments was provided.

A Member suggested there was another option where the Sub-Committee could send a message to the Court outlining that it did not support any of the options and taxis should not be going through Bank Junction.

The Member asked whether taxis were being prevented from coming from Princes Street into Cornhill unless they were dropping off a passenger and indicated there was no reason for that not to continue if it was not being enforced. The Member also added that anyone who believed the amount of taxi movements would change needed to think again as there were well-established patterns of behaviour.

The Member also stated they understood that the Planning & Transportation Committee (P&T) had delegated powers to the Streets and Walkways Sub-Committee rather than it being a pure spending Committee and suggested it would be helpful to understand that further. Officers stated they were personally referring to it as a spending committee and potentially needed guidance from the Town Clerks and the Chamberlain's Department. The Officer added that the Sub-Committee did make decisions, and their minutes were reviewed by P&T. The Town Clerk clarified that the Sub-Committee approved its own minutes, and the minutes went to P&T for noting. The Town Clerk also indicated they would come back with a response.

The Chairman suggested that the number of left turns that taxis made would potentially drop once the experiment went ahead as there would be a route west through Bank Junction and if taxis were taking the left turn to go east for non-servicing reasons, they might find the new option more convenient.

RESOLVED – That, Members agreed:

1. That Option B is approved to be taken forward to the next stage of traffic modelling, subject to the cost total estimated cost being approved by the Resource Allocation Sub-Committee and Policy and Resources Committee. This option would allow taxis to enter and exit Bank Junction via Cornhill and Poultry only, during the restricted hours of Monday to Friday 7am to 7pm.
2. Subject to further agreement with TfL, that the four broad key success criteria of Taxi Availability, Safety, Pedestrian Wait times and Bus journey times, as set out in Paragraphs 32-44, are agreed.
3. Note the other areas proposed to be included in the monitoring strategy in paragraphs 45-49.
4. Note the total estimated cost of the project (to reintroduce taxis to Bank junction through an experimental traffic order) is £760k-860k (excluding risk);
5. That a Costed Risk Provision of £150k is retained for this gateway (to be drawn down via delegation to Chief Officer).
6. Note that the total Project Budget (all phases) currently sits at £7.3M (including risk.)

Deputy Marianne Fredericks asked for it to be formally noted that she voted against the recommendations.

5. LEADENHALL STREET IMPROVEMENTS – CITY CLUSTER VISION PROGRAMME

The Sub-Committee received a Gateway 3: Outline Options Appraisal report sought in relation to improvements on Leadenhall Street to enhance the experience of walking, wheeling and cycling. The project also sought to include pavement widening, new and improved crossings, public realm enhancements, greening and seating.

A Member commented it was a fantastic scheme and was exactly what was needed.

Another Member stated he did not disagree but questioned how Members could add value to the project and asked Officers to provide some more detail on metrics of success. Officers explained that one success metric in relation to the scheme was improved pedestrian comfort levels and Officers would also undertake a further Healthy Streets check to measure against what was currently shown. Officers added an accessibility check would also be carried out at the end to ensure that what had been implemented matched what was intended.

The Member queried how the success would be measured, particularly in relation to increase safety due to the change of road layout. Officers stated that the current situation had been measured with a score, and a score would be provided at the end of the process which would be brought back to Sub-Committee. In relation to road safety, Officers noted they would undertake a multistage road safety audit before constructions of different options and eventually the final option. Officers told the Sub-Committee that there would be a road safety audit three at the end of the scheme to check whether anything had transpired that was not expected.

Another Member sought assurance that the project was able to deal with overheating and climate change extremes given the amount of people who would be working in the area and the heating effect of the buildings and stated it was important there was street level and greening.

A Member sought to understand the communication strategies in place to ensure stakeholders were kept informed throughout the project. Officers told the Sub-Committee that was an existing programme board which dealt with high-level stakeholders and the plan, when public consultation started, was to send a leaflet out to a massive area to try to engage people and that exercise would be repeated with different letters and communications to try to get as much engagement as possible. Officers added they would keep updating the website and should stakeholders miss the consultation, they could speak to Officers directly.

The Sub-Committee was told by another Member that the project would be a huge addition to Destination City and, from a Culture, Heritage and Libraries point of view, it would be wonderful for those coming into the City.

RESOLVED – That, Members:

1. Approved an additional budget of £295,000 to reach the next Gateway funded from S106 budgets as detailed in Appendix 2;
2. Noted the revised project budget of £686,000 (excluding risk);
3. Approved the principles of the highway and public realm design and the proposed way forward detailed in this report to further develop this;
4. Approved a Public Consultation and Engagement exercise be undertaken based on the design and principles set out in section 4,

paragraph 4 of this report, and for the final detail of this to be agreed with the Director of City Operations;
5. Agreed the reporting approach as detailed in section 5, paragraph 12 of this report, including the proposal to combine the Gateway 4 and 5 reports; and
6. Noted the project's total estimated cost range of £8m- £9.5m (inclusive of costed risk and any maintenance sums) and the funding strategy in Appendix 2.

6. LLOYDS AVENUE IMPROVEMENTS (COOL STREETS AND GREENING PROGRAMME AND CITY CLUSTER PROGRAMME)

The Sub-Committee received a Gateway 4 Detailed Design report on a project which sought to deliver the addition of greening and the incorporation of sustainable drainage whilst providing more seatings in the public realm. The project also sought the introduction of a series of rain gardens at the north and south ends of Lloyds Avenue, with associated pavement widening, the introduction of seating adjacent to the new planting to provide space for people to rest, and the relocation of payment parking bays, e-scooter & cycle hire bay and motorcycle bay to provide space to enable the introduction of the scheme.

A Member enquired into whether there was a projected timeline for the project. Officers explained it was part of the Cool Streets and Greening Programme, and some local consultation was currently underway which was almost complete. Officers added they would then develop the detailed design and aimed to build it in mid-to-late 2025, subject to the advertisement of traffic orders which was needed to move the parking around.

The Member asked whether their assumption was correct that it would be an 18-month project in relation to the construction. Officers stated that the construction would be relatively quick as they were only looking at the north and south ends of the street and believe it could be condensed into around four or five months.

Another Member asked if there was provision for water fountains as part of the project given the Migration Museum would attract a lot of visitors and wanting people to be plastic free. Officers told the Sub-Committee they had not looking at it for Lloyds Avenue, but it could be looked at for Leadenhall and Aldgate as there was more space.

RESOLVED – That, Members:

1. Approved the development of the design of the project as described in this report to reach the next gateway.
2. Approved the budget of £60,000 (staff costs and fees) for the project to reach the next gateway, funded from the Section 106 agreement for the 40 Leadenhall Street development and the Cool Streets and Greening Programme (OSPR).
3. Noted the total estimated total cost of the project at £500K-670K (excluding risk).

4. Approved the Risk Register in Appendix 5; and delegate approval of any future costed risk provision and its drawdown to the Director of City Operations should this be required at Gateway 5.
5. Agreed to undertake the process to prepare the traffic orders to relocate payment, motorcycle, e-scooters, and cycle hire parking in the area in advance of Gateway 5 stage.
6. Noted that the making of the necessary traffic orders, subject to no objections, or the resolution and consideration of any objections arising from the statutory processes, is delegated to the Director of City Operations under the Scheme of Delegation.

7. **2 ALDERMANBURY SQUARE**

The Sub-Committee received a Gateway 4: Detailed Options Appraisal report which sought to deliver changes to the public highway in the vicinity of the development at 2 Aldermanbury Square, also known as City Place House, through a Section 278 agreement that was fully funded by the developer.

A Member queried whether the roundabout would be taken away. Officers stated the intention was to slightly reconfigure it so it would become a more formal junction.

RESOLVED – That, Members:

1. Authorised officers to progress with detailed designs for the recommended Option 2 outlined below to be fully funded by Section 278 agreement with the developer of 2 Aldermanbury Square and undertake relevant consultations, including Traffic Management Orders if necessary.
2. Authorised officers to invoice the developer for additional staff costs, as outlined Table 1 in section 3 below, required to progress the project to the next Gateway (Authority to Start Works).
3. Noted the total estimated cost of the project at £926,023 based on option 2 (excluding risk).
4. Noted that, as per the Projects Procedure and subject to approval of the recommended Option 2, and scope and costs remaining within the parameters agreed in this report, the approval of Gateway 5 report will be delegated to Director City Operations.
5. Approved the Risk Register in Appendix 6; and delegate approval of any future costed risk provision and its drawdown to Executive Director Environment should this be required at Gateway 5.
6. Delegated to the Director City Operations, in consultation with the Chamberlain, authority to further increase or amend the project budgets in future (above the level of existing delegated authority) provided any increase is fully funded by the developer, and the scope and timelines of the project remain unchanged.

8. **CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME – PHASE 3 CITY GREENING AND BIODIVERSITY (FANN STREET AND ST PETER WESTCHEAP)**

The Sub-Committee received a Gateway 4: Detailed Design report which sought approval to progress to Gateway 5 following detailed designs for the relandscaping of Fann Street (west) and St Peter Westcheap churchyard having been prepared.

The Deputy Chairman indicated they had concerns about the £10m of investment for Golden Lane Recreation Centre and noted the sports board was not enthusiastic because the access was terrible, and it was not obvious that it was a public space. The Member added that there was one tiny red pedestrian desire line in the report, and all the other lines did not give access to the Recreation Centre and stated that the desire lines, which reflected the reality of the day, would be irrelevant following the £10m spend on the Recreation Centre. The Member told the Sub-Committee that a rethink was now needed as the £10m spend would change everything, had make the desire lines shown in the report obsolete, and there would likely be visitors who would walk past the garden and needed to know where to go to find the Recreation Centre.

A Member expressed disagreement and stated it was undoubtedly true that the Sub-Committee wanted visitors to understand how to get into the leisure centre and Officers had said that signage to ensure that people could find it would be part of the plan. The Member added that the park was wholly separate from the Recreation Centre which would continue to be used by people in the way it currently was and did not feel the scheme needed a complete redesign, but needed a very clear focus on ensure that visitors understood where the entrance was.

Another Member wanted to ensure that residents were happy with the project. They also asked what consultation had taken place and whether the Golden Lane Association had been consulted. The Member indicated they agreed on the need for signposting people to the Leisure Centre in order to limit anti-social behaviour (ASB) and anything that could be done to direct people to the Leisure Centre would be helpful. Officers indicated they had taken up three residents consultations beginning in Spring 2022, with the final consultation taking place in July 2023 where the final design was presented by the landscape architect. Officers added they had reviewed a lot of the concerns raised in relation to ASB and the security of the estate throughout the consultation and suggested the general feeling from residents was that creating greening in that area of the public highway did create a natural barrier and reduced the ongoing ASB with the existing seating and blocks. Officers further added that potentially, through the design process, the project would address the issues and told the Sub-Committee that they would be going back to consultation for comments at the final gateway process as they had wanted to co-design the project with residents rather than providing them with an option that they may not wish to take forward. Officers also told the Sub-Committee there were representatives from the wider community involved in the consultation, as well as those from the Golden Lane Estate.

The Chairman asked whether the design would get the go-ahead as presented if approved or whether there was scope to adjust it to improve the ability of

people to navigate and get to the sports centre. Officers confirmed they could make adjustments to the design as it was a Gateway 4 report before the Sub-Committee and the detail had not yet been finalised.

It was noted by a Member that there was an existing project which concerned the lighting in the area and queried whether that project was coordinated with the proposed project. Officers indicated it was and told the Sub-Committee that the lighting project sat with Housing. Officers added that they had consulted with Housing and would consult with the City Surveyors' team, the City of London Police, looking at security and safety, should approval be granted.

Another Member indicated they did not believe the scheme made any difference as to whether the Leisure Centre was more or less visible unless a big sign was erected and noted the Leisure Centre was accessible down a ramp, underground and around the corner. The Member added that they could not see residents objecting to that as they preferred that it was a leisure centre more for Golden Lane's use than for the whole city, which was what it was supposed to be. The Chairman considered whether a name change for the sports centre would make a difference as Golden Lane Leisure Centre potentially gave the wrong impression.

The Deputy Chairman highlighted the desire lines and stated none of the lines were going from the public street on Fann Street to the Golden Lane Recreation Centre and they were on the wrong level. He added there was only one line which was going in the right direction and the blue and green lines would take visitors the wrong way. Officers indicated the desire lines outlined how people currently moved through the space, and it did not show a desire line down the ramp as that was not part of what the exercise was looking to do. They added that all the movements shown in the report with the red lines would still be possible with the design as one would walk along Fann Street along the edge of the new planted area which would take one to the top of the ramp before the turn down to the leisure centre.

A Member queried if there had been a study with regard to how long the leisure centre would continue as there had been historic problems as it had needed to go out to tender multiple times and the swimming pool was a problem.

An Officer told the Sub-Committee that everyone appreciated it was an area that needed enhancing and the funding provision, specifically from the Cool Streets and Greening Programme, and the community feedback had indicated it needed to made better. Officers added that they did accept something else had happened that may change aspects of the project, and indicated if they would facilitate the other project to help people navigate to the leisure centre, the project was still a Gateway 4 and there would be an opportunity for signposting. However, they added that the Cool Streets and Greening Programme monies were time dependent, and it had to be spent or it would expire and an alternative way of funding would have to be sought and, they therefore, encouraged Members to approve the report, and would work with Community and Children's Services to see if this project would assist navigation to the leisure centre.

RESOLVED – That, Members:

1. Approved the budget adjustment/increase as per the Table 2 in Appendix 4 in order to fund the staff costs and fees required to reach the next gateway. (£31,000 proposed for Fann Street and £45,000 proposed for St Peters) see table 2.
2. Approved the design of the projects as set out in this report.
3. Approved the funding strategy for Fann Street as set out in Table 4 in Appendix 4 and note the estimated project cost post Gateway 5 (excluding risk) is £150,000 - £230,000.
4. Approved the funding strategy for St Peter Westcheap as set out in Table 4 in Appendix 4 and note the estimated project cost post Gateway 5 (excluding risk) is £180,000 - £350,000.
5. Approved the Risk Registers in Appendix 2; and delegate approval of any future costed risk provision and its drawdown to Executive Director Environment should this be required at Gateway 5.
6. Granted authority to City officers to enter into regulatory agreements with the Diocese of London and the Rector of St Vedast to carry out works on church land. In keeping with the various statutory powers in place for agreement between the Diocese of London and the City of London; to grant care management and maintenance to the City Corporation of a schedule of churchyard and disused burial sites throughout the City.

9. **TRANSFORMING FLEET STREET - (FLEET STREET AREA PROGRAMME)**

The Sub-Committee received a Gateway 2: Project Proposal report which proposed that the Transforming Fleet Street project would deliver change along the length of Fleet Street, with a focus on improving the experience for people walking, wheeling, cycling and spending time on the street. To enable this, changes to traffic movements would be necessary to allow for wider pavements, crossing improvements and public realm improvements.

A Member requested that performance metrics, potential risk, potential cost overruns and community engagement be included in reports.

Another Member drew attention to Ludgate Circus and suggested it would be difficult to deliver the transformational effect for cycling and pedestrians. The Member added there was an opportunity there to calm traffic to prevent speeding over the junction and, whilst it was outside the City's remit, discussions were needed with TfL to ensure change was delivered to realise the safety benefit.

The Chairman indicated that the BID had produced a number of proposals for Ludgate Circus that he felt were too ambitious to be practical and stated that the proposed project gave the opportunity to Members to make much needed progress. He further added that this was the highest priority public realm project in the area and most of the major building programmes on Fleet Street would be completed in two years, including Salisbury Square and the Telegraph building, and stated there was currently a pit lane in front of Salisbury Court that

presented a good argument for not needing a bus lane which would allow the widening of the pavements.

A Member suggested asking TfL to work with the City and identify what would make Fleet Street safe so future ideas could be built-in.

RESOLVED – That, Members:

1. Approved the initiation of the Transforming Fleet Street project as part of the Fleet Street Area Programme;
2. Approved the budget of £565,285 (staff costs and fees) for the project to reach the next Gateway, funded from City CIL funding that has been approved for this project;
3. Noted the total estimated cost of the project at £9.5m – 10.5m (excluding risk).

10. **HOLBORN VIADUCT LIGHTING IMPROVEMENTS**

The Sub-Committee received a Gateway 2: Project Proposal report. The project sought to develop and deliver an architectural lighting scheme to celebrate the heritage of the Grade II Listed Holborn Viaduct, whilst enhancing the environment for people walking and wheeling along Farringdon Street.

A Member sought clarity as to whether the City had been asked to put together a proposal so a stakeholder could figure out how to fund it. Officers confirmed that was the case, the Fleet Street Quarter BID had identified it as a priority and their board had committed funding to the project. Officers added that they were at a very early stage of trying to work out the feasibility of the project and informed Members that as it is a listed structure and TfL road, TfL lighting and Historic England would be interested. Officers confirmed that planning permission was needed.

RESOLVED – That, Members:

1. Approved the initiation of this project.
2. Approved the budget of £20,000 (staff costs) for the project to reach the next Gateway 3/4, funded from S106 receipts allocated to the Fleet Street Area Programme.
3. Noted the total estimated cost of the project at £150,000- £300,000 (excluding risk) which is expected to be paid for by external funds.

11. ***ACCESSIBLE STREETS UPDATE**

The Committee received a report that provided an update on actions to improve accessibility for people walking and wheeling.

RESOLVED – That, Members:

- Noted the report.

12. ***ANNUAL ON-STREET PARKING ACCOUNTS 2023/24 AND RELATED FUNDING OF HIGHWAY IMPROVEMENTS AND SCHEMES**

The Committee received a report which highlighted that The City of London in common with other London authorities is required to report to the Mayor for London on action taken in respect of any deficit or surplus in its On Street Parking Account for a particular financial year.

RESOLVED – That, Members:

- Noted the report.

13. ***OUTSTANDING REFERENCES**

Monument and London Bridge
The Chairman sought an update on the bus stop at London Bridge. Officers indicated they had spoken to TfL, in regard to a suggestion that the bus stop be moved further north to address a pinch point, who had confirmed it would not be possible to relocate the bus stop as there was guard railing along that area to protect the bridge structure which could not be removed and, with that railing in place, the bus stop could not be moved and be fully accessible. Officers confirmed that TfL was looking to make some improvements to the existing bus stop.

Parapet repairs
Officers informed the Sub-Committee they had spoken with TfL who had confirmed that the parapet repairs were a priority project for them and had submitted a funding bid which, if they were successful, would allow them to complete the detailed design for the works, as well as the other works required for delivery. Officers added it was complicated to deliver as it included two parts of the TfL road network and hoped that they would have received confirmation by the next meeting as to whether TfL had been successful in securing that funding. The Chairman queried whether it would ease congestion at the bus stop on London Bridge. Officers confirmed it would.

14. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Sub-Committee received a report which advised Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman in accordance with Standing Order No. 41(b).

RESOLVED – That, Members:

- Noted the report.

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

A Member read a question to the Sub-Committee and noted there were two rough sleeping encampments which had become established in the City at Castle Baynard/Queen Victoria Street Pedestrian subway and Baynard House; and Peninsular House high level walkway above Lower Thames Street. The Member added that The Corporation quite correctly had taken a compassion first approach to rough sleepers working to find suitable accommodation with the aim of setting each person on a journey to a better life. However, it had become clear that the encampments gave the impression of an established community around which rough sleepers gathered and found a longer-term home. As each person was found accommodation their place appeared to be taken by another. This was an issue because such communities were demonstrably not safe for rough sleepers and is a cause of distress for members of the public who live and work near to them. The Member asked what steps could the Streets and Walkways Sub-Committee suggest to prevent the establishment of encampments and help to reduce the speed at which the place of each person successfully moved into accommodation was taken by a new entry to the encampment. The Member added that to avoid misunderstanding, the Corporation's commitment to the welfare of every person sleeping on the streets remained paramount.

The Chairman asked if the Member was looking at measures to discourage rough sleepers. The Member indicated that is why they had worded their question the way they had and sought the wisdom of the Sub-Committee and Officers. The Member stated he had been working behind the scenes on a paper on encampments and it was clear that the only way to address the issue was to have the involvement of the Planning and Transportation, particularly Streets and Walkways, and the Port Heath and Environment Committees as it had to be a multi-agency response. Officers indicated that the Environment Department was very heavily involved in the Safer City Partnership which was the multi-agency group taking a lead on the question of encampments and rough sleeping. They noted that the response was being led by Community and Children's Services and Environment Department Officers were supportive of them in seeking a multi-agency approach. Officers added they had identified that the City had not had a significant problem in this way, but had individual problems of rough sleeping and the two encampments that were now fairly well established had caused problems for the local community. Officers further noted that the Corporation needed to be seen to be thinking about how to keep people safe. Officers confirmed that, as a Sub-Committee, it was not an issue that Officers have had too many direct dealings with and noted that designing out rough sleeping had been a consideration on some schemes, but not a major one as there had been no need to respond to a major issue. Officers indicated they were more connected to the issue from the Port Heath & Environment Committee side of the issue in relation to cleansing, but Officers saw themselves as part of a multi-agency solution and not necessarily leaders in it. Officers indicated they were happy to be party to discussions in terms of public realm design under the umbrella of the Safer City Partnership but, at the moment, did not see anything that had been brought forward to brief the Sub-Committee on, but would if something arrived. Officers further told the Sub-Committee that there was a report expected to go to the Community and Children's Services Committee, the Homeless and Rough-Sleeping Committee,

the Police Authority Board and, potentially, the Port Heath and Environment Committee. Officers indicated they were very aware of the responsibilities of the department the remit of the Sub-Committee and if it needed to be involved.

The Member noted that neighbouring authorities had been reviewing the design of their built environment and stated, while he was intolerant of rough sleeping, was completely passionate about those who found themselves in that predicament and a collaborate approach was needed to address it. He added that the principle of better by design was something worth looking at.

At this point, the Chairman sought approval from the Committee to continue the meeting beyond two hours from the appointed time for the start of the meeting, in accordance with Standing Order 40, and this was agreed.

Another Member stated the practice of street cleansing, washing down and waking up rough sleepers and moving them on under Operation Poncho was an awful way to deal with the problem and indicated it was a nationwide issue which was only going to be solved by making more accommodation available. The Member added it was helpful to know where they currently were in relation to the camp and suggested posting a park guard to ensure they were safe. She also added that it was a shame that policy toward rough sleepers since Covid had been reversed and stated she did not want to go back to the days of Operation Poncho.

A Member queried whether other Members had received an email from the National Federation of the Blind who were showing a film named 'Buses Are Our Lifeline', which outlined the importance of buses to people with sight impairments, with a Q&A session and noted it was taking place at Portcullis House. The Member added concerns had been raised by the NFB about bus stops in the middle of the roads on floating islands and suggested that Members should go to the event on 3rd December as it would assist with decision making.

A Member raised a question in regard to the Eastern City BID public realm document and suggested it would be helpful to have a report which considered how their ideas fit in with the Streets & Walkways Sub-Committee's work.

The issue of servicing was also raised by a Member as the Corporation previously had a strict policy on not allowing street servicing and sought assurance that when applicants were having their pre-application meetings, transport and public realm Officers were fully engaged with the applicants as it was difficult to change designs further down the line. The Member also expressed concern as there was an application in their ward which had workable servicing on site and the proposal was to change that which would be problematic and cause bottlenecks. The Member stated that the development servicing should have no impact on the surrounding area and should be contained within the building. The Member asked what policy there was with regard to servicing being on site rather than on the streets, and at what point transport and public realm officers were engaged with planning applications. The Chairman asked why transport officers tended not to be in attendance at

meetings of the Planning Applications Sub-Committee. Officers explained that the planning team engaged with transport officers as part of the pre-application process, but it was ultimately the transport planners in the planning team who built the feedback into the approvals. The Chairman stated he believed that the policy was to require servicing within buildings and, but there were exceptions normally if there was an attempt to reuse an exisiting building. The Member stated that there were buildings where servicing was taking place, but when redesigns occurred, it was an issue not thought about by developers and noted in their ward that one vehicle pulling up for servicing would cause gridlocks. The Member stated that as more tall buildings were erected, the City needed to make sure that streets wee clear for pedestrians and everything else that needed to be accommodated on the streets, including e-bikes. The Chairman indicated he agreed.

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

Floating bus stops

The Chairman raised the issue of floating bus stops as there were concerns, noted that there had been accidents with pedestrians and queried what the Officer view was on the safety of the bus stops. The Chairman added that more had been planned in the City at Greyfriars Square and Aldgate to Blackfriars cycleway and stated he accepted that little could be done about TfL installed stops. Officers told the Sub-Committee they acknowledged that there were some people who rode bikes and did not behave appropriately, as with all street-users, and did not comply with the zebra crossings which for a floating bus stop met the design guidance. Officers added they felt some of the issues stemmed from people not understanding they were zebra crossings as they did not have the beacons that a crossing on the carriageway would which was part of the reasons why TfL had recently completed a review that looked at bus stop bypasses and the behaviour around them. Officers stated that TfL wanted to launch an educational campaign to make people aware of how to behave at bus stop bypasses and Officers indicated they would support that when it launched through communication channels. Officers added they were working with the City of London Police more generally to try to address dangerous behaviour with cycling and noted that the Police had done quite a lot of work around that as well.

Officers indicated there was a question around behaviour, which would be tackled through communications, enforcement, and engagement as appropriate by TfL, the City of London Police and the Metropolitan Police outside the City. As for the question of design, Officers informed the Sub-Committee that schemes had been approved at St. Paul's Gyratory and the Aldgate to Blackfriars Cycleway that had floating bus stops, and all were designed in compliance with TfL's guidance and guidance from the Department for Transport. Officers added that they included zebra crossings and were raised as well.

A Member queried whether TfL had statistics available on floating bus stops on whether they were a real source of accidents. Officers indicated they did and was happy to circulate the report to Members. Officers added the report found

there was a perception of them not being safe and noted there had been six collisions over the time period examined, several of which had not been at the formal crossing point and there were low levels of conflict between pedestrians crossing and people cycling. Officers also stated that TfL had also reviewed all their existing bus stop bypasses as some were not necessarily complaint with current guidelines and needed to be upgraded.

It was stated by a Member that the Sub-Committee needed to be doing its utmost to not create more of the floating bus stops. The Chairman voiced agreement and asked Officers to review Greyfriars Square. Officers indicated they could, but would cause a delay to the project if it was decided to make changes to that and approvals would need to be resubmitted to TfL. Officers indicated that it would be coming to Sub-Committee in February for the Gateway 5 stage.

Another Member advocated a need for a safety-by-design approach and indicated there had been problems with the floating bus stop on New Bridge Street as they had previously had to escort people to the bus stop. The Member added that the City should be accessible, equal, and pedestrians should be able to get around with a sense of independence. She further stated that while it would be harder to tackle TfL's floating stops, the City of London should review any of their proposals including them before they became a problem.

It was stated by a Member that the point of the point of the floating bus stops was to keep cycles away from the traffic and give them a physical barrier on places like New Bridge Street and suggested there would be accidents if there was no physical barrier. Another Member indicated measures had been taken to raise pavements and narrow the carriageways and cyclists should be able to cycle safely with traffic at that speed and, therefore, design bus stops which were not floating in the middle of the road.

Officers told the Sub-Committee that the transport strategy set out to create a safe and accessible cycle network and the vast majority of that network in the City would be people cycling in the carriageway with traffic on the streets that have lower traffic levels. Officers added there was also the 20mph speed limit, and there were some streets where traffic levels were unlikely to ever meet the standards for safe cycling and noted that there were people who used cycles as mobility aids. Officers indicated they were only looking to install floating bus stops where they felt it was absolutely necessary and cycleways such as Leadenhall would only have the carriageways narrowed. Officer suggested it would be best to bring something back to the Sub-Committee in relation to the proposals already in the pipeline, look at the data that TfL had on those bus stops within the Square Mile, and across London, and Officers were following the nationally approved DfT guidance which had consulted various groups. Officers further added at every stage they engaged with disability groups to understand their concerns and understood Member's concerns.

<u>Fleet Street Crossing</u>

A Member raised concerns regarding the removal of the crossing between Ludgate Circus and Felter Lane as there was nowhere to safely cross the road. She had noted her husband had complained to TfL who indicated it was an issue for the City of London. The Chairman added there was a pit lane set to be installed in relation to 65 Fleet Street to facilitate the redevelopment of that building which was at the site of the crossing. The Chairman stated he understood that Fleet Street was a TfL road and wanted to understand the process for the crossing's removal as it was a major desire line across that area of Fleet Street. Officers informed the Sub-Committee that the pedestrian control traffic signal was TfL's infrastructure, TfL's bus stop was part of the process, and Fleet Street was part of TfL's Strategic Road Network, so while it was not a red route, they did have strategic oversight and added it was the same principle why TfL's approval was needed to change Bank Junction. Officers added that the removal of the crossing was to allow for the pit lane for the building site which was agreed could be put in following the Lord Mayor's Show. Officers further noted that TfL's stance was that the crossing point of Felter Lane was close enough to that crossing and was suitable enough to utilised pedestrian movements in the area. Officers confirmed that the pit lane was now being deployed, the crossing decommissioned and were in conversations with TfL Buses as there was a bus stop to the west of Bouverie Street which needed to be slightly moved to allow for a pedestrian refuge that would allow pedestrian movement across the space. Officers further added they were not impressed with the building site moving as fast they did to remove the controlled crossing.

The Chairman asked when the pedestrian refuge would be installed. Officers indicated they were awaiting confirmation from TfL that the bus stop could be moved up the road so the work could be carried out.

17. **EXCLUSION OF THE PUBLIC**

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

18. ***ANNUAL ON-STREET PARKING ACCOUNTS 2023/24 AND RELATED FUNDING OF HIGHWAY IMPROVEMENTS AND SCHEMES - NON-PUBLIC APPENDIX**

The Sub-Committee received a non-public appendix in relation to Item 12 of the Agenda Pack.

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

No non-public questions were raised relating to the work of the Sub-Committee.

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

No other business was raised that the Chairman considered urgent which the Sub-Committee agreed should be considered whilst the public were excluded.

The meeting ended at 4.13 pm

Chairman

Contact Officer: Callum Southern
Callum.Southern@cityoflondon.gov.uk

Committees: Streets & Walkways Sub-Committee (*for decision)* Projects & Procurement Sub-Committee (*for information)*	**Dates:** 04 February 2025 04 February 2025
Subject: St. Paul's Gyratory Transformation Project – Phase 1 (New highway layout) **Unique Project Identifier:** 113377	**Gateway 5: Authority to start work (Complex)**
Report of: Executive Director Environment **Report Author:** George Wright, Transport and Public Realm, City Operations	**For Decision**
PUBLIC	

1. Status Update	**Project Description:** 1.1 The project will transform the St Paul's gyratory. Largely unchanged since the 1970s, the designs will reorganise the traffic-dominated streets to create a new public space, introduce safer walking and cycling routes, and retain access for buses and motor-vehicles. Closing the southern section of King Edward Street to traffic enables the City to create Greyfriars Square, a new, 3,000-square-metre public space in the heart of the Square Mile. 1.2 The project will be built in two phases. Phase 1 will improve streets to the south of the Museum of London 'rotunda' roundabout, starting in 2025 and completed by 2027. Phase 2 will improve the Museum of London 'rotunda' roundabout to be programmed at the same time as the Museum of London/Bastion House is redeveloped. 1.3 This Gateway 5 report relates to changes to the highway layout within the Phase 1 area. A separate Gateway 5 report relating the design of Greyfriars Square will be brought to Members later in 2025. **RAG Status:** Amber (Green at last report to Committee) **Risk Status:** Medium (Medium last report to committee)

	Total Estimated Cost of Project (excluding risk): £17.5-19.5 million **Change in Total Estimated Cost of Project (excluding risk):** The cost range has increased by £2.5 million from £15-17m. Cost increases are primarily due to the calculation of 20 years commuted sums for additional cleansing and maintenance of the soft and hard landscaping in Greyfriars Square and can be accommodated from existing available funding. **Spend to Date:** £2,066,597. **Costed Risk Provision Utilised:** 0 **Slippage:** Approximately three months, primarily due to delays in receiving TMAN approval from TfL due to cyberattack disabling IT systems (no impact on overall programme but has delayed progression of traffic signals design). **Project Progress:** 1.4 In January 2024, Members approved a Gateway 4C report that approved the recommended new highway layout and authorised officers to commence work on the detailed construction design. 1.5 Positive progress has been made since then including Member approval for the RIBA Stage 3 developed design for Greyfriars Square in May 2024, final TMAN approval from Transport for London in December 2024 and the completion of the statutory consultation on the proposed Traffic Management Orders. 1.6 This report seeks Member approval to start construction work on the changes to the new highway layout.
2. Next steps and requested decisions	**Next Gateway:** Gateway 5*:* Greyfriars Square **Next Steps:** 1. Undertake communication/engagement with local residents/businesses and stakeholders regarding construction implications (Ongoing). 2. Mobilise highways contractor (Feb-April 25) 3. Continue coordination with developer of 81 Newgate Street and new occupier HSBC (Ongoing). 4. Continue to progress RIBA stage 4 design for Greyfriars Square (September 2024-April 2025). 5. Continue communication/engagement with utility companies regarding construction implications and affected apparatus (On-going). 6. Undertake construction (April 2025-September 2026).

<table>
<tr><td></td><td>Requested Decisions:

1. That the General Arrangement designs shown in Appendix 4 are approved and construction of the new highway layout is authorised;
2. That additional budget for the highway layout of £4,864,148 is approved to reach the next Gateway (excluding Greyfriars Square);
3. Note the revised project budget (excluding Greyfriars Square) of £9,433,770 (excluding risk);
4. Note the total estimated cost of the project at £17.6 million (excluding risk);
5. That an additional Costed Risk Provision of £605,000 is approved, making a total costed risk of £885,000 (to be drawn down via delegation to Chief Officer).</td></tr>
<tr><td>3. Budget</td><td>To date. a total of £2,066,597 has been spent on scheme development from a total approved budget of £5,454,622. Additional resources to deliver the next stage of the project are listed below, with further details in Appendix 3.

<table>
<tr><td colspan="3">Additional Resources Required to reach the next Gateway</td></tr>
<tr><td>Description</td><td>Funding Source</td><td>Amount (£)</td></tr>
<tr><td>Staff Costs</td><td rowspan="5">OSPR Capital Bid 2023/24</td><td>405,000</td></tr>
<tr><td>Fees *</td><td>(116,878)</td></tr>
<tr><td>Works **</td><td>3,890,426</td></tr>
<tr><td>Maintenance</td><td>80,600</td></tr>
<tr><td>CRP</td><td>605,000</td></tr>
<tr><td colspan="2">Total</td><td>4,864,148</td></tr>
</table>

* Resources required less than already approved and. Re-allocated to other tasks.
** Includes utilities costs.

Costed Risk Provision requested for this Gateway: £605,000, making a total of £885,000 (as detailed in the Risk Register – Appendix 2 and summarised in section 7 of this report).</td></tr>
<tr><td>4. Design summary</td><td><u>Design development</u>
4.1 Since Gateway 4C approval in January 2024 for the new highway layout a considerable amount of design development has taken place. This has included:

• Preparation of the construction design package
• Continued liaison with utility companies regarding the proposed highway changes</td></tr>
</table>

	• Completion of the Transport for London's traffic modelling processes (MAP 1-6) in June 2024 • Approval of the highway layout at Transport for London's Road Space Performance Group in July 2024 • TMAN approval from TfL in December 2024 (this was delayed by several months due to the TfL cycler attack) • Completion of the statutory consultation on the Traffic Management Orders in January 2025, with no objections received. • Preparation of a communications/engagement plan • Regular liaison with the developer of 81 Newgate Street and HSBC – the new occupier • Continued design development of Greyfriars Square with a Gateway 5 scheduled for summer 2025. <u>Design overview</u> 4.2 The St. Paul's gyratory transformation project will partially remove the gyratory system introduced in the 1970's between Newgate Street and the Museum of London rotunda. The new highway layout will introduce two-way working on Newgate Street, Montague Street and part of St. Martin's Le Grand, and introduce a westbound traffic flow on Angel Street. These changes will enable the closure of the southern section of King Edward Street to the create the new public space, Greyfriars Square. The project will introduce a package of improvements for people who walk, wheel and cycle whilst also allowing buses and general traffic to flow smoothly through the area. <u>Walking (Appendix 5 – slide 1)</u> 4.3 Almost 1,500sqm of existing road will be converted into new pavement space. This includes the southern end of King Edward Street where the three traffic lanes will be converted into a new pedestrianised public square. Pavements will be widened at other locations across the project area. The project will improve crossings by making the distance to cross shorter and adding new crossings where people want to cross. The junctions with side streets (uncontrolled crossings) will be raised to pavement level. This will give greater priority to people walking and reinforces the Highway Code requirement for drivers to give way to people when they are crossing. <u>Cycling (Appendix 5 – slide 2)</u> 4.4 The proposals will introduce over 800 metres of east-west and north-south cycle lanes. These will be protected wherever space permits, providing safer cycling infrastructure through the project area. 4.5 On Newgate Street, protected cycle lanes will be introduced in both directions, meaning people travelling eastbound towards Cheapside/New Change will no longer

	need to travel around the one-way gyratory, improving connections and journey times. 4.6 On St Martin's Le Grand, a protected two-way cycle route will be introduced between the Newgate Street junction and Angel Street. People can then use a northbound, protected, contraflow cycle lane to reach the rotunda roundabout or turn into Gresham Street or Little Britain. A new southbound cycle lane will be introduced between the rotunda and Angel Street. These measures will provide a much safer environment for people travelling north and south through the area. 4.7 Significant changes are proposed for people cycling through the Newgate Street/Cheapside/St Martin's Le Grand/New Change junction. • A cycle gate is proposed for people cycling eastbound on Newgate Street enabling them to get ahead of traffic before travelling northbound up St. Martin's Le Grand or towards Cheapside or New Change. • People cycling will have their own traffic signal stage on New Change (northbound) and St. Martin's Le Grand (southbound). • On a section of Cheapside people cycling westbound will need to travel in the main carriageway but will get an early or separate cycle signal release ahead of the other traffic. The proposals do not permit cycling through the new Greyfriars Square public space. <u>Buses (Appendix 5 – slide 3)</u> 4.8 All bus routes that travel through the project area will continue to do so but some routings will change because of the proposed changes to the street layout: • Routes that currently travel west or southbound are largely unchanged. Routes travelling eastbound will have a shorter journey as Newgate Street becomes two-way, meaning buses will no longer need to travel via Angel Street. • Routes travelling northbound will in future travel north up St Martin's Le Grand, turn left into Angel Street and right into King Edward Street before joining the roundabout. This is a slightly longer route for the direction of travel. 4.9 There will be some changes to bus stopping and standing arrangements:

	• The current bus stand on King Edward Street will become a bus stop, providing a stop closer to the main entrance to St. Bart's Hospital and bus stop (SV) further north on Montague Street will be removed. • Bus Route 100 will use the existing bus stands on Giltspur Street. • Bus stop (SW) on St. Martin's Le Grand will be relocated slightly further north. This bus stop will be located on a traffic island which is accessed via a zebra crossing across a cycle track. • Bus stop (SQ) on Newgate Street will be relocated further to the west. 4.10 TfL's Scheme Impact Report summarised the impact on bus routes as follows: "Buses in the region are seen to experience a slight increase in journey time on some routes and slight reduction in journey time on other routes. Overall, the impact to buses is considered neutral." <u>Bus stop by-passes</u> 4.11 National and London guidance indicates that traffic levels on St Martin's Le Grand exceed the threshold for requiring cycle infrastructure and are expected to continue to do so in the future. The design for St Martin's Le Grand therefore incorporates protected cycle lanes, including a bus stop bypass to maintain the separation of people cycling from motor traffic. Details of the work done to explore and rule out alternatives arrangements that would have avoided the need for the bus stop bypass are provided in Appendix 6. These included locating the cycle lane on the western side of St Martin Le Grand and removing the bus stop with passengers using the next nearest stop instead. 4.12 Appendix 6 also includes detail of engagement with disabled people's groups on the design of the bus stop bypass and the design features that reflect the feedback received and are in line with national and London guidance. For example, placing the zebra crossing on a raised table, including Belisha beacons and narrowing the lanes to slow people cycling and discourage overtaking on the approach to the crossing. Additional measures to slow people cycling will be explored while the construction package is being developed. <u>Waiting and loading (Appendix 5 – slide 4)</u> 4.13 The proposed changes to waiting and loading within the project area are detailed on a street-by-street basis below: 4.14 Newgate Street: No waiting or loading at any time except in signed bays. A new loading bay will be introduced on the north side of Newgate Street to service the Vestry House

	Dental Centre and the re-located Santander cycle hire docking station 4.15 St. Martin's Le Grand: No waiting or loading at any time except in signed bays. The loading bay outside the Lord Raglan will be retained. The two taxi rest bays will be re-located to the south side of Gresham Street. The four existing coach parking bays will be removed. Two of these coach bays have been suspended since 2022 when construction at 81 Newgate Street commended. 4.16 Angel Street: No waiting or loading at any time except in signed bays. The two taxi rest bays will be re-located to the south side of Gresham Street. The four existing coach parking bays would be reduced to two. The four existing coach bays have been suspended since 2022 when construction at 81 Newgate Street commended. 4.17 Gresham Street: Introduction of four taxi rest bays on south side outside 2 Gresham Street. 4.18 Montague Street: No waiting or loading at any time. 4.19 Cheapside/New Change/King Edward Street/Little Britain: No changes to existing waiting and loading provision. 4.20 A statutory consultation on the Traffic Management Orders required to implement the above was undertaken in December 2024 and no objections were received. **Assessment of design proposals** <u>Equality Impact Assessment (EqIA)</u> 4.21 An independent transport and infrastructure consultancy, Steer, was appointed to undertake a full EqIA on the project proposals (including the RIBA Stage 3 design for Greyfriars Square). 4.22 The EqIA concluded that: "The St Paul's Gyratory Transformation Project is anticipated to yield positive benefits for both residents and visitors to the area. The creation of a new public space, equipped with an inclusive play area, alongside active travel enhancements across the project area can help to create a more inclusive and engaging environment for the community and visitors. 4.23 This EqIA has identified a limited number of potential minor negative impacts for bus passengers and private vehicle users. Negative impacts are related to increases in journey time, however, through options that optimise signal timings and

	junction interactions, these journey time increases are relatively limited (up to 2 minutes). 4.24 Overall, the project should be considered in its totality; the positive impacts identified are aligned with objectives of The City of London's Transport Strategy; to prioritise space for active travel, improve road safety and accessibility, and enhance space for dwelling. The positive impacts identified within the proposed design outweigh any negatives and will transform the project area into a more vibrant, inclusive, and sustainable public space for the residents and visitors to the project area." The full EqIA is included as Appendix 7. <u>Healthy Streets Design Check Assessment</u> 4.25 The project proposals have been assessed using the Healthy Streets Design Check. The project was split into five distinct areas and assessed on the current street environment and what was proposed. Across the project area, the assessment shows an overall improvement in all areas, with most indicators seeing positive changes compared to the current layout (see Appendix 8 for further information) . 4.26 The assessment identified some areas where improvements could further enhance social, economic, and environmental sustainability. As a result of this, a number of design revisions were made to the highway layout that improved the overall scores. These improvements included: • Tactile paving at vehicle crossovers • Additional trees and seating • Additional bus shelters • Adjusting locations of new street trees to provide a wider pavement • Raising an existing signalised pedestrian crossing to pavement level 4.27 The Healthy Streets assessment showed that cycle safety at two junctions scored poorly: westbound between Cheapside and Newgate Street; southbound on St. Martin's Le Grand at the junction of Gresham Street. Officers did explore potential design revisions to improve the cycling environment at these junctions but due to the need to balance the needs of all road users and the overall space constraints on the highway these were not progressed. Overall, the cycle junction assessment shows that improvements will be delivered across most of the project area.

4.28 The assessment also found that noise and air quality scores dropped in two locations, Newgate Street and Angel Street. This is because Newgate Street will become two-way for vehicles and Angel Street, when re-opened, will be used by all northbound traffic.

The full Healthy Streets Assessment can be obtained by contacting the report author.

City of London Accessibility Tool (CoLSAT)

4.29 The use of the CoLSAT tool has led to design refinements to improve accessibility and comfort. These include: the introduction of additional controlled crossings and raised tables and side entry treatments that are flush with the pavement to make it easier to cross the street. Tactile paving which guides blind and visually impaired people to crossing points will be provided at all required locations. Seating will be installed around the project area to provide the opportunity for people to stop and rest if they need, with the exact locations still to be determined.

4.30 The CoLSAT summary results are listed in table 1. These indicates a significant improvement over the current environment with the elimination of all '0' scores (which indicate a street is inaccessible to people with particular impairments) and a significant reduction in the number of '1' scores (which indicates that a street design element is challenging for people with particular impairments and they are likely to give up on the journey if they had to negotiate it more than once or twice).

4.31 Where '1' scores remain, this is primarily due to the increased use of tactile paving (20) and retention of existing dropped kerbs and road camber slopes due to the local topography of the area (30). It has not been possible to improve on some scores such as the location of dedicated taxi drop off locations and blue badge parking due to the space limitations within the project area. Overall, the scheme does significantly improve the accessibility of the streets within the project area.

Table 1 - CoLSAT Summary Results Table

	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	After	Before	After
Electric Wheelchair user	1	0	0	0
Manual Wheelchair user	2	0	3	0
Mobility Scooter user	2	0	11	10

	Walking Aid user	1	0	0	0
	Person with a walking impairment	3	0	37	29
	Using Cycle as primary mobility aid	3	0	24	23
	Long cane user	6	0	4	0
	Guide Dog user	5	0	15	10
	Residual Sight user	0	0	9	0
	Deaf or Hearing impairment	0	0	5	0
	Acquired neurological impairment	0	0	1	0
	Autism/Sensory-processing diversity	0	0	13	6
	Developmental Impairment	1	0	28	6
	Total	**24**	**0**	**150**	**84**

** 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 full CoLSAT assessment can be obtained by contacting the report author.

5. Delivery team	1. Transport and public realm– project management 2. Highways – detailed design and supervision 3. FM Conway (term contractor) – construction
6. Programme and key dates	1. Undertake communication/engagement with local residents/businesses and stakeholders regarding construction implications (Ongoing). 2. Mobilise highways contractor (Feb-April 2025) 3. Continue coordination with developer of 81 Newgate Street and new occupier HSBC (Ongoing). 4. Continue engagement and liaison with utility companies on affected apparatus. 5. Continue to progress RIBA stage 4 design for Greyfriars Square (September 2024-April 2025). 6. Phased construction of the new highway layout. (April 2025-September 2026 7. Gateway 5 report for Greyfriars Square – Summer 2025 8. Construction of Greyfriars Square (August 2026-May 2027). 9. Spring 2028: Gateway 6 report (whole project)
7. Risks and issues	**Risks** 7.1 The key risks relating to the construction of the highway layout are: • *Unexpected utility diversions, alterations and/or technical difficulties impact on project delivery and/or costs.* The New

	Roads and Streets Works Act processes are being followed. Cost estimates have been provided by the utility companies and reasonable costs have been budgeted for. A costed risk provision of £450,000 is considered prudent for a project of this scale. • *Unforeseen technical issues and/or inaccurate or incomplete project estimates, including inflationary issues, lead to budget increases:* The budget estimates are considered robust and regular cost reviews will take place during the construction phase so that any unexpected cost increases can be effectively managed. For a project of this scale, it is considered prudent to allocate a £225,000 costed risk provision should unforeseen cost increases occur. • *Unforeseen internal/external factors result in project delays:* Whilst best efforts are/will be made to identify project delays, it is prudent to set aside a costed risk provision of £65,000. • *A legal challenge results in project delays and/or additional costs:* The main budget includes a sum for legal costs but it is considered prudent to include an additional costed risk sum of £120,000. **Issue** 7.2 There is an outstanding issue with utility company Openreach regarding future access arrangements to existing underground chambers at the Newgate Street/Cheapside/ St. Martin's Le Grand junction. These are currently accessed from a traffic island which will be removed as part of the highway works and future access would be from the carriageway. 7.3 Whilst officers have endeavoured to reach a positive conclusion in advance of this report, this issue is still to be resolved. As a result, the project remains Amber in RAG status until a satisfactory resolution is achieved. Further information and more details on the identified project risks can be viewed in the Risk Register (Appendix 2).
8. Success criteria	Reduced crossing distances for people walking and wheeling. Increase in amount of time available for people to cross. Safer facilities for cyclists travelling through the junction. Improved pedestrian comfort levels. Improved urban greening factor. Increase in on-street cycle parking. Increase in on-street seating. Increase in shelter and seating at bus stops.

9. Progress reporting	Updates on Project Vision with any issues requiring a decision being dealt with in an Issue Report. Periodic progress reports to key stakeholders, residents, businesses and Members.
10. Legal and equality	10.1 In exercising functions as traffic authority, the City Corporation are required to comply with the duty in Section 122 of the Road Traffic Regulation Act 1984 which requires the traffic authority in exercising its functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to: (a) the desirability of securing and maintaining reasonable access to premises (b) the effect of amenities of any locality (c) national air quality strategy (d) public service vehicles (e) any other relevant matters 10.2 The City Corporation also have a network management duty as the local traffic authority to secure the expeditious movement of traffic and in preforming that duty may take any action which the City Corporation consider will contribute to securing the more efficient use of the road network or the avoidance, elimination or reduction of road congestion or other disruption to the movement of traffic (S.16 Traffic Management Act 2004). The project falls within the definition of major highway works under section 86(3) of the New Roads and Street Works Act 1991 (“the Act”) and due to the location of the Openreach chambers it has triggered the provisions of section 84 of the Act. The City have been implementing the steps and procedures set out in the Act and the related Code of Practice when liaising with affected utility companies. Regard has also to be had to the relevant statutory guidance. 10.3 Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to: - Eliminate unlawful discrimination, harassment and victimisation - Advance equality of opportunity and

	- Foster good relations between those who share a protected characteristic (i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not. 10.4 A full Equality Impact Assessment (Appendix 7) has been undertaken and its key conclusions are detailed in sections 4.21-4.24. 10.5 The project has been evaluated using the City of London Street Accessibility Tool and is expected to deliver positive benefits for various groups of disabled people. 10.6 Key features of the design include improved footway conditions and more accessible crossing facilities. These design modifications are expected to facilitate easier and safer navigation through the area, thereby promoting greater independence and participation in public life for disabled people. 10.7 Overall, the St. Paul's gyratory transformation project proposals represent a positive step towards creating a more inclusive and accessible urban environment, reflecting the City of London's policy and statutory commitment to improving accessibility and quality of life for all residents and visitors.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Financial information
Appendix 4	General arrangement plans for the proposed highway layout
Appendix 5	Plans of specific proposals
Appendix 6	Bus stop by-pass design evolution
Appendix 7	Equality Impact Assessment
Appendix 8	Healthy Streets Assessment summary

Background papers

CoLSAT Assessment
Healthy Streets Assessment Design Check

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 11377
Core Project Name: St Paul's gyratory transformation project
Programme Affiliation (if applicable): N/A
Project Manager: George Wright
Definition of need: The project is identified in the Cheapside and Guildhall Area Enhancement Strategy and the City Transport Strategy as a key project to deliver. The entire gyratory area is traffic dominated and uninviting, causing significant severance for pedestrians between St. Paul's tube station and the Museum of London. Two significant developments within the project area and their associated s278 works have brought renewed momentum to the project.

Key measures of success:

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

Expected timeframe for the project delivery:
Key Milestones:

- October 2024– Gateway 5 (Highway works)
- April 2025-May 2027 – Construction (phase 1 only)
- Summer 2025 – Gateway 5 (Greyfriars Square)

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? Yes, press office are involved

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

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

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

Scope/Design Change and Impact: Feb 22: Approval of Issue Report to incorporate 81 Newgate Street s278 into project..

'Options Appraisal and Design' G3 report S&W and OPP approval Sept 2022):

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

Scope/Design Change and Impact: N/A

Options Appraisal and Design' G4 report S&W and OPP approval May/June 2023):

- Total Estimated Cost (excluding risk): £15-17 million (recommended option)
- Resources to reach next Gateway (excluding risk): £3,227,992
- Spend to date: £900,459
- Costed Risk Against the Project: £280,000
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: Sept 22-May 27

Scope/Design Change and Impact: N/A

Options Appraisal and Design' G4C report S&W and OPP approval May/June 2024):

- Total Estimated Cost (excluding risk): £15-17 million (recommended option)
- Resources to reach next Gateway (excluding risk): £5,454,622
- Spend to date: £1,304,945
- Costed Risk Against the Project: £280,000
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates (Construction): Sept 22-May 2027

Scope/Design Change and Impact: N/A

Authority to Start Work (highway layout) G5 report S&W and OPP approval Feb 25):

- Total Estimated Cost (excluding risk): £17.5-19.5 million (recommended option)
- Resources to reach next Gateway (excluding risk): £4,864,148
- Spend to date: £2,066,597
- Costed Risk Against the Project: £885,000
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: Sept 22-Sept 26 (Highway layout)

Scope/Design Change and Impact: N/A

Total anticipated on-going commitment post-delivery [£]: There will be on-going maintenance of the new public space and these costs will be determined at Gateway 5.

Programme Affiliation [£]: *N/A*

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City of London: Projects Procedure Corporate Risks Register

Project name: *St Paul's gyratory transformation project (highway design)*

Unique project identifier: *113377*

Total est cost (exc risk) *£9433770*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**6.9**
Avg risk post-mitigation	**6.3**
Red risks (open)	**1**
Amber risks (open)	**5**
Green risks (open)	**1**

Corporate Risk Matrix score table

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

Costed risks identified (All)	£1,195,000.00	13%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£1,195,000.00	13%	*" "*
Costed risk post-mitigation (open)	£885,000.00	9%	*" "*
Costed Risk Provision requested	£885,000.00	9%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	2	**6.0**	£205,000.00	0	2	0
(2) Financial	1	**6.0**	£425,000.00	0	1	0
(3) Reputation	1	**2.0**	£0.00	0	0	1
(4) Contractual/Partnership	1	**6.0**	£45,000.00	0	1	0
(5) H&S/Wellbeing	0	**0.0**	£0.00	0	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	0	**0.0**	£0.00	0	0	0
(9) Environmental	0	**0.0**	£0.00	0	0	0
(10) Physical	2	**11.0**	£520,000.00	1	1	0

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	St Paul's gyratory transformation project (highway d	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 885,000	**Average unmitigated risk**	6.9	**Open Risks**	7
Unique project identifier:	113377	**Total estimated cost (exec risk):**	£ 9,433,770	**Total CRP used to date**	£ -	**Average mitigated risk score**	6.3	**Closed Risks**	0

General risk classification											Mitigation actions						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	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	(1) Compliance/Regulatory	Issues or delays in any required consents such as third party consents, TTOs, permits, etc which cause delays to the implementation of the schemes.	If there was to be any delay in the approval of any required consents, its likely delivery of the interventions could suffer from some form of unplanned delay or additional work.	Possible	Serious	6	£85,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Map out the required consents for each intervention and continually monitor & update the consents if required throughout the delivery of the project measures. * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.	£0.00	Unlikely	Serious	£65,000.00	4		Use of CRP could include but is not limited to additional staff time, fees, labour, works and utility costs to accommodate	24/09/24	Gillian Howard, Transport & Public Realm Projects	George Wright, Transport & Public Realm Projects		
R2	5	(1) Compliance/Regulatory	A legal challenge including judicial review that leads to delays or extra costs	Challenge on procedural or other grounds relating to the traffic order or scheme development process	Possible	Serious	6	£120,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Consult early on with the legal, planning and network performance teams as required to identify potential issues, then monitor these individual issues and mitigate if possible. * Ensure TRO making process is followed to the letter of the law to mitigate against any statutory challenges (lesson learnt form Beech St)	£0.00	Possible	Serious	£120,000.00	6		Use of CRP could include but is not limited to additional staff time, fees, labour, works and utility costs to accommodate	24/09/24	Gillian Howard, Transport & Public Realm Projects	George Wright, Transport & Public Realm Projects		Project is well-supported and has been subject to little negative feedback.
R3	5	(2) Financial	Unforseen technical issues and/or inaccurate or incomplete project estimates,including inflationary issues, lead to budget increases	If an estimate is found to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. Possible scenarios could be increase in estimated inflationary uplifts and unforseen technical engineering issues requiring additional funding.	Possible	Serious	6	£425,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via interim submissions from highways term contractor. * regular traking of expenditure so any costpredicted cost overruns can be effectively managed, .	£0.00	Possible	Serious	£225,000.00	6	£0.00	Use of CRP could include but is not limited to additional staff time, fees, external consultants, labour, works and utility costs to accommodate	24/09/24	Gillian Howard, Policy and Projects	George Wright, Policy and Projects		This is a major City project. The works required are using well-established rates and costs through the City's existing highways term contractor. However, the current financial climate means contract uplifts, changes to stone suppliers and increases in other costs are possible. This may include any upcoming rate/ baxters/RPI changes. Officers will continually monitor this and mitigate as best as possible. Also, its possible an estimate could contain an omission and this risk also covers this possibility.
R4	5	(10) Physical	Unexpected utility diversions, alterations and/or technical diifficulties impact on project delivery and/ or costs	Unforeseen delay and/or costs from utility companies	Likely	Major	16	£520,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ensure due New Road and Street Works Act process is followed	£0.00	Likely	Major	£450,000.00	16		Use of CRP could include but is not limited to additional staff time, fees, external consultants, labour, works and utility costs to accommodate	24/09/24	Gillian Howard, Policy and Projects	George Wright, Policy and Projects		Utility companies have a tendancy to over estimate at the C4 stage but there remains a high risk that in major projects such as this the estimate is inaccurate and additional works are required. Issue with Openreach C4 estimate remains open and is being addressed at a senior level.
R5	5	(3) Reputation	There is a potential that different elements of the scheme could impact negatively on some of the protected characteristics under the equalities act.	Reputational impact	Unlikely	Minor	2	£0.00	N	B – Fairly Confident	The project proposals have been subject to a full Equality Analysis	£0.00	Unlikely	Minor	£0.00	2			24/09/24	Gillian Howard, Policy and Projects	George Wright, Policy and Projects		EQ analysis concluded the project proposals would provide an overall benefit to the protected characteristics asessed.

Table 1: Expenditure to Date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800278: St Paul's Gyratory			
PreEv Env Servs Staff Costs	22,489	22,489	0
PreEv P&T Fees	418,175	415,297	2,878
PreEv P&T Staff Costs	518,780	518,779	1
Traffic Modelling	9,484	9,484	0
Total 16800278	**968,928**	**966,048**	**2,880**
16100278: St Paul's Gyratory (CAP)			
DBE Structures Staff Costs	5,000	-	5,000
Env Serv Staff Costs	229,111	144,255	84,856
Legal Staff Costs	10,000	-	10,000
Open Spaces Staff Costs	22,570	-	22,570
P&T Staff Costs	466,616	274,700	191,916
P&T Fees	1,185,767	577,473	608,294
Open Spaces Works	110,000	67,068	42,932
Trial Works	135,000	37,053	97,947
Utilities	2,041,630	-	2,041,630
Costed Risk Provision	280,000	-	280,000
Total 16100278	**4,485,694**	**1,100,549**	**3,385,145**
GRAND TOTAL	**5,454,622**	**2,066,597**	**3,388,025**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Additional Resources Required (£)**	**Revised Budget (£)**
16800278: St Paul's Gyratory			
PreEv Env Servs Staff Costs	22,489	-	22,489
PreEv P&T Fees	418,175	(2,878)	415,297
PreEv P&T Staff Costs	518,780	-	518,780
Traffic Modelling	9,484	-	9,484
Total 16800278	**968,928**	**(2,878)**	**966,050**
16100278: St Paul's Gyratory (CAP)			
DBE Structures Staff Costs	5,000	(5,000)	-
Env Serv Staff Costs	229,111	229,000	458,111
Legal Staff Costs	10,000	10,000	20,000
Open Spaces Staff Costs	22,570	-	22,570
P&T Staff Costs	466,616	171,000	637,616
P&T Fees	1,185,767	(114,000)	1,071,767
Env Servs Works	-	5,118,654	5,118,654
Open Spaces Works	110,000	(10,000)	100,000
Trial Works	135,000	(57,946)	77,054
Utilities	2,041,630	(1,160,282)	881,348
Costed Risk Provision	280,000	605,000	885,000
Total 16100278	**4,485,694**	**4,786,426**	**9,272,120**
Open Spaces Commuted Sum	-	80,600	80,600
GRAND TOTAL	**5,454,622**	**4,864,148**	**10,318,770**

Table 3: Revised Funding Allocation

Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
TfL - LIP FY 2014/15	65,442	-	65,442
TfL - LIP FY 2017/18	50,000	-	50,000
S106 - 04/00958/FULL - Austral House - LCEIW	341,000	-	341,000
S106 - 10/00832/FULEIA - London Wall Place - Transportation	224,000	-	224,000
OSPR - Capital Bid 2022/23	555,500	-	555,500
OSPR - Capital Bid 2023/24	4,218,680	4,864,184	9,082,864
TOTAL	**5,454,622**	**4,864,184**	**10,318,806**

Notes

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- Existing street tree

TITLE:

St Pauls Gyratory

TITLE:

General Arrangement Overview Plan

CLIENT:

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Sheet: SHEET 1 of 8	
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Scale & Drawing Size: NTS	Revision:
Drawing No: 101/16100278/GA	

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BARTHOLOMEW

TARMAC RAISED ENTRY TREATMENT

5.1m

SLOW

7.4m

TARMAC RAISED TABLE

BUS STOP RELOCATED TO KING EDWARD STREET

2.5m

200

TARMAC RAISED ENTRY TREATMENT

SLOW

TURN RIGHT

Cross Key Square

20

1

2

3

4

5

6

75

DISABLED BAY

WEED CLEAR

TARMAC RAISED ENTRY TREATMENT

For Continuation See Sheet 3

For Continuation See Sheet 2

0 1 2 3 4 5 10 20

SCALE 1:200

N

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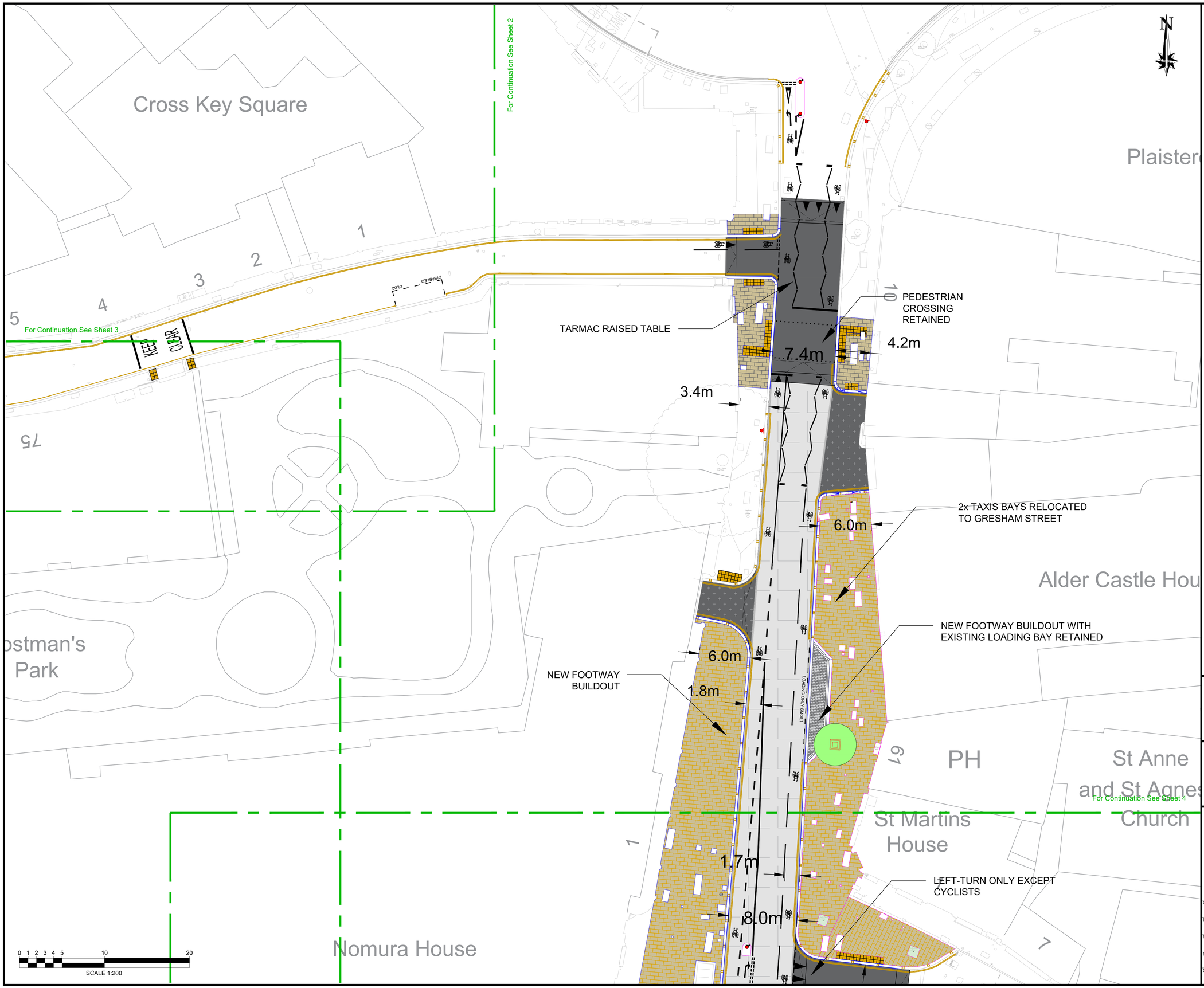

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Scale & Drawing Size: 1:200@A1	Revision:
Drawing No: 101/16100278/GA2	

TARMAC RAISED ENTRY TREATMENT

TARMAC RAISED TABLE

BUS STOP FOR
4, 56, 76, 100. BUS STAND
RELOCATED TO GILTSPUR STREET

BUS STOP

6.5m

6.7m

BUS STOP

7.3m

ANGEL STREET ONE-WAY
WESTBOUND AND OPEN
TO ALL TRAFFIC

2.4m

4.0m

8.0m

4.6m

ACCESS POINT TO BE
RETAINED

Postman's Park

Queen Isabella Way

75

2

2

For Continuation See Sheet 1

For Continuation See Sheet 4

For Continuation See Sheet 5

PROPOSED METHOD OF CONTROL: KING EDWARD STREET/ ANGEL STREET

STAGE 1	STAGE 2

PEDESTRIAN COUNTDOWN

0 1 2 3 4 5 10 20

SCALE 1:200

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Drawing No:	101/16100278/GA3

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Nomura House

St Martins House

Church

For Continuation See Sheet 4

For Continuation See Sheet 3

For Continuation See Sheet 6

St Martins House

1.7m

8.0m

7.0m

LEFT-TURN ONLY EXCEPT CYCLISTS

2x COACH BAYS PROVIDED
2x COACH BAYS REMOVED

10.9m

TAXI BAYS RELOCATED TO GRESHAM STREET

5.4m

8.7m

4x TAXIS BAYS RELOCATED FROM ANGEL STREET AND ST MARTINS LE GRAND

PROPOSED METHOD OF CONTROL: ST MARTIN'S-LE-GRAND/ ANGEL STREET/ GRESHAM STREET

STAGE 1 | STAGE 2

PEDESTRIAN COUNTDOWN

2x COACH BAYS REMOVED

3.0m

3.3m

4.6m

9.9m

3.0m

FLOATING ISLAND WITH BUS STOP SW FOR 4, 76. POSSIBLE BUS SHELTER IF ISLAND WIDTH ALLOWS. COACH PARKING TO BE RELOCATED TO ANGEL STREET

4.8m

4.2m

15.8m

2x COACH BAYS REMOVED

BUS STOP

BUS STOP

CHA2

BUSES

CHA2

LOADING BAY

DISABLED PARKING SPACE

UKPN

DM/MAIL ROOM

WASTE PRESENTATION

LOADING BAY LOBBY

FFL +16575 AOD

STAIR LOBBY 1

STAIR 2

STAIR LOBBY 2

ROOF CORRIDOR

TENANT STANDBY GENERATORS

FFL +16575 AOD

DELIVERY LOCKERS

PIT

EGRESS CORRIDOR

SECURITY ROOM

DISPLAY WALL 1

DISPLAY WALL 2

PUBLIC ROUTE FFL +16575 AOD

EAST ENTRANCE

LIFT ACCESS TO LEVEL 12

INTERNAL PLAZA OFFICE LOBBY

OFFICE LOBBY

FFL +17260 AOD

FFL +16575 AOD

SOUTHERN LIFT LOBBY

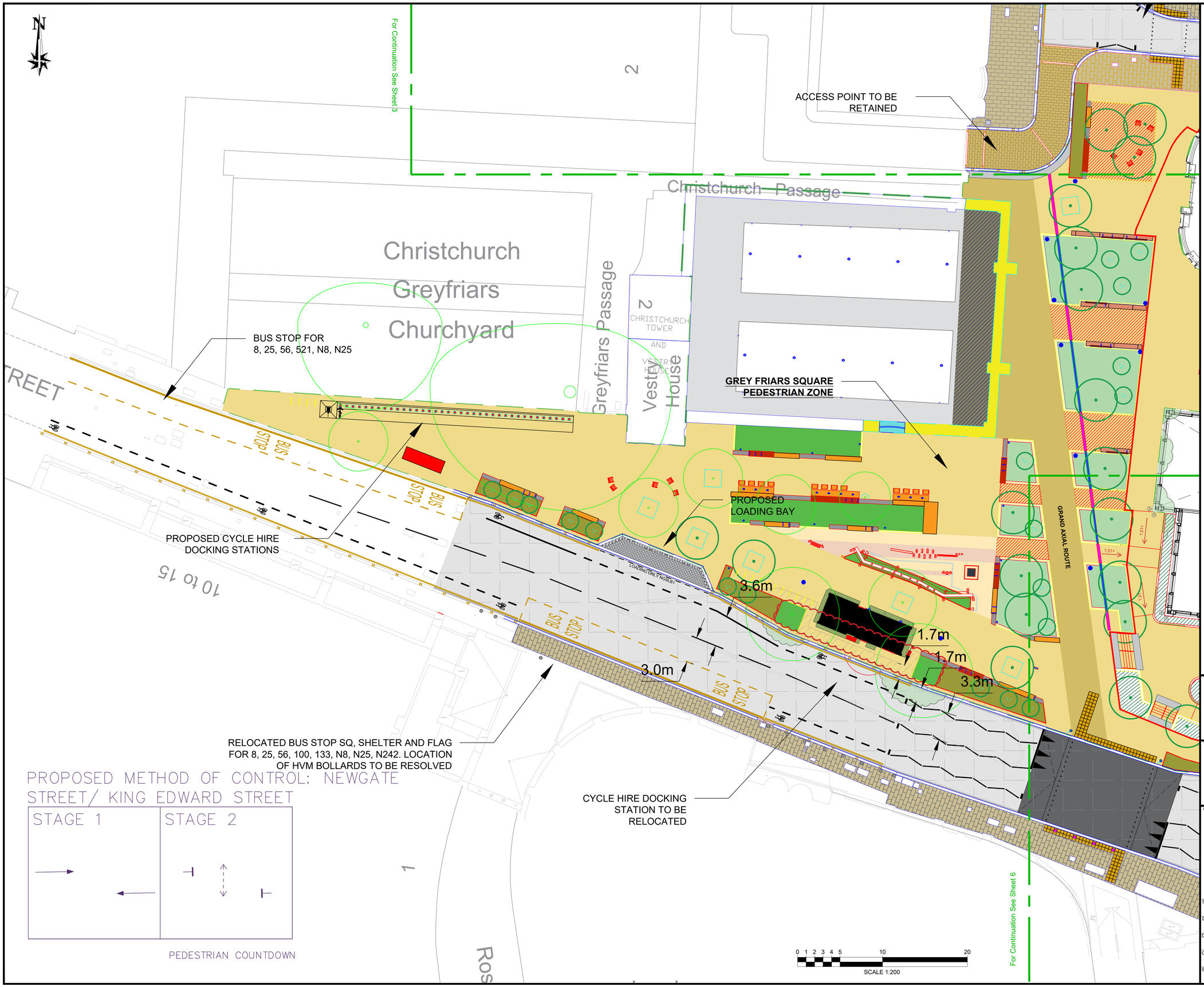
FFL +16575 AOD

CHA2

DISABLED BAY

DISABLED BAY

DISABLED BAY



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Sheet: SHEET 6 of 8

Date: December 2024

Designed by: CO'K

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Drawing No: 101/16100278/GA5

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GRAND AXIAL ROUTE

For Continuation See Sheet 5

For Continuation See Sheet 4

INTERNAL PLAZA OFFICE LOBBY

OFFICE LOBBY

SOUTHERN LIFT LOBBY

RETAIL

EGRESS CORRIDOR

STAIR ESCAPE

ESCAPE

CYCLE ENTRANCE LOBBY

LONG STAY CYCLE ENTRANCE

ENTRANCE

FFL +16575 AOD

FFL +17050 AOD

FFL +17740 AOD

FFL +17260 AOD

+17750 AOD

+17440 AOD

2x COACH BAYS REMOVED

4.8m

15.8m

4.2m

BUS

16

10

St Martins House

N

3.1m

12.2m

1.5m

1.8m

6.2m

5.0m

SEGREGATED TWO-WAY CYCLE TRACK

CYCLE GATE

BUS STOP SQ RELOCATED 50M WEST ON NEWGATE STREET

BUS STOP SP REMOVED

22

Queen's Head Passage

1 to 11

2 to 10

St Martin's Court

Panyer Alley

7

7.4m

6.3m

3.2m

7.3m

1 to 5

2 to 14

PROPOSED METHOD OF CONTROL: NEWGATE STREET/ ST MARTIN'S-LE-GRAND/ CHEAPSIDE

STAGE 1

STAGE 2

STAGE 3

PEDESTRIAN COUNTDOWN

Paternoster Row

For Continuation See Sheet 7

0 1 2 3 4 5 10 20

SCALE 1:200

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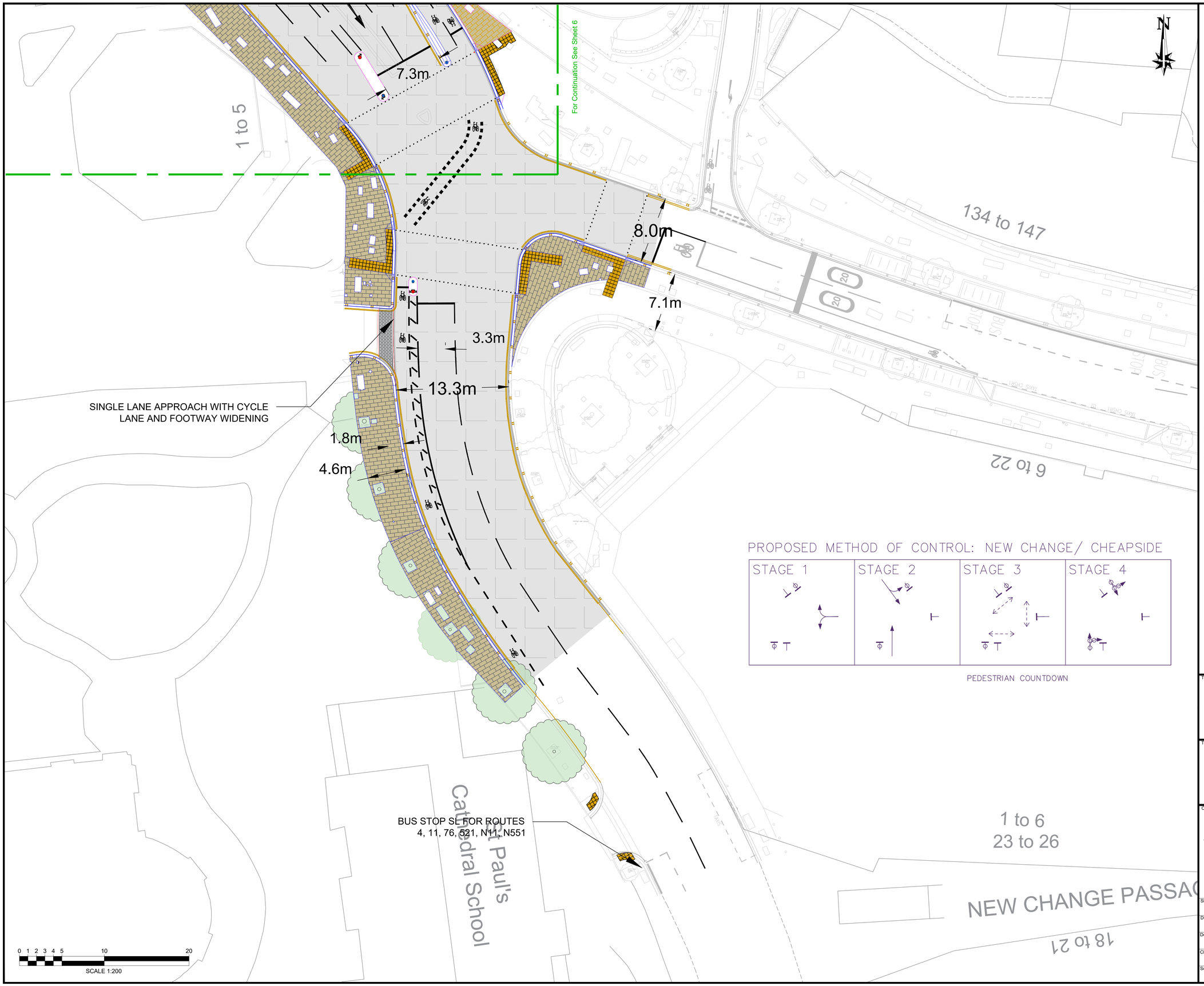

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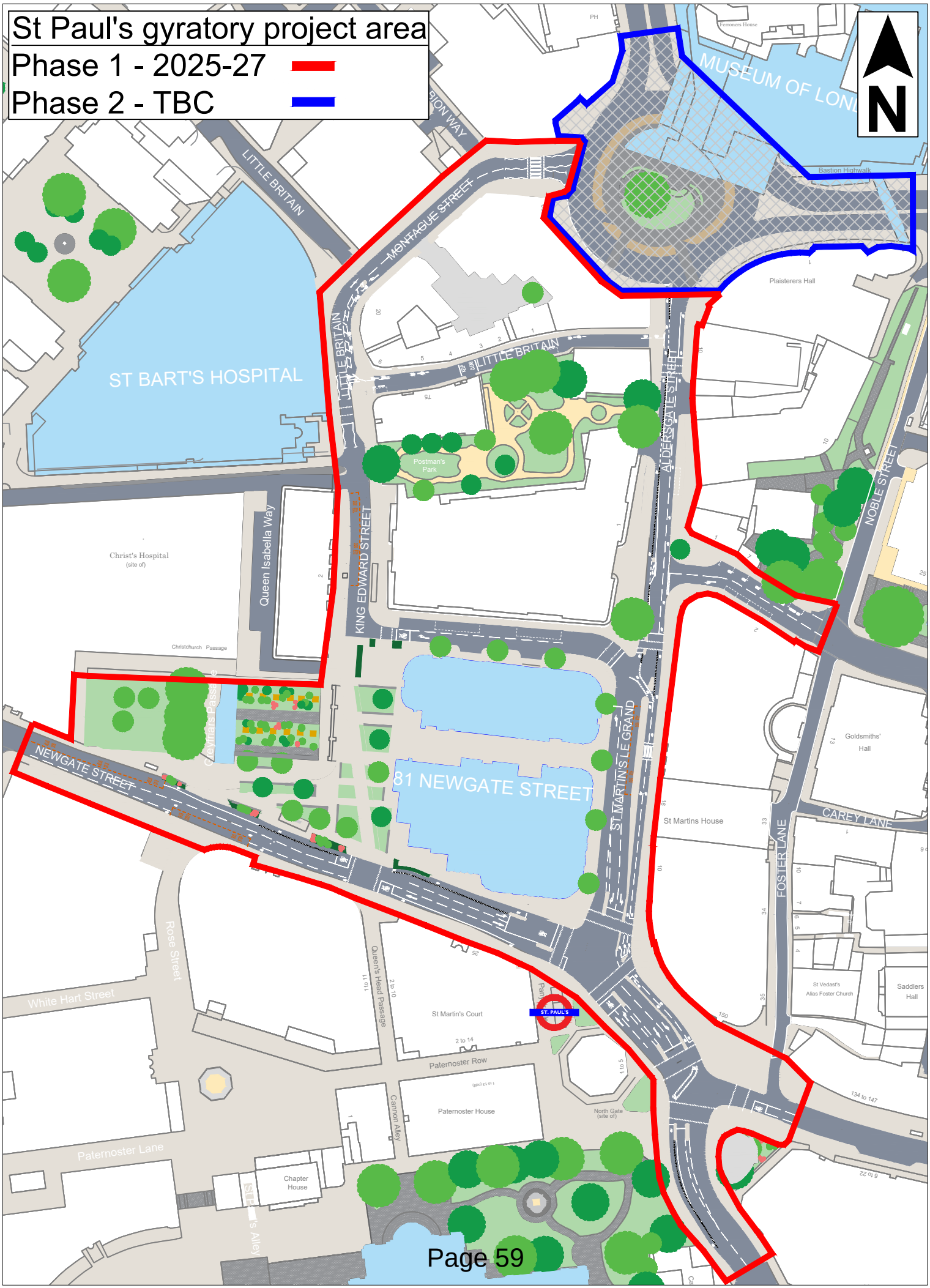
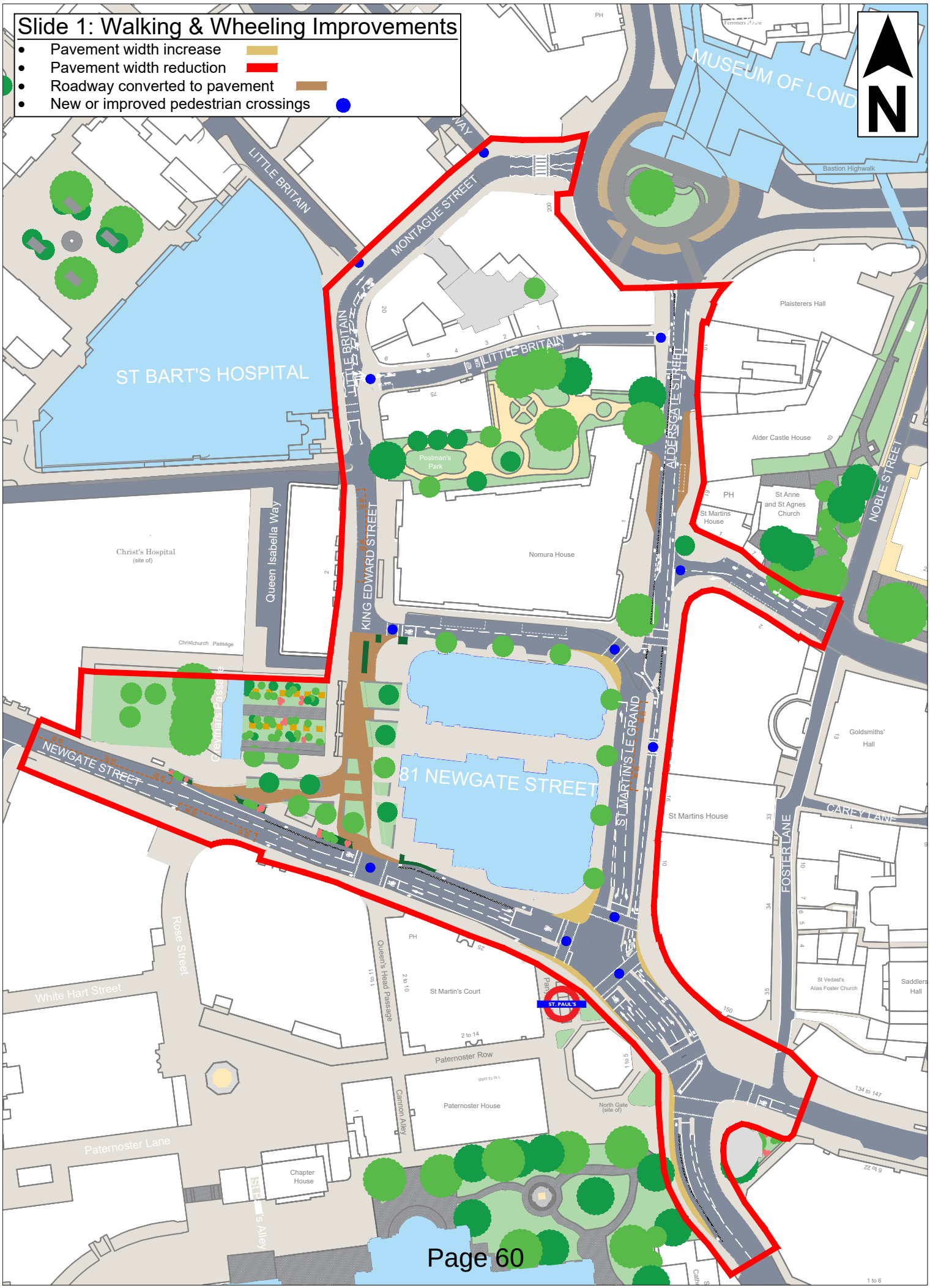
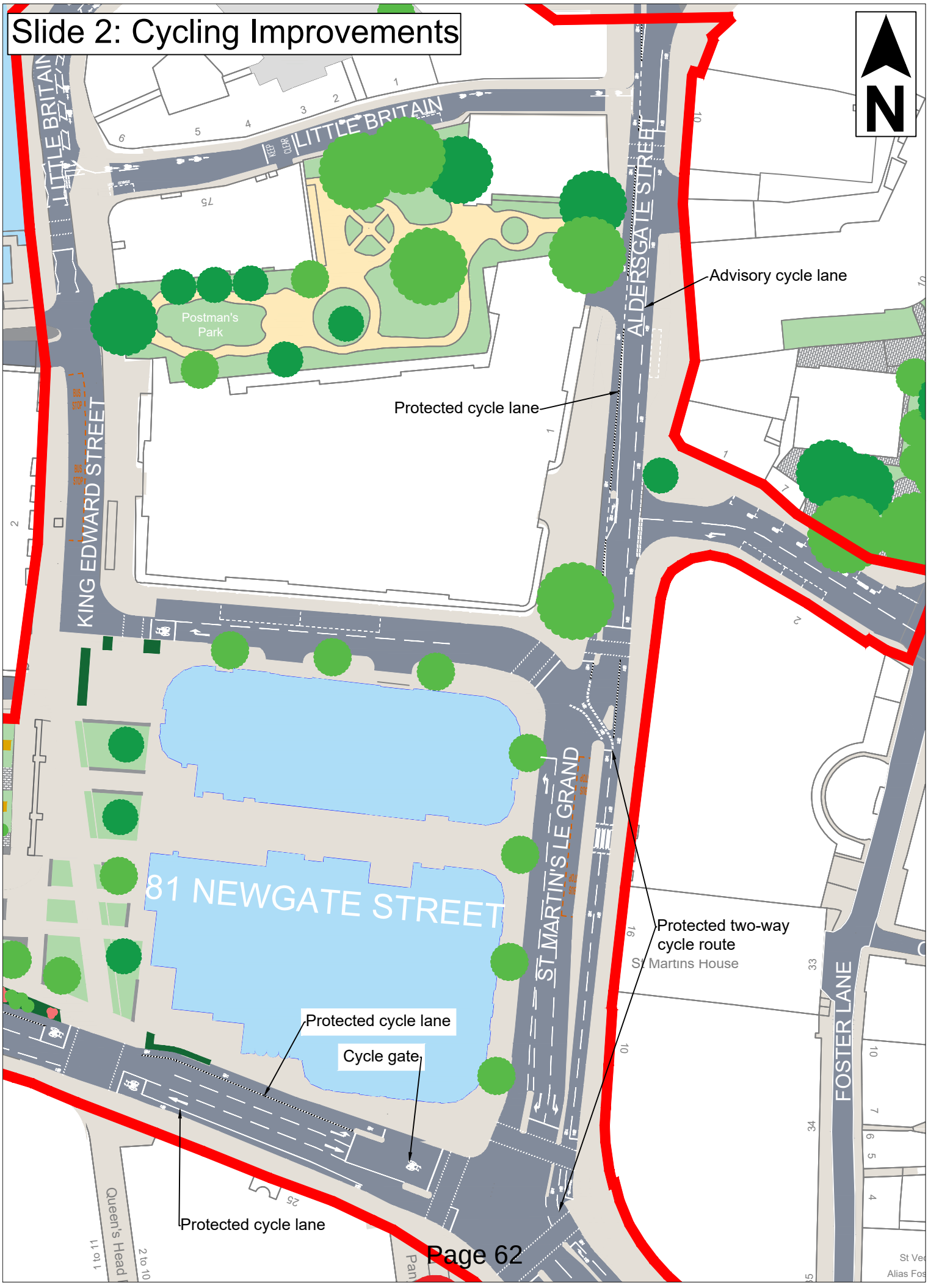

St Paul's gyratory project area
Phase 1 - 2025-27
Phase 2 - TBC
N
MUSEUM OF LONDON
Bastion Highwalk
Plaisterers Hall
ST BART'S HOSPITAL
LITTLE BRITAIN
MONTAGUE STREET
ALDERSGATE STREET
NOBLE STREET
Postman's Park
Christ's Hospital
(site of)
Queen Isabella Way
KING EDWARD STREET
Christchurch Passage
Cloth Fair Passage
NEWGATE STREET
81 NEWGATE STREET
ST MARTIN'S LE GRAND
Goldsmiths' Hall
St Martins House
CAREY LANE
FOSTER LANE
Rose Street
White Hart Street
Queen's Head Passage
St Martin's Court
ST. PAUL'S
Paternoster Row
Paternoster House
Cannon Alley
Paternoster Lane
Chapter House
St Paul's Alley
North Gate
(site of)
St Vedast's
Alias Foster Church
Saddlers Hall


Slide 1: Walking & Wheeling Improvements
Pavement width increase
Pavement width reduction
Roadway converted to pavement
New or improved pedestrian crossings
N
MUSEUM OF LONDON
Bastion Highwalk
LITTLE BRITAIN
MONTAGUE STREET
ST BART'S HOSPITAL
Postman's Park
Plaisterers Hall
Alder Castle House
ALDERSGATE STREET
NOBLE STREET
St Anne and St Agnes Church
St Martins House
Nomura House
Christ's Hospital (site of)
Queen Isabella Way
KING EDWARD STREET
Christchurch Passage
Newman's Passage
NEWGATE STREET
81 NEWGATE STREET
ST MARTIN'S LE GRAND
Goldsmiths' Hall
CAREY LANE
FOSTER LANE
Rose Street
White Hart Street
Queen's Head Passage
St Martin's Court
ST. PAUL'S
Paternoster Row
Paternoster House
Cannon Alley
North Gate (site of)
Paternoster Lane
Chapter House
St Paul's Alley
St Vedast's Alias Foster Church
Saddlers Hall

Slide 2: Cycling Improvements

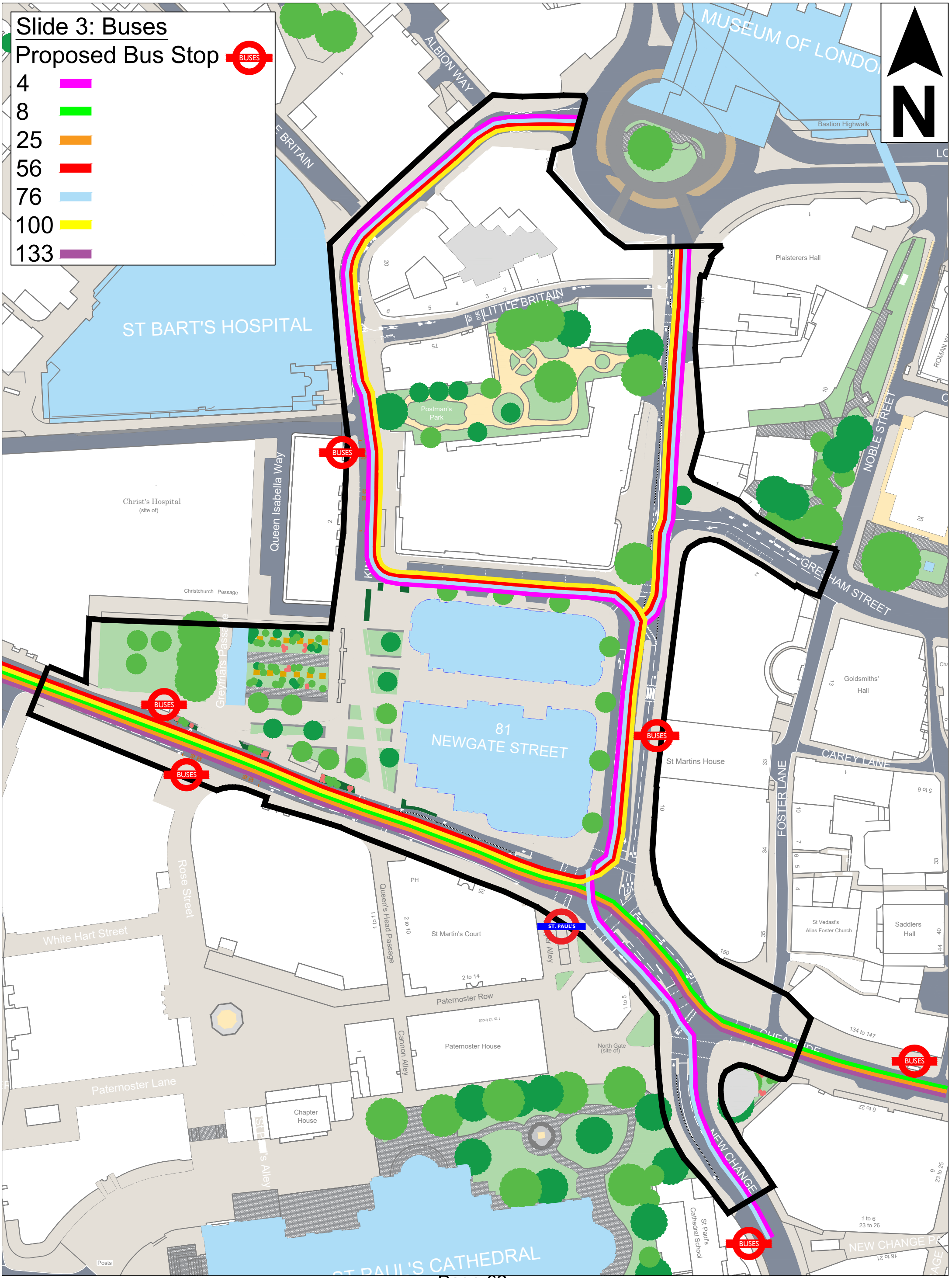



Slide 2: Cycling Improvements
N
LITTLE BRITAIN
KEEP CLEAR
ALDERSGATE STREET
Advisory cycle lane
Postman's Park
Protected cycle lane
KING EDWARD STREET
81 NEWGATE STREET
ST MARTIN'S LE GRAND
Protected two-way cycle route
St Martins House
FOSTER LANE
Protected cycle lane
Cycle gate
Protected cycle lane
Queen's Head
1 to 11
2 to 10

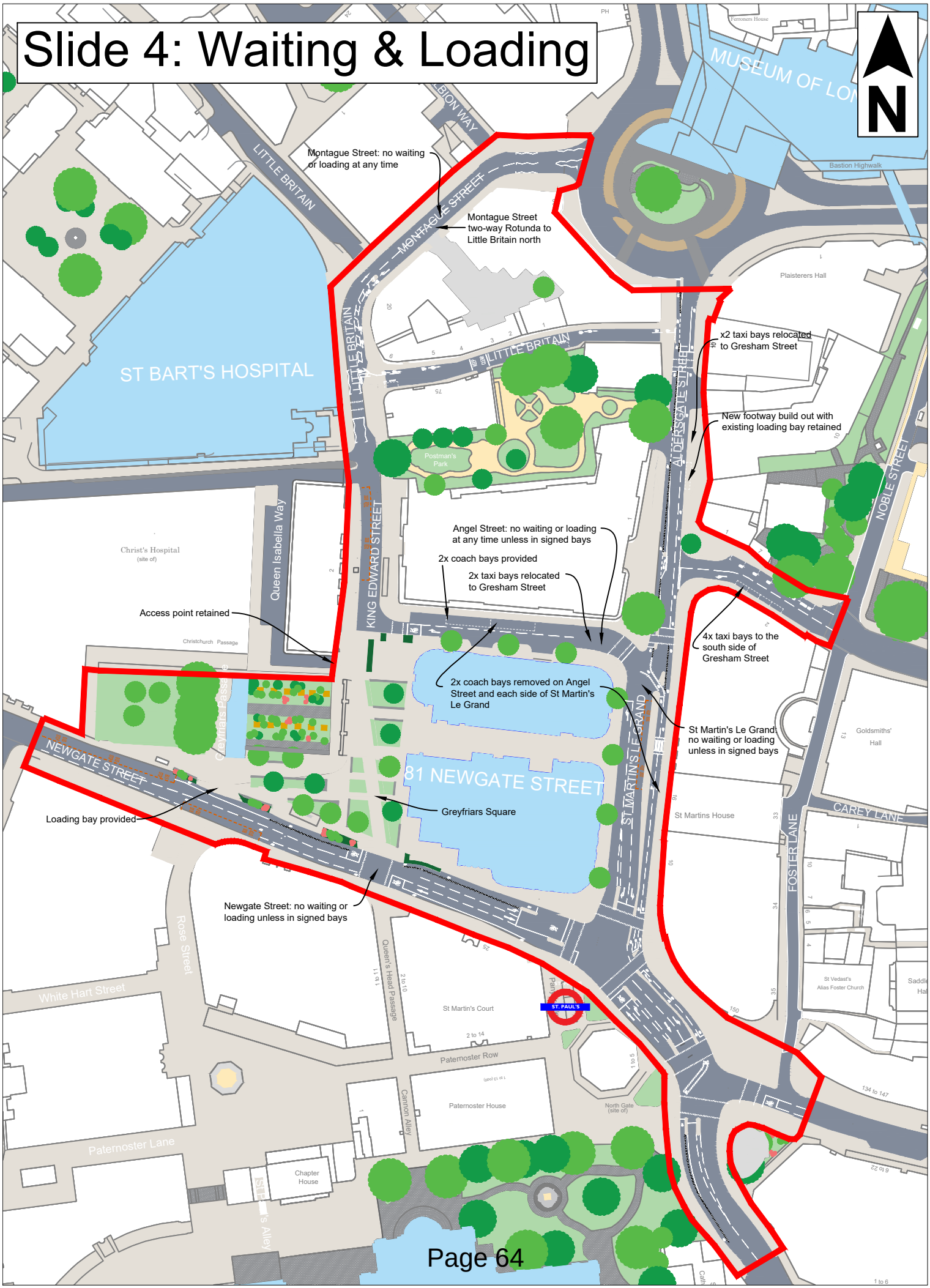
Slide 3: Buses

Proposed Bus Stop

- 4
- 8
- 25
- 56
- 76
- 100
- 133



Slide 4: Waiting & Loading

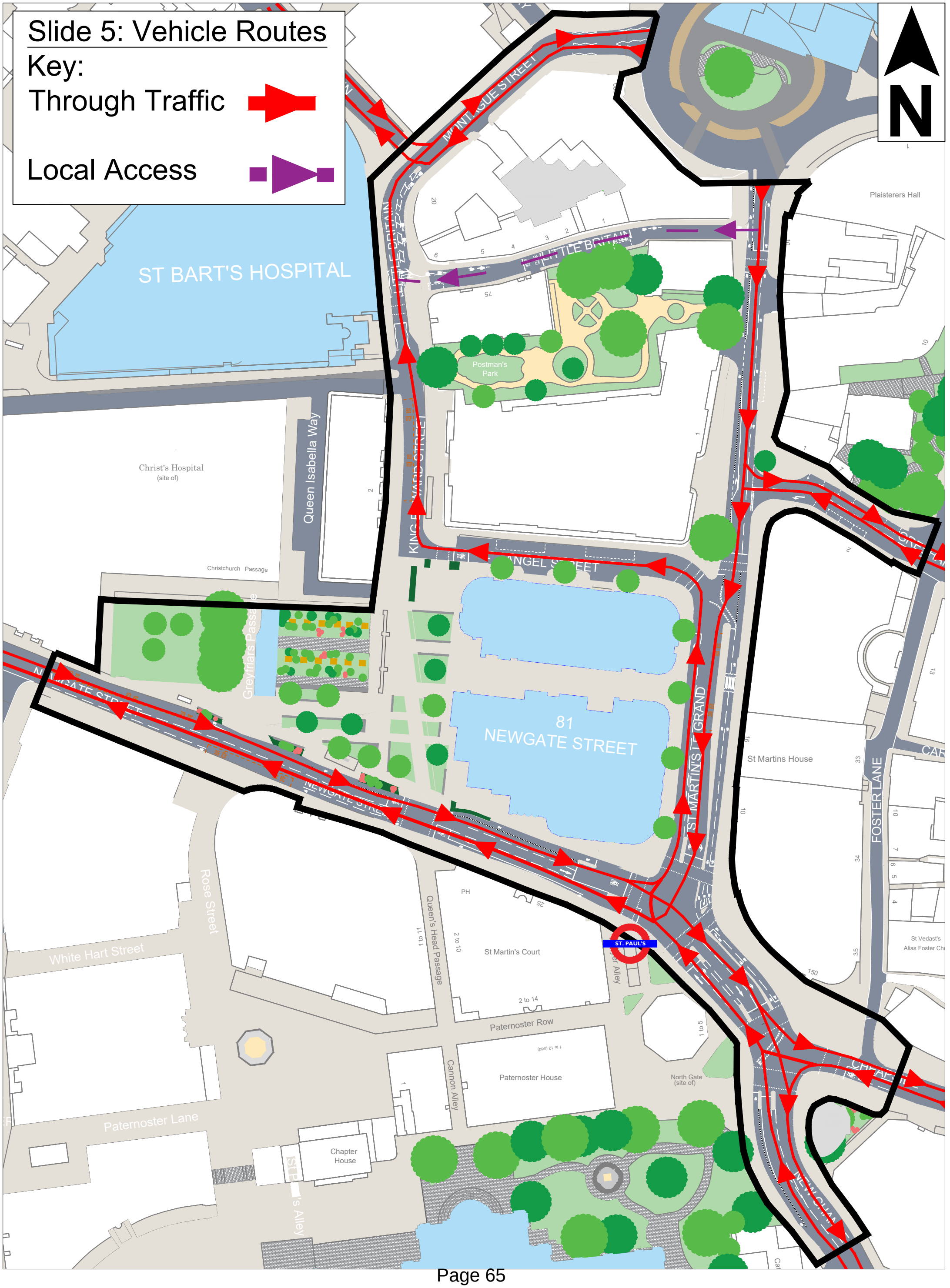


Slide 5: Vehicle Routes

Key:

Through Traffic

Local Access



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Appendix 6: St Paul's gyratory transformation project

St. Martin's Le Grand bus stop by-pass design evolution

The need for protected cycle infrastructure

St Martin's Le Grand forms part of the Transport Strategy's core cycle network. Streets on this network should meet the standards set out in national (Local Transport Note 1/20, New Cycle Route Quality Criteria) and TfL (London Cycling Design Standards) guidance. This guidance indicates when protected cycle lanes are required due to higher traffic volumes. Traffic levels on St Martin's Le Grand currently exceed the threshold for requiring dedicated cycle infrastructure and are expected to continue to do so in the future. The design evolution of St Martin's Le Grand has therefore sought to incorporate protected cycle lanes. This includes a bus stop bypass to avoid the need for a break in the cycle lane that would require people cycling to mix with general traffic.

Design development and assessment

Five design options were presented to committee in September 2022 and Members approved the progression of three, all of which included a bus stop by-pass on St Martin's Le Grand as part of a protected cycle lane for people cycling southbound. Traffic modelling of all three options indicated that Newgate/St Martin's Le Grand/Cheapside junction operating over capacity, leading to traffic congestion on the surrounding highway network and a significant impact on bus journey times.

Further design optioneering was undertaken with the aim of delivering safe cycling infrastructure on St Martin's Le Grand that did not have a significant impact on the operation of Newgate/St Martin's Le Grand/Cheapside junction and bus journey times. This included assessing the impact of locating a bi-directional track on the west side of St Martin's Le Grand, which would have avoided the need for a bus stop bypass.

Locating the track on the west side required an additional traffic light stage to accommodate the southbound cycling movement, resulting in a significant impact on bus journey times and general traffic. By contrast, the option of locating the track on the east side of St Martin's Le Grand meant that all cycling movements at the junction could be accommodated within a more efficient three stage arrangement. Two options with the east-side cycle track were subsequently approved by Members in May 2023 and taken to public consultation in August/September 2023.

Engagement

Alongside the public consultation, officers commissioned Transport for All to work with the City of London Access Group to coordinate engagement with external groups representing people who have a range of disabilities and/or are older people. Some attendees expressed concern about the proposed bus stop bypass and officers discussed ways in which concerns could be mitigated. These included

placing the crossing point on a raised table, slowing people cycling on the approach to the crossing and regular enforcement.

A full summary of the feedback received, and the officer responses was included as an appendix to the Gateway 4C report that was presented to and approved by Members in January 2024.

Detailed design of the approved option

Following Member approval of the new highway layout, officers commenced work on its detailed design. Mindful of the concerns expressed by some disabled and older people, officers asked TfL Buses if it would be possible to remove of the southbound bus stop on St. Martin's Le Grand with passengers instead using the next nearest stops as alternatives; thereby removing the need for a bus stop bypass. TfL Buses responded that they would insist on retaining the stop given the distances to alternatives and the location of the current stop next to shops and the entrance to St. Paul's Underground station.

Design work progressed on the detail of the proposed bus stop bypass to balance the needs of different people and different forms of transport within the limited space on St Martin's Le Grand.

In June 2024, Transport for London' published its Bus Stop Bypass Safety Review. The review contains the latest design guidance from TfL that has been developed in consultation with a range of disability and other user groups and which establishes a standard "best practice" layout for bus stop bypasses. The St. Martin's Le Grand design incorporates the following design features based on guidance:

- A bus stop flag and shelter on a 3m wide island (the recommended minimum width for the bus stop island in DfT and TfL guidance is 2.5m)
- A raised zebra crossing with tactile paving and Belisha beacons. Although not required by guidance Belisha beacons are included to highlight the zebra crossing.
- Pavement width of over 3 metres

During design development, officers have also reduced the width of the cycle lanes on the approach to the crossing to 1.5m in each direction; a measure which should reduce the speed of cyclists and discourage overtaking.

Additional measures to slow people cycling on the approach to the crossing will be explored while the construction package is being developed. The pros and cons of measures such as rumble strips will be considered as part of this process as these may introduce potential hazards and discomfort for some people cycling, particularly those that use a cycle as a mobility aid.

Monitoring post-installation

Officers will monitor compliance of people cycling at the St Martin's Le Grand bus stop bypass crossing and work alongside TfL and cycling groups to improve compliance at all bus stop bypasses in the City. If necessary, officers will ask the City of London Police to enforce against non-compliance.

Report
September 2024

St Paul's Gyratory Transformation Project: Equality Impact Assessment (EqIA)



City of London Corporation
24741701

steer

Report
September 2024

St Paul's Gyratory Transformation Project: Equality Impact Assessment (EqIA)

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A Project Area and Scheme Design

1 Introduction

Background

1.1 This Equality Impact Assessment (EqIA) relates to the proposed St Paul's Gyratory Transformation Project. The project area stretches from the Museum of London rotunda to the north, to St Paul's London Underground station to the south. The roads within the project area are characterised by wide, vehicle-dominated highways, including King Edward Street, St Martin's Le Grand and Newgate Street.

1.2 The proposals will make large scale changes to the area, including making some streets two-way, partially removing the 1970's gyratory system, and creating a new public space. The aim is to make the area feel safer for pedestrians and cyclists, create quality public spaces that are greener and more pleasant, and meet the access needs of residents and businesses.

1.3 The City of London Corporation's (CoL's) Streets and Walkways Committee approved the project to move forward to the construction planning stage. Following feedback from a public consultation (held between August – October 2023), and further development, the design is currently being finalised.

1.4 To assist with understanding the equality implications of the design, the CoL has commissioned Steer to undertake this EqIA. An EqIA is a process designed to ensure that a policy, project, or scheme does not unlawfully discriminate against any protected characteristic as defined by the Equality Act 2010. This EqIA has been produced by the independent transport and infrastructure consultancy, **Steer**. Steer have produced EqIAs for a number of other CoL schemes such as the All Change at Bank project, and several schemes within the Pedestrian Priority Streets Programmes.

Context

1.5 The project area is outlined in **Appendix A**. The project area includes business, retail and leisure spaces, used by visitors, workers and residents. Of note, the project area is close to several large trip generators, including St Paul's Cathedral, St Bartholomew's Hospital, Barbican Centre, Old Bailey, Guildhall, Bank of England, One New Change, and Postman's Park.

1.6 The proposed scheme is also in close proximity to several places of worship including St Paul's Cathedral, St Botolph's-without-Aldersgate, St Anne & St Agnes Church and St Vedast alias Foster. The scheme is also located close to health and pharmacy services, including St Bartholomew Hospital.

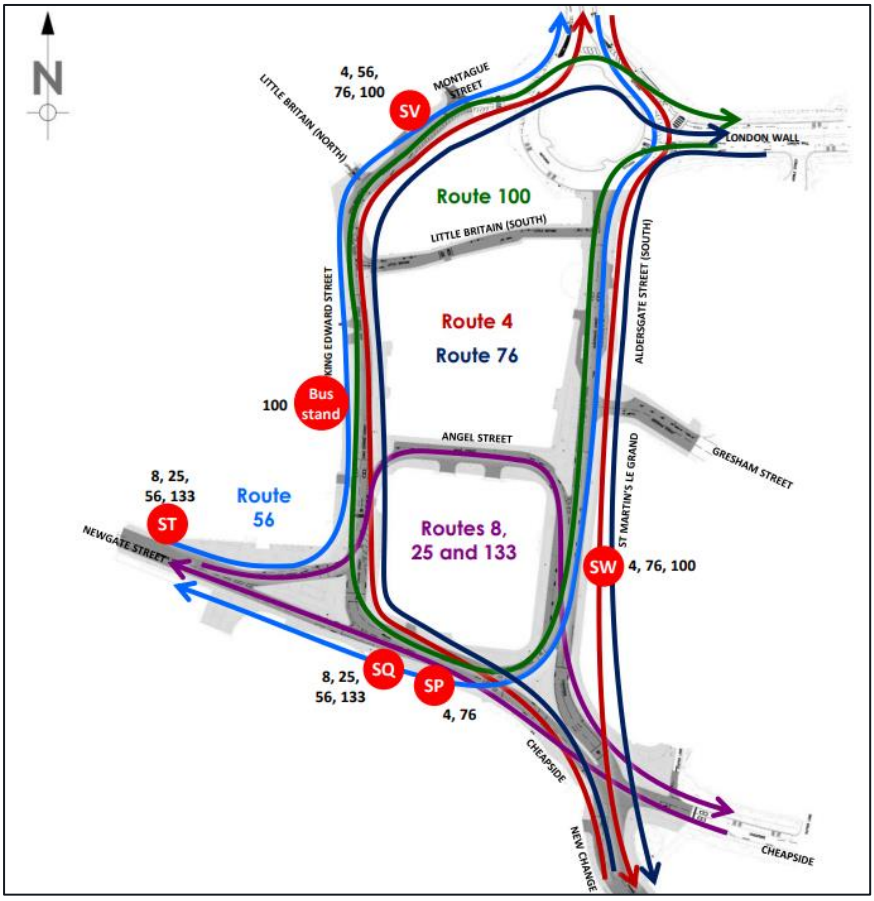
1.7 The scheme is located adjacent to St Paul's London Underground station and is a short walk from Mansion House station. It is also accessible by foot or wheeling[1] from Bank, Moorgate, and Blackfriars London Underground stations, and Cannon Street, City Thameslink and Farringdon railway stations.

Buses

1.8 Seven bus routes travel through the area and serve six bus stops. These include routes 4, 8, 25, 56, 76, 100 and 521. **Figure 1.1** (overleaf) shows where bus stops are currently located. There is also a bus stand located at 7 King Edward Street. Bus stops are located on:

- King Edward Street (Bus Stop ST)
- Newgate Street (Bus Stops SP, SQ)
- Montague Street (Bus Stop SV)
- St Martin's Le Grand (Bus Stop SW)

Figure 1.1: Current bus stop layout



Source: CoL

[1] Wheeling is an equivalent alternative to foot/pedestrian-based mobility, such as, manual self- or assistant-propelled wheelchairs, wheelchairs with power attachments or all-terrain attachments, powered wheelchairs, mobility scooters and rollators (**Wheels for Wellbeing, 2024**).

2 Scoping

2.1 A scoping assessment has been undertaken to identify whether the proposed scheme could have disproportionate impact(s) on people with one or more protected characteristics. '*Disproportionate impact*' means that groups of people who share a protected characteristic may be significantly more affected by a change than other people.

2.2 Protected characteristics are defined by the Equality Act 2010. The 'protection' refers to protection from discrimination. There are nine characteristics protected by the Equality Act:

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

2.3 As the scheme is aimed at making the streets within the project area more attractive to people walking, cycling and dwelling, as well as making it safer and less polluted, it is considered that the scheme is likely to impact people's movement and experience of the street. Groups that have a significant intersection with movement and space, i.e., those that travel in distinguishably different ways, are most likely to be affected.

2.4 It is not considered that the 'Gender reassignment', 'Sexual orientation' or 'Marriage and civil partnership' protected characteristics have a significant intersection with movement and space and are therefore unlikely to experience any disproportionate benefits or drawbacks because of the scheme. As such, they have not been included in the baseline data or the detailed analysis of equality impacts that follows. This exercise considers both potential positive and negative impacts, and, where possible, provides evidence to explain how and why a group might be particularly affected. **Table 2.1** (overleaf) provides a summary of the scoping assessment.

Intersectionality

2.5 It is noted that protected characteristics are not mutually exclusive, and intersectionality between two or more protected characteristics is common. This means that individuals can be impacted in multiple ways that reflect the combination of their protected characteristics. For example, a disabled female could be impacted in regard to both disability and sex. Intersectionality can further compound the severity and/or disproportionate nature of certain impacts.

2.6 Given the large number of combinations of any and all protected characteristics possible, this EqIA does not individually set out impacts for a full list of combinations. However, where it is deemed relevant and of particular significance, intersectionality with particular characteristics is considered within the impact assessment.

Table 2.1: Scoping assessment

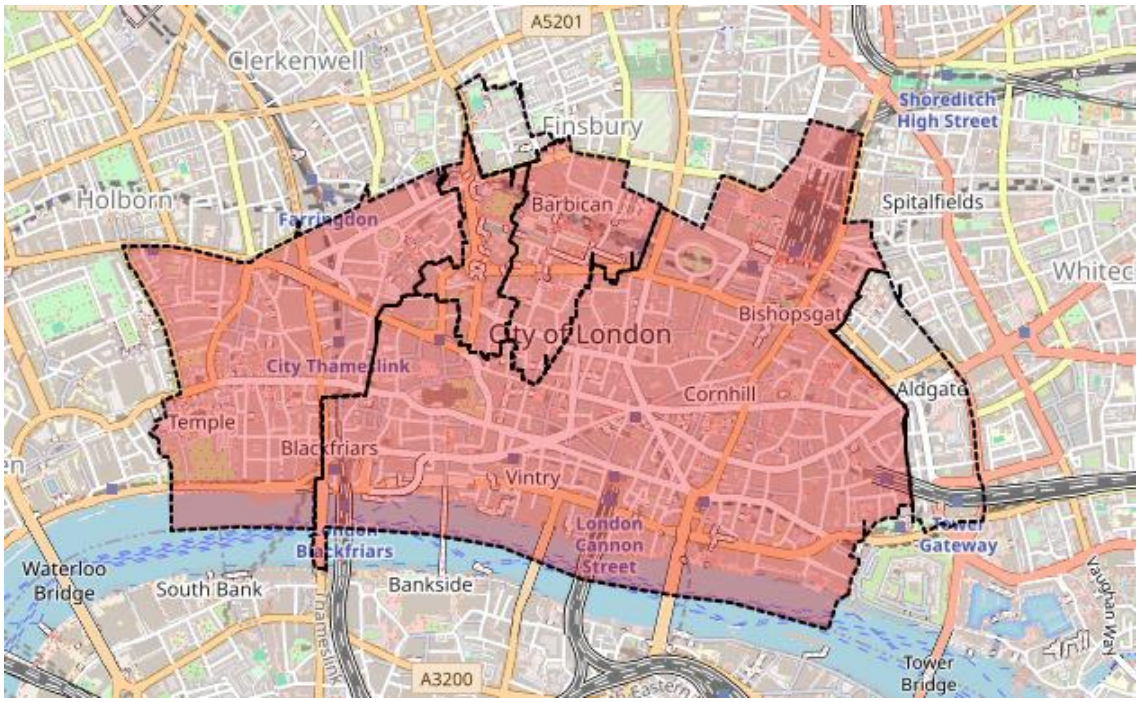
Protected characteristic	Disproportionate impact unlikely	Disproportionate impact possible	Commentary
Age – people in particular age groups (particularly over 65s and under 16s)		✓	There could be a disproportionate impact which this EqIA will investigate. A person's ability to use the transport network can be impacted as a result of age and age-related health conditions.
Disability – people with disabilities (including different types of physical, learning or mental disabilities)		✓	There could be a disproportionate impact which this EqIA will investigate. A person's use of the transport network can be shaped by the impairments that they live with.
Gender reassignment – people who are intending to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	✓		People undergoing gender reassignment are unlikely to be disproportionately impacted by the scheme.
Marriage and civil partnership – people who are married or in a civil partnership	✓		People who are married or in a civil partnership are unlikely to be disproportionately impacted by the scheme.
Pregnancy and maternity – people who are pregnant or have given birth in the previous 26 weeks		✓	There could be a disproportionate impact which this EqIA will investigate. A person's use of the transport network can be shaped by pregnancy and the caring duties in the first 26 weeks.
Race – people of a particular race or ethnicity (including refugees, asylum seekers, migrants, gypsies and travellers)		✓	There could be a disproportionate impact which this EqIA will investigate. Use of the transport network and/or occupation can differ depending on ethnic group.
Religion or belief – people of particular faiths and beliefs		✓	There could be a disproportionate impact which this EqIA will investigate. Use of the transport network by those practising different religions may vary across different days (e.g., Sunday worship), and due to the proximity of the scheme area to places of worship.
Sex – whether people are male or female		✓	There could be a disproportionate impact which this EqIA will investigate. Use of the transport network and/or occupation may differ depending on sex.
Sexual orientation – whether a person's sexual orientation is towards the same sex, a different sex, or both.	✓		People of a particular sexual orientation are unlikely to be disproportionately impacted by the scheme.

3 Evidence Base

Data sources

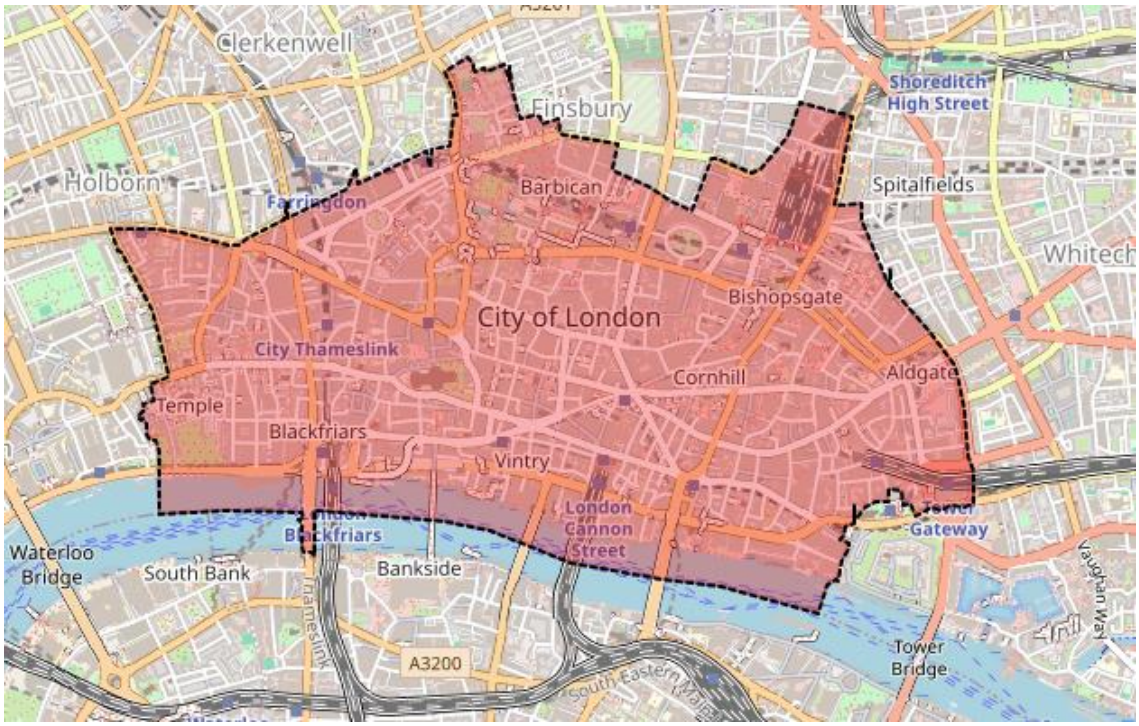
3.1 For this assessment, information has been gathered about protected characteristics for the City of London 001A Lower Layer Super Output Area (LSOA), City of London 001B Lower Layer Super Output Area (LSOA), City of London 001G Lower Layer Super Output Area (LSOA), and City of London 001F Lower Layer Super Output Area (LSOA). Throughout this EqIA, this is referred to as 'the study area'. Information has also been gathered about the City of London Middle Layer Super Output Area (MSOA) as well as data for London as a whole.

Figure 3.1: City of London 001A, 001B, 001F and 001G highlighted in red



Source: Nomis, 2024

Figure 3.2: City of London MSOA



Source: Nomis, 2024

3.2 The CoL is a small and densely populated area with high levels of walkability and numerous public transport stations. This means that any given street is likely to be used by people from across the CoL. Therefore, it is important to consider an area that is wider than the immediate surroundings of the scheme; this requirement is satisfied with the use of LSOA data. Data at the MSOA level is used as a substitute for LSOA data for specific data sets where no greater level of detail is provided. London as a whole is included in the assessment to provide greater context to the data for residents living in the CoL.

Data sources and limitations

3.3 London Travel Demand Survey (LTDS) and Census 2011/2021 data are the two primary data sources used throughout this assessment. Supplementary data sources have also been used and are referenced throughout. For each protected characteristic, data has been collated and analysed, with comparisons made at LSOA, Borough/MSOA, London and national levels, where relevant.

3.4 While Census data is a useful tool for understanding and comparing travel characteristics of an area with another, it does have limitations; particularly that the 2011 dataset is dated, and even more so given the changes brought about by the Covid-19 pandemic. On the other hand, 2021 Census data is expected to have been influenced by alterations to ways of living and moving during the Covid-19 pandemic period. Where relevant 2021 Census data has been made available, it is used in this EqIA.

3.5 LTDS data provides granular data within the CoL, however it is not wholly representative of the wider population as it is calculated using sample sets and subsequently scaled up. LTDS is an annual survey of a sample of households across Greater London including the CoL. The survey records detailed information about the household, the people that live

there, and the trips they make. Every year, approximately 8,000 households take part in the survey which is then weighted using an interim expansion factor to approximate the data for the entire population of London, thus providing an insight into how Londoners travel on a weekly basis. Due to the London-wide nature of this survey, it has not been possible to limit the analysis to trips ending in the St Paul's area, as the low sample size means that it would not be appropriate. In addition, at the time of preparing this document, the full LTDS 2022/23 dataset providing borough level detail was unavailable.

City of London profile

Workforce

3.6 The CoL has a very large workforce in comparison to its usual residential population. The 2021 Census recorded the residential population as 8,600 people and the 2011 Census recorded the workforce as 357,000 people[2] – over 40 times the usual residential population which demonstrates the significant movement in and out of the CoL every day.

3.7 More recently, the 2022 workforce was estimated to be 615,000[3]. the CoL shows the highest workplace density of all local authorities in Greater London with the primary land use in the CoL being offices, which make up more than 70 per cent of all buildings. In absolute terms, the CoL has the second greatest workforce after the City of Westminster, with the workforce comprising 63 per cent males and 37 per cent females in 2021.

3.8 When compared to Greater London, the CoL has a higher proportion of professional occupations, associated professional and technical occupations, skilled trades occupations, and administrative and secretarial occupations. Professional and associate professional/technical occupations represent over half of occupations within the CoL.

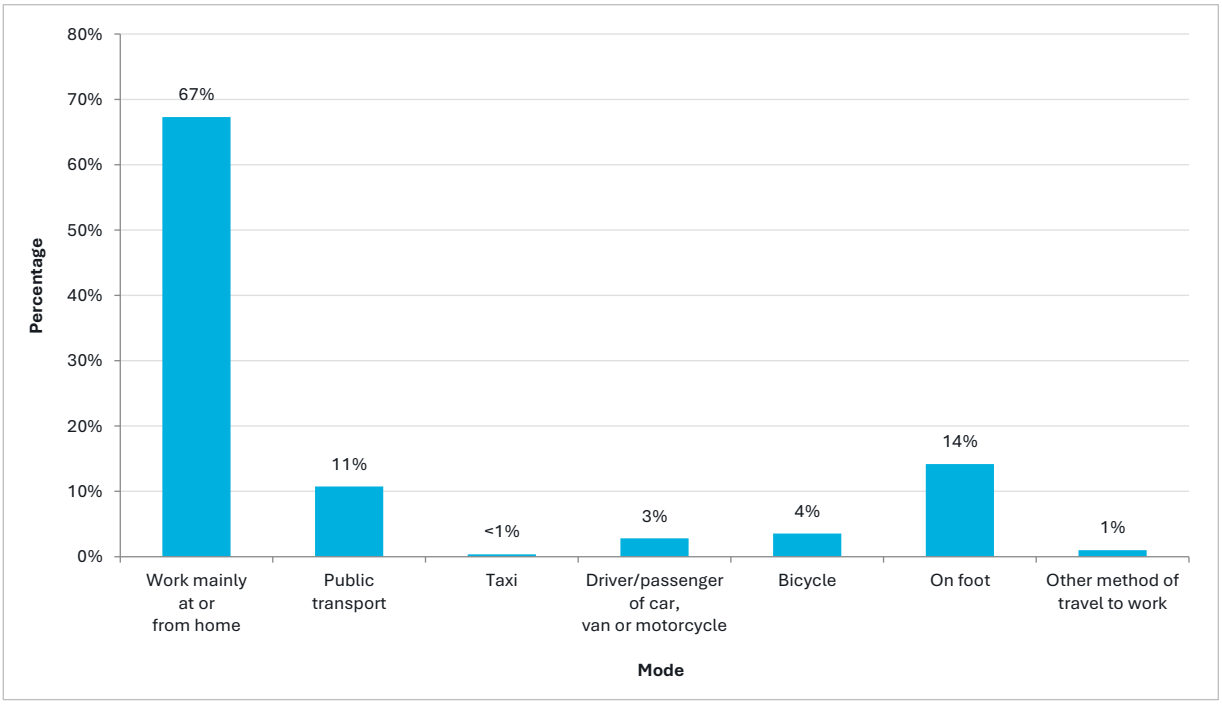
3.9 2021 Census data shows most people in employment in the CoL work mainly at or from home, as shown in **Figure 3.3.** This is followed by public transport use (11 per cent). Active travel also comprises a relatively high percentage of travel (14 per cent on foot, and 4 per cent cycling).

3.10 Please note that these figures have changed significantly since 2021 due to the change in working arrangements and patterns attributed to the COVID-19 pandemic, however the CoL can only act on the latest data available.

[2] 2021 Census data indicates that 67,224 people recorded their workplace destination within CoL, which similarly represents a significantly higher workforce population in comparison to the resident population. However, 2021 Census data does not capture the workforce accurately due to the effects of the Covid-19 pandemic and associated restrictions on movement and social gatherings at the time of recording (see **https://www.nomisweb.co.uk/sources/census_2021_od**)

[3] **City of London Factsheets February 2023**

Figure 3.3: Method of travel to work for people in employment in the City of London



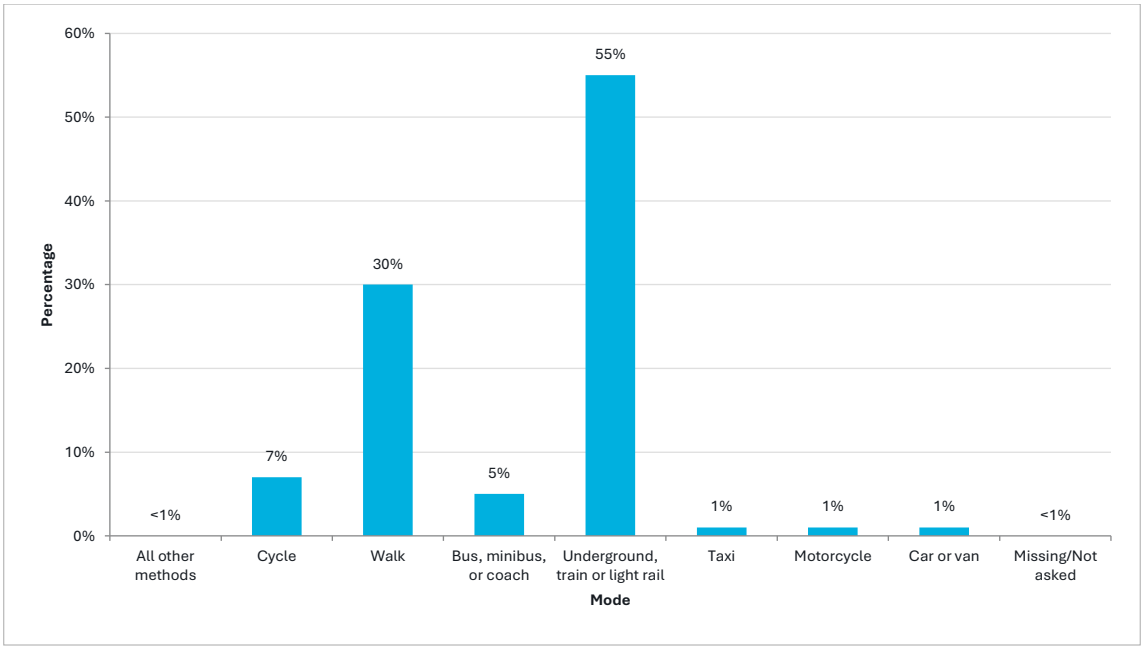
Source: 2021 Census

3.11 Data from TfL's London Travel Demand Survey (LTDS) 2019/20 has been analysed to inform this EqIA, to understand any differences in the travel patterns exhibited by people with different protected characteristics. LTDS is an annual survey of a sample of households across Greater London including the CoL. The survey records detailed information about the household, the people that live there, and the trips they make.

3.12 Every year, approximately 8,000 households take part in the survey which is then weighted using an interim expansion factor to approximate the data for the entire population of London, thus providing an insight into how Londoners travel on a weekly basis. For the purposes of this EqIA, trips that ended in the CoL have been analysed. Due to the London-wide nature of this survey, it has not been possible to limit the analysis to trips ending in the St Paul's area, as the low sample size means that it would not be appropriate.

3.13 When analysing LTDS for all trip purposes, the following mode split for travel into the CoL was obtained. As shown in **Figure 3.4,** of all trips ending in the CoL, 60 per cent are made using public transport. 55 per cent of trips are made using the Underground or other rail modes and 5 per cent are made by bus. It can also be seen that walking has a much higher proportion for all trips (30 per cent) when compared to the 2011 Census Travel to Work data (5 per cent).

Figure 3.4: Method of travel to the CoL for all purposes



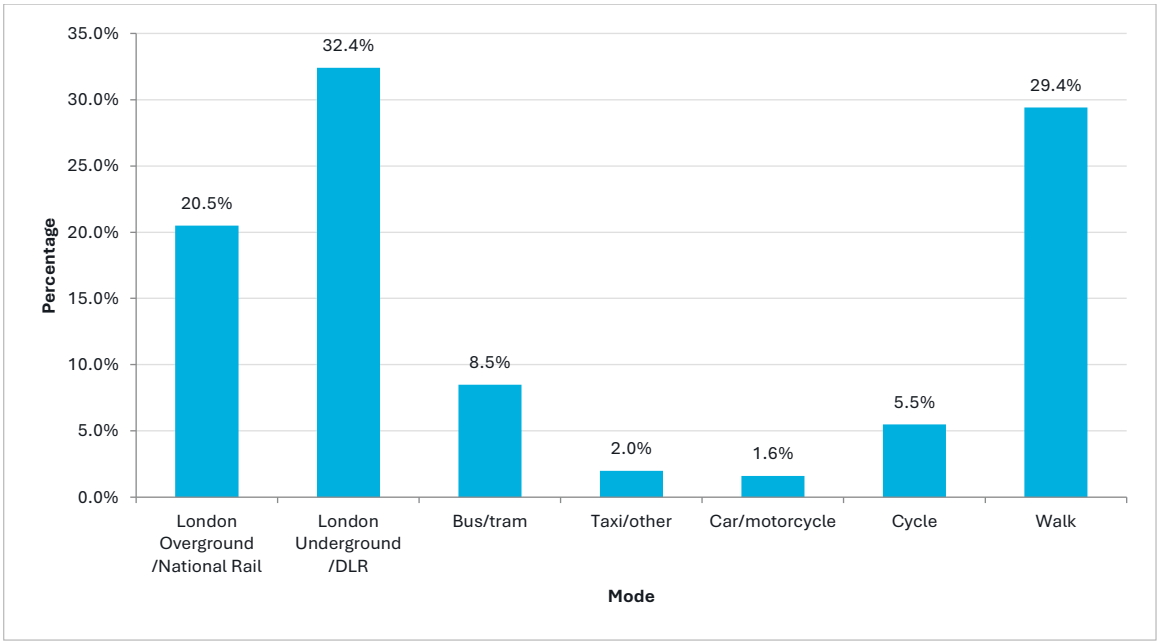
Source: LTDS 2019/20

3.14 Please note that this mode split involves other trip types in addition to 'travel to work' trips. Based on the 2019/20 LTDS data for trip purposes to the CoL, 71 per cent of trips were for Work (usual workplace and other) and 29 per cent of trips were for other purposes (such as leisure and shopping).

3.15 At the time of preparing this document, the full LTDS 2022/23 dataset was unavailable. However, data was obtained by the CoL from TfL's Strategic Analysis which illustrates the proportions for trips per day, by mode. As shown in **Figure 3.5,** active travel trips comprise nearly a third of journeys that originate within the CoL, and over 60 per cent of journeys originating in the CoL via public transport. In contrast, a small proportion of trips per day are made by private vehicle (3.6 per cent).

3.16 The more recent data in **Figure 3.5** indicates that a relatively small proportion of trips that originate within the CoL are made by taxi (2 per cent) and car/motorcycle (1.6 per cent). This reflects the proportion of modes in the LTDS 2019/20 data for the CoL, in relation to method of travel to the CoL for all trip purposes, wherein 60 per cent of trips were made via public transport, and over a third of trips were made by active travel (37 per cent).

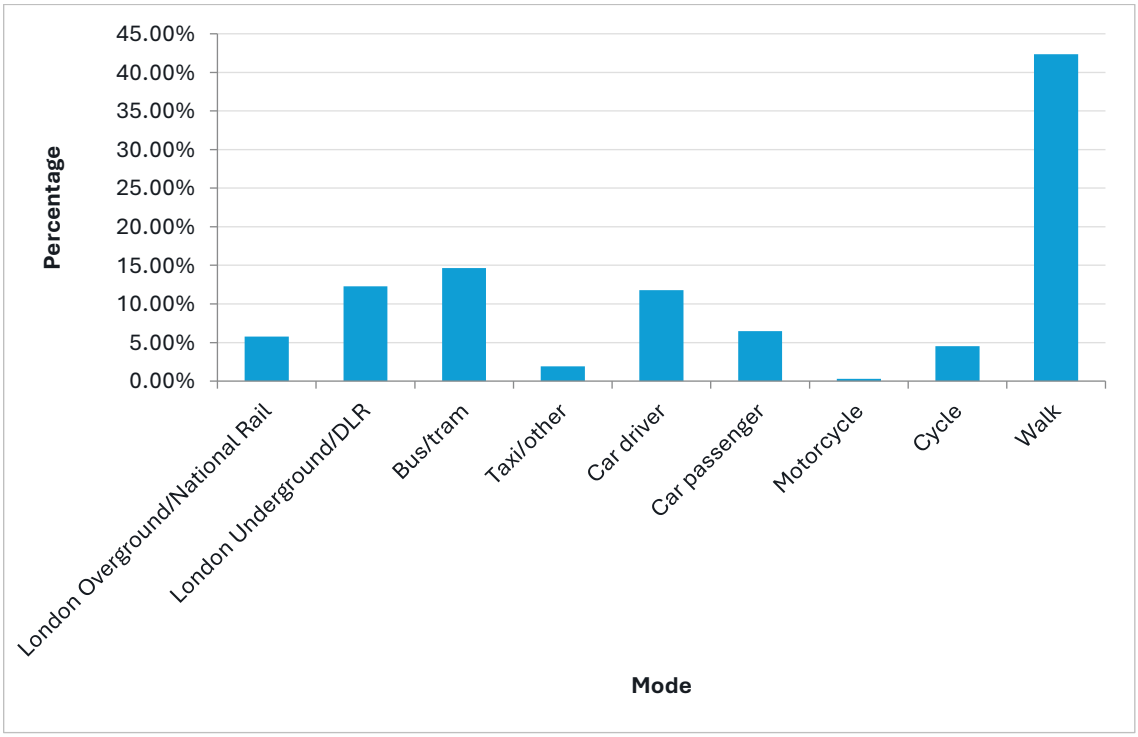
Figure 3.5: Percentage of trips per day, by mode, originating within CoL (2022/23)



Source: LTDS, 3-year average from LTDS (2018/19, 2019/20, 2022/23)

3.17 **Figure 3.6** displays the mode share in Inner London from a three-year average. Modal split across Inner London is broadly in accordance with trips originating within the CoL, however the number of trips taken by foot accounted for close to double the number of trips in Inner London (42 per cent) compared to the CoL (29 per cent).

Figure 3.6: Inner London mode share



Source: LTDS, 3-year average from LTDS (2018/19, 2019/20, 2022/23)

3.18 Proportions of private vehicles, including car, taxi, and van (1 per cent mode share each, respectively) are also comparable to the 2022/23 data in relation to journeys originating within the CoL. This suggests that travel patterns have returned after the COVID-19 pandemic, however, other factors may have also influenced mode share across the CoL between 2019/20 and 2022/23.

Age

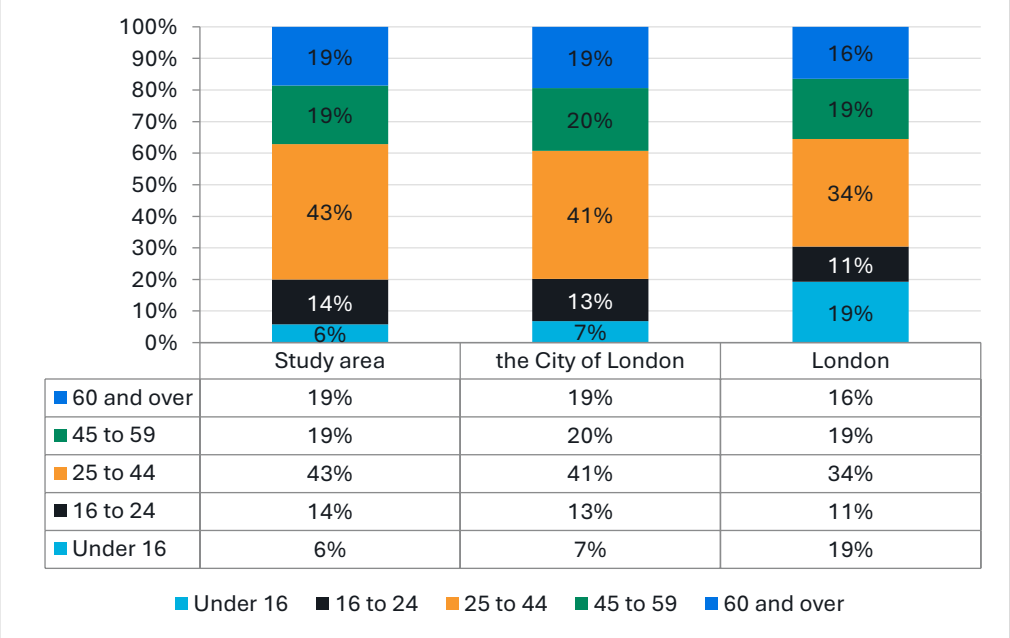
Definition according to the Equality Act 2010

1. In relation to the protected characteristic of age:
    a. A reference to a person of a particular age group
    b. A reference to persons who share a protected characteristic is a reference to persons of the same age group
2. A reference to an age group is a reference to a group of persons defined by a reference to age, whether by reference to a particular age or to a range of ages.

Baseline equalities data

3.19 **Figure 3.7** illustrates the age distribution of residents across the study area, in comparison to the CoL and London, using Census 2021 data. The greatest proportion of residents in the study area were in the 25-44 age group (43 per cent). This was similar to the CoL (41 per cent) and slightly higher than London (34 per cent). There is a similar proportion of people aged under 16 in the study area (6 per cent) in comparison to the CoL (7 per cent), though there is a marginally higher proportion of people aged 16-24 in the study area (14 per cent) in comparison to the CoL (13 per cent). Furthermore, the proportion of people aged over 60 is slightly higher in the study area (19 per cent) in comparison to London (16 per cent).

Figure 3.7: Age distribution in the study area, compared to City of London and Greater London in 2021



	Study area	the City of London	London
60 and over	19%	19%	16%
45 to 59	19%	20%	19%
25 to 44	43%	41%	34%
16 to 24	14%	13%	11%
Under 16	6%	7%	19%

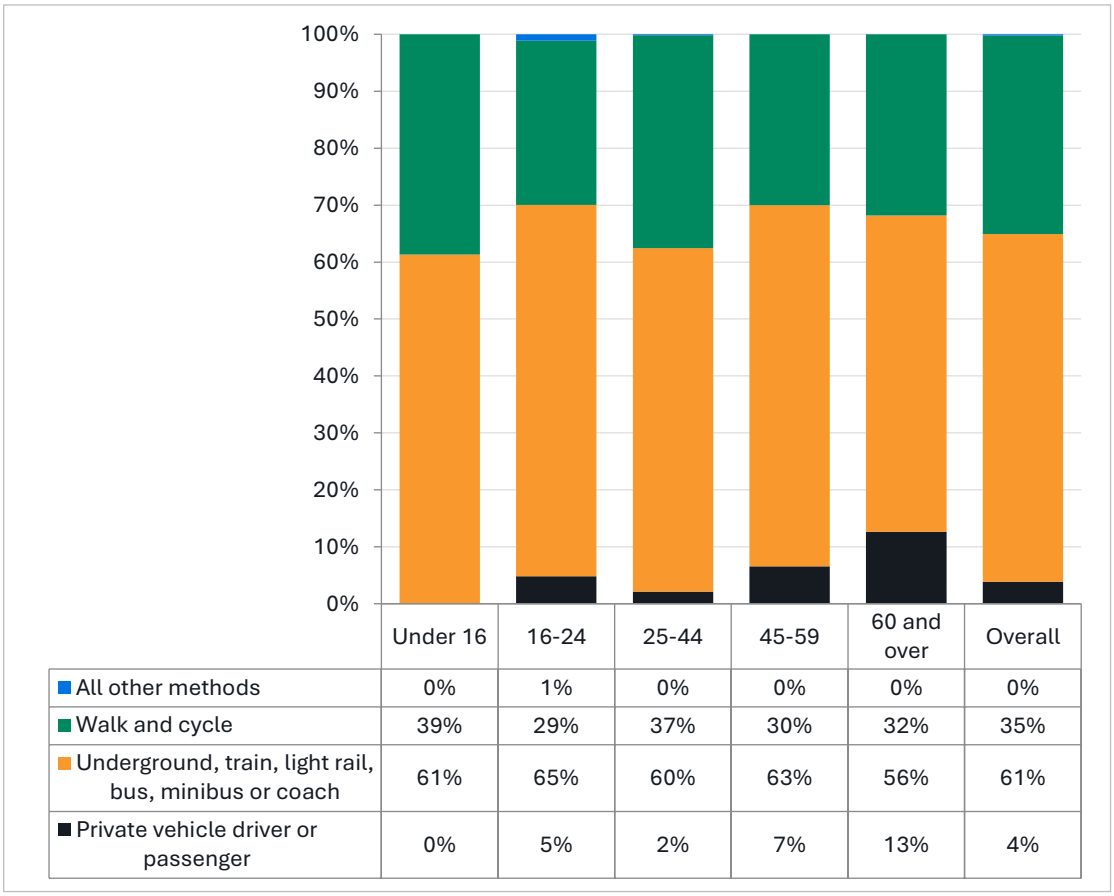
Source: Census 2021

3.20 **Figure 3.8** presents LTDS data on how people travel around the CoL within each age group, and **Figure 3.9** presents this same information for London as a whole.

3.21 The highest usage of active travel modes (walking and cycling) is among people aged under 16 (39 per cent), followed by people aged 25-44 (37 per cent). In addition, 29 per cent of people aged 16–24 walk or cycle. This pattern is consistent with data for Greater London. Public transport is the most popular travel mode in the CoL, used by over 50 per cent of residents in each age group. This is higher than the Greater London public transport mode share across all age groups.

3.22 The use of private vehicles in the CoL is relatively low, comprising 4 per cent of all journeys. However, use of private vehicles varies by age, and over 60s use private vehicles more than any other age group (13 per cent).

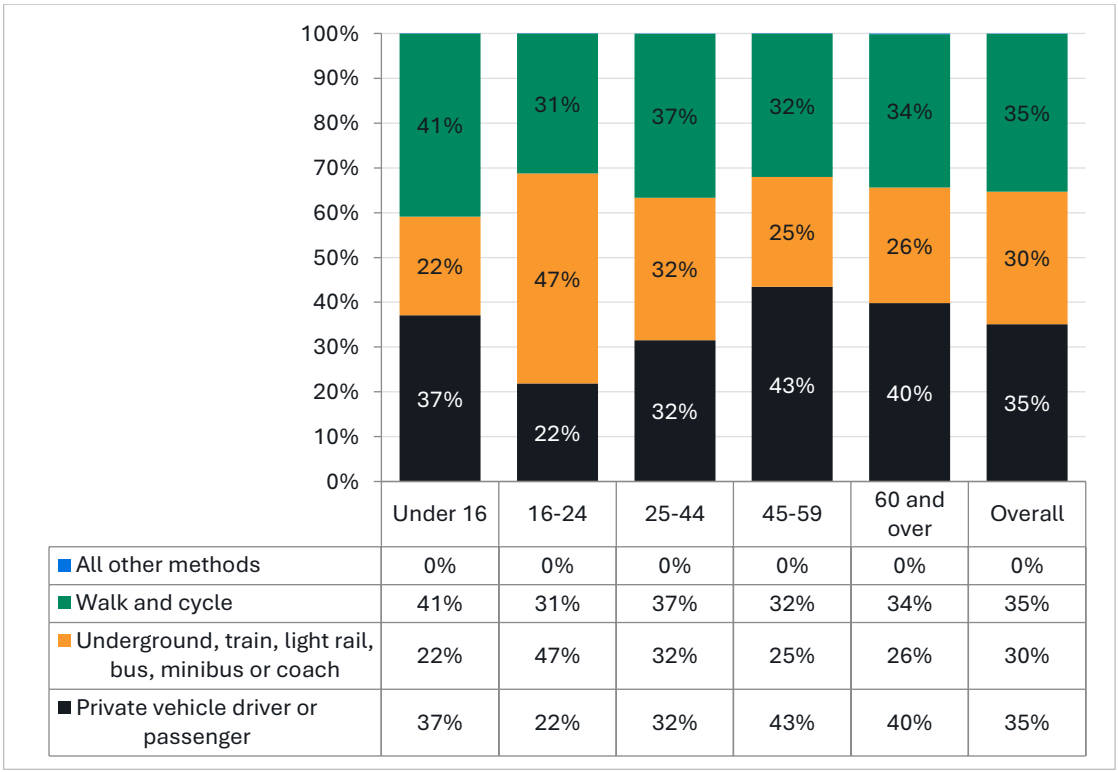
Figure 3.8: Mode share by age in City of London



	Under 16	16-24	25-44	45-59	60 and over	Overall
All other methods	0%	1%	0%	0%	0%	0%
Walk and cycle	39%	29%	37%	30%	32%	35%
Underground, train, light rail, bus, minibus or coach	61%	65%	60%	63%	56%	61%
Private vehicle driver or passenger	0%	5%	2%	7%	13%	4%

Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

Figure 3.9: Mode share by age in Greater London

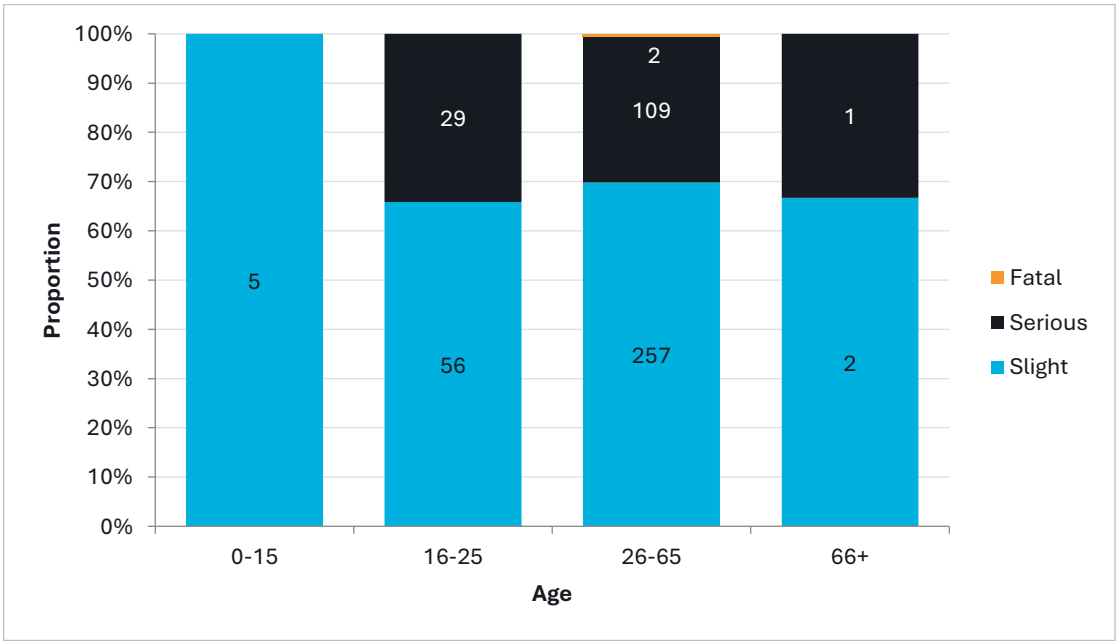


	Under 16	16-24	25-44	45-59	60 and over	Overall
All other methods	0%	0%	0%	0%	0%	0%
Walk and cycle	41%	31%	37%	32%	34%	35%
Underground, train, light rail, bus, minibus or coach	22%	47%	32%	25%	26%	30%
Private vehicle driver or passenger	37%	22%	32%	43%	40%	35%

Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

3.23 Killed and Seriously Injured (KSIs) and Slightly Injured casualties by age category, for the CoL, are shown in **Figure 3.10** below. This data is from 2020 – 2022.

Figure 3.10: Proportion of KSI and Slight casualties involved in collisions per age category, in the CoL



Source: STATS19 2020-2022

3.24 Recorded KSIs are highest for the 26 -65 age group, followed by the 16 – 25 age group. The proportion of serious injuries is slightly higher amongst the 16-25 age group, in comparison to the 26 – 65 age group. This indicates that this age group may be disproportionately more likely to suffer more severe consequences if they are a casualty in a collision.

3.25 Across the UK, 10-14 age group road accidents make up over 50 per cent of all external causes of death. Moreover, 15–19-year-olds experience almost double the risk of death from road traffic accidents (82.5 deaths per million population) in comparison to the general population.

Disability

Definition according to the Equality Act 2010

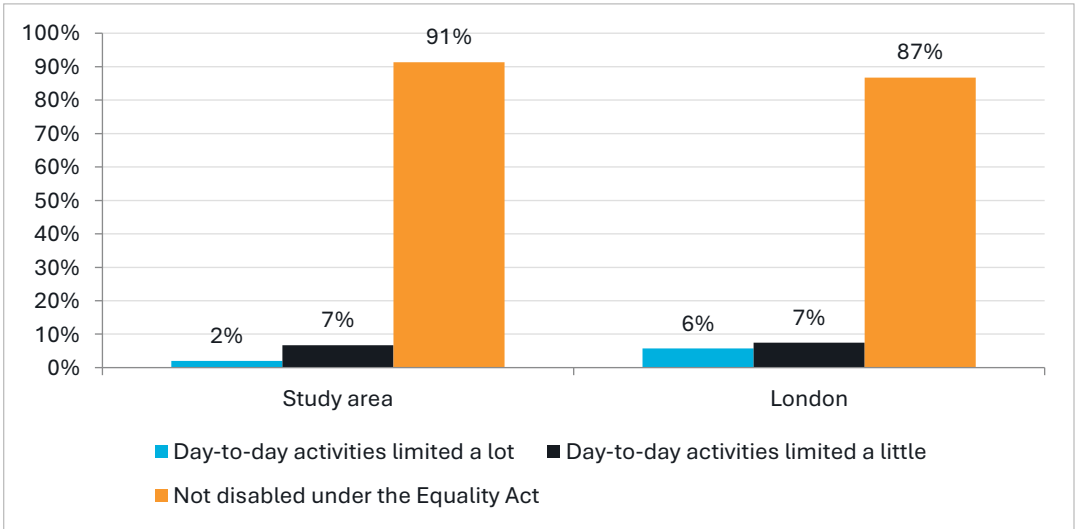
1. A person (P) has a disability if:
   a. P has a physical or mental impairment, and
   b. the impairment has a substantial and long-term adverse effect on P's ability to carry out normal day-to-day activities.

Baseline equalities data

3.26 According to 2021 Census data, in the CoL, 89 per cent of residents responded that they have no limitations in their activities – this is higher than both in England and Wales (83 per cent) and Greater London (87 per cent). In the areas outside the main housing estates, around 95 per cent of residents responded that their activities were not limited. 11 per cent of the CoL's residential population stated that they were either in fair, bad or very bad health.

3.27 In comparison, the number of residents in the study area for whom daily activities are 'limited a lot' account for 2 per cent of the population, compared to 6 per cent for Greater London. A further 7 per cent of residents in the study area said they were 'limited a little', which is the same proportion recorded across Greater London.

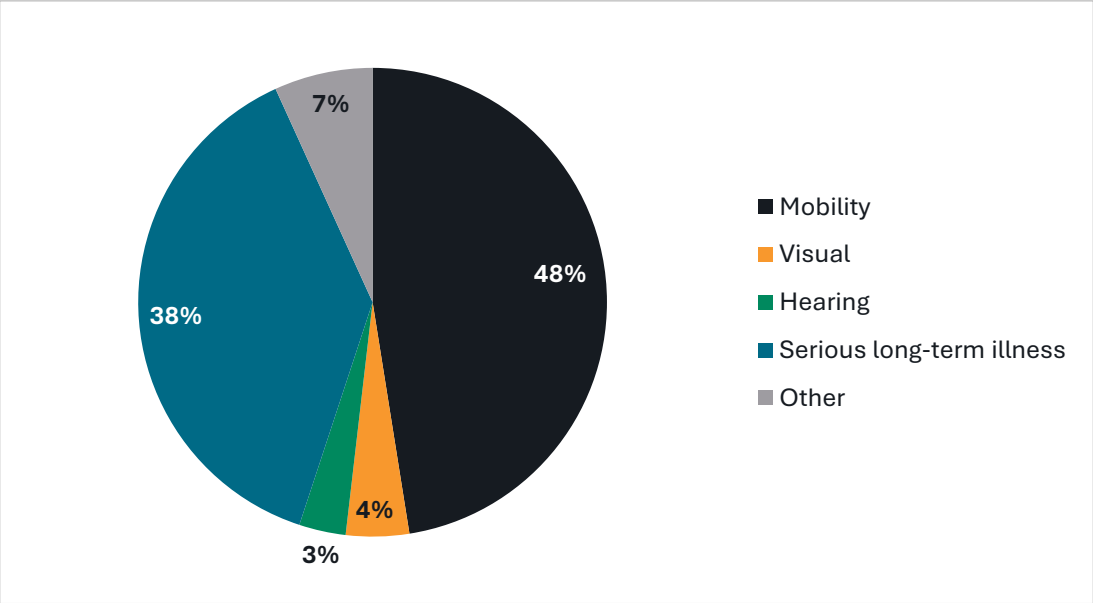
Figure 3.11: Population limited by long-term health problems or disabilities in the study area and Greater London



Source: Census 2021

3.28 In addition, physical and mental disabilities may affect travel patterns and behaviours. Disability types which affect daily travel of the CoL residents are shown in **Figure 3.12**. Disability due to serious long-term illness represents the highest proportion of responses, followed by mobility related disability. It should be noted that this data is based on a very small sample (1.3 per cent of sample size for trips ending in the CoL), therefore results should be considered in this context.

Figure 3.12: Disability types stated by those who have a disability affecting daily travel to the CoL

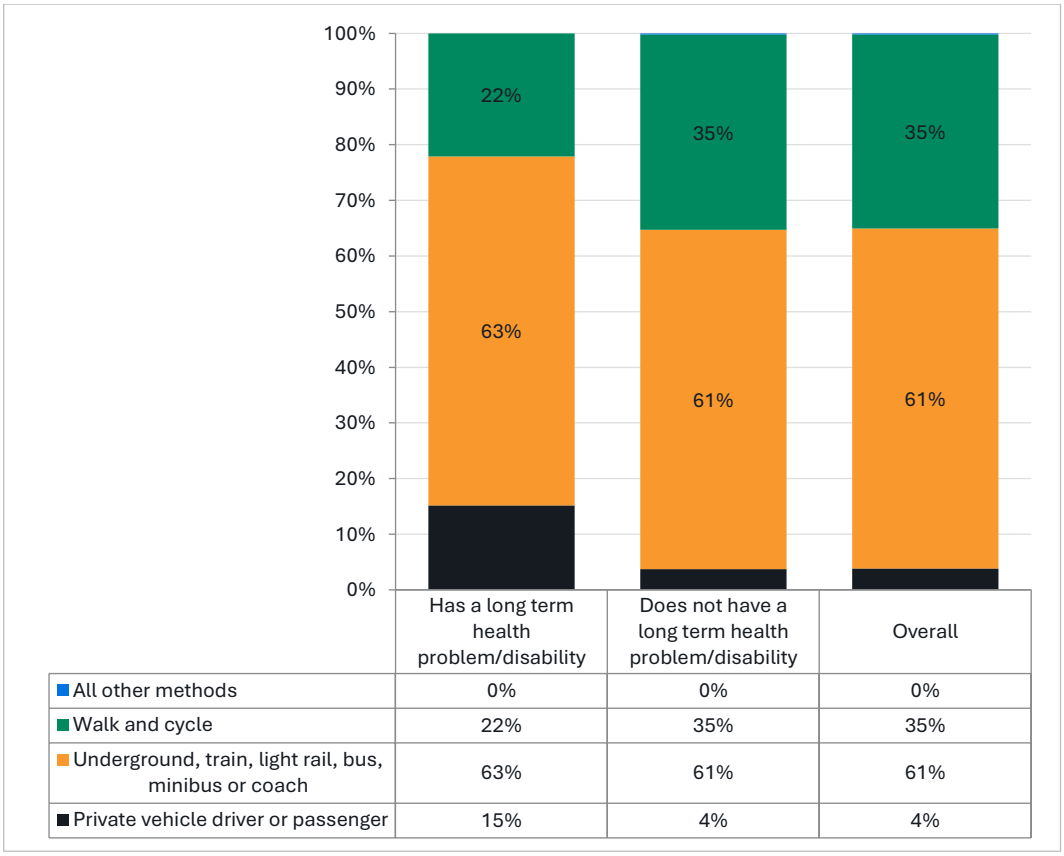


Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

3.29 The mode share for people with a long-term health problem or disability in the CoL and Greater London is shown in **Figure 3.13** and **Figure 3.14** respectively. In the CoL, the public transport mode share is greater (63 per cent) for people with a long-term health problem or disability those without (61 per cent). This is a significant contrast with Greater London, as the public transport mode share for people with a long-term health problem or disability is less than those without (27 per cent vs 30 per cent, respectively).

3.30 In the CoL, the car/van mode share is greater for people with a long-term health problem or disability (15 per cent) in comparison to those without (4 per cent). In addition, the active travel (walking and cycling) mode share for people with a long-term health problem or disability walk or cycle (22 per cent) is lower than for people without a long-term health problem or disability (35 per cent). In comparison, in Greater London, 34 per cent of people with a long-term health problem or disability use active travel. This mode share in the CoL represents a smaller proportion of active travel for people with a long-term health problem or disability.

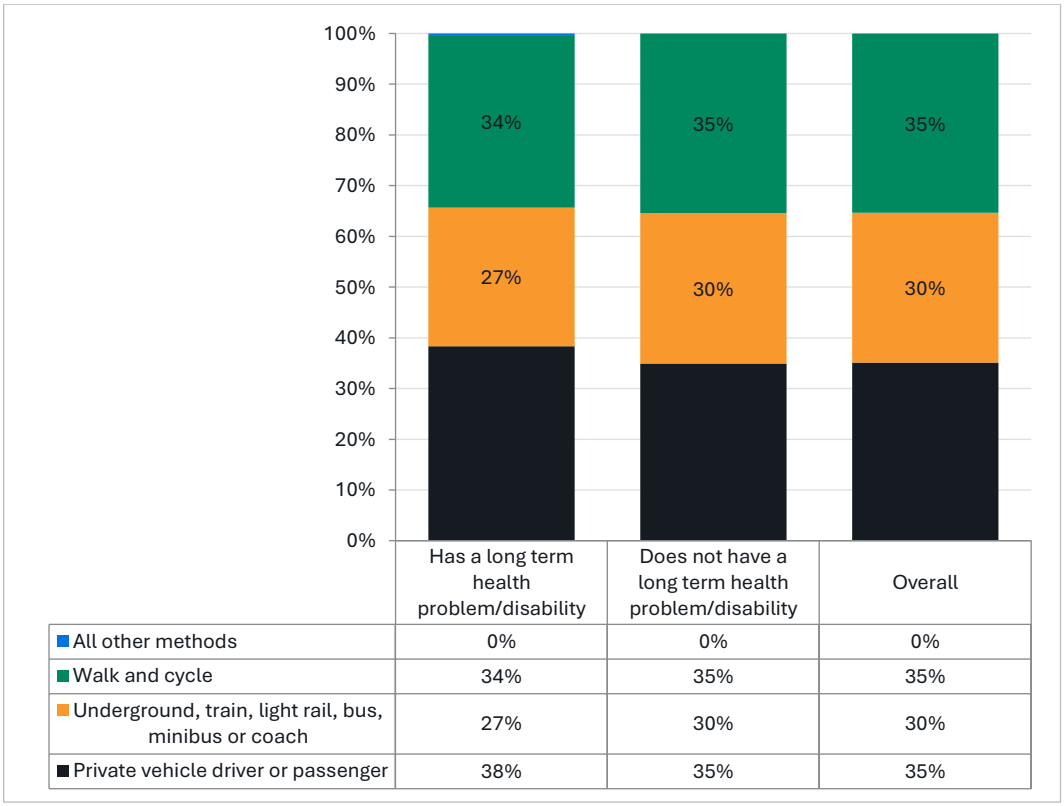
Figure 3.13: Mode share of those with a long-term health problem or disability in City of London



	Has a long term health problem/disability	Does not have a long term health problem/disability	Overall
All other methods	0%	0%	0%
Walk and cycle	22%	35%	35%
Underground, train, light rail, bus, minibus or coach	63%	61%	61%
Private vehicle driver or passenger	15%	4%	4%

Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

Figure 3.14: Mode share of those with a long-term health problem or disability in Greater London



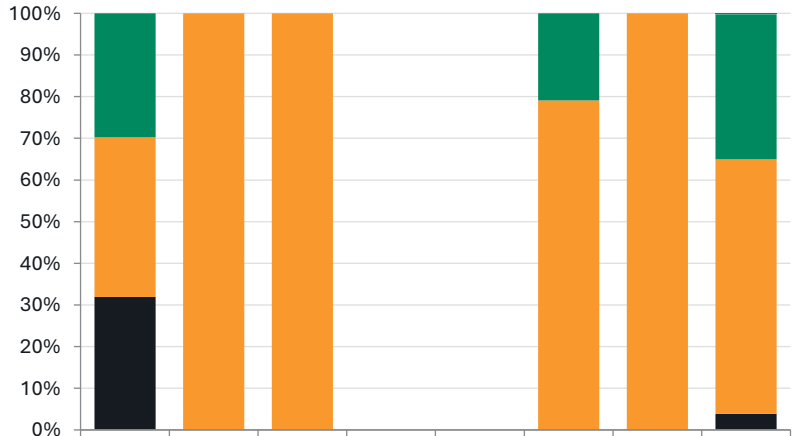
	Has a long term health problem/disability	Does not have a long term health problem/disability	Overall
All other methods	0%	0%	0%
Walk and cycle	34%	35%	35%
Underground, train, light rail, bus, minibus or coach	27%	30%	30%
Private vehicle driver or passenger	38%	35%	35%

Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

3.32 The mode share for people with specific disabilities in the CoL and Greater London is shown in **Figure 3.15** and **Figure 3.16** respectively. Public transport is the dominant mode of travel for people with visual and hearing impairments, serious long-term health conditions and 'other' impairments, comprising 100 per cent of the mode share for people with visual and hearing impairments. However, this should be taken into the context of the small sample size that this data is derived from. The modal split for individuals with mobility impairments is more even, with only 38 per cent using public transport, 32 per cent using cars/vans, and 30 per cent using active travel.

3.33 Compared to the CoL, mode share across disability types for Greater London shows a much greater uptake of active travel and private vehicle use, along with a lower public transport mode share. Groups with mobility (46 per cent) and learning (42 per cent) impairments are most likely to use private vehicles, while those with mental health impairments are most likely to undertake active travel (47 per cent).

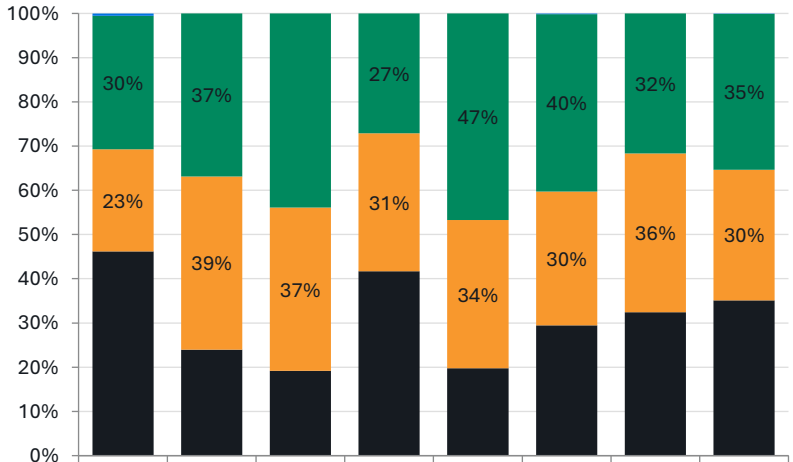
Figure 3.15: Mode share of those with a specific disability affecting daily travel in City of London



	Mobility	Visual	Hearing	Learning	Mental health	Serious long-term illness	Other	Overall
All other methods	0%	0%	0%	0%	0%	0%	0%	0%
Walk and cycle	30%	0%	0%	0%	0%	21%	0%	35%
Underground, train, light rail, bus, minibus or coach	38%	100%	100%	0%	0%	79%	100%	61%
Private vehicle driver or passenger	32%	0%	0%	0%	0%	0%	0%	4%

Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

Figure 3.16: Mode split by those with a specific impairment affecting daily travel in Greater London



	Mobility	Visual	Hearing	Learning	Mental health	Serious long-term illness	Other	Overall
All other methods	1%	0%	0%	0%	0%	0%	0%	0%
Walk and cycle	30%	37%	44%	27%	47%	40%	32%	35%
Underground, train, light rail, bus, minibus or coach	23%	39%	37%	31%	34%	30%	36%	30%
Private vehicle driver or passenger	46%	24%	19%	42%	20%	29%	32%	35%

Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

3.34 Focusing on disabled cyclists, the Wheels for Wellbeing annual survey (2019/20)[4] showed that 65 per cent of disabled cyclists use their cycle as a mobility aid, and 64 per cent found cycling easier than walking. Survey results also show that 31 per cent of disabled cyclists' cycle for work or to commute to work and many found that cycling improves their mental and physical health.

3.35 Inaccessible cycle infrastructure was found to be the biggest barrier to cycling, followed by the prohibitive cost of adaptive cycles and the absence of legal recognition of the fact that cycles are mobility aids on par with wheelchairs and mobility scooters. These results are presented on a national level, yet it should be noted that the data is based on a small sample and results should be taken as an indication only.

Pregnancy and maternity

Definition according to the Equality Act 2010

3.36 As per the Equality Act 2010, pregnancy is the condition of being pregnant or expecting a baby, and maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth.

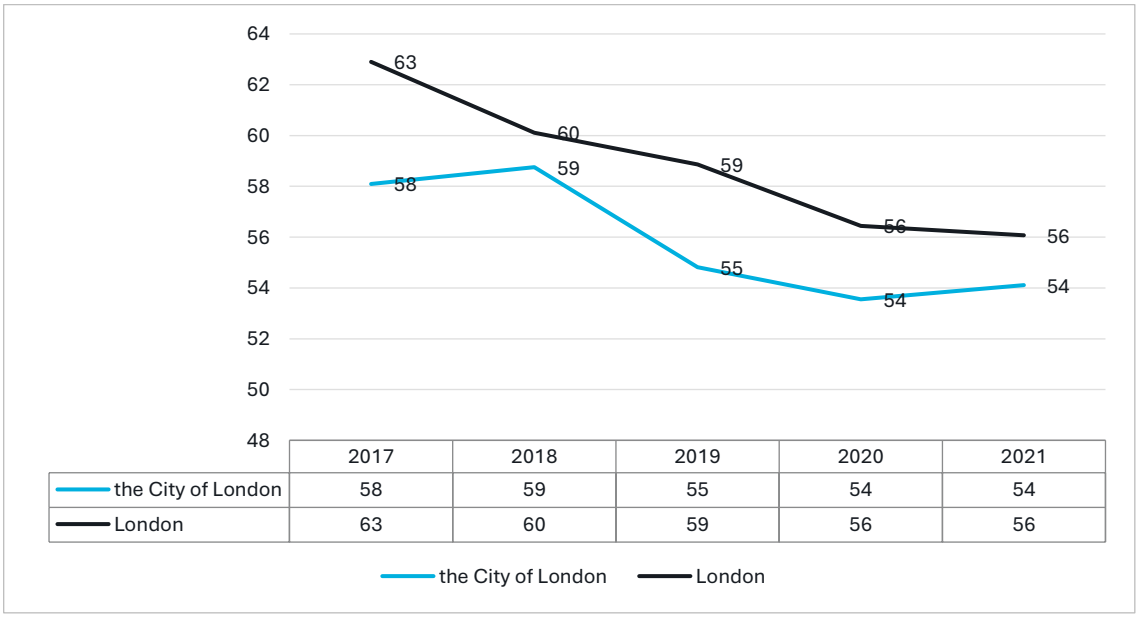
[4] https://wheelsforwellbeing.org.uk/wp-content/uploads/2020/07/WFWB-Annual-Survey-Report-2019-FINAL.pdf

Baseline equalities data

3.37 In 2021, the General Fertility Rate (GFR) in City of London and Hackney[5] was 54.1 births per 1,000 women aged 15-44, while the GFR for London was 56 per 1,000 women. This suggests that slightly fewer women of this age group were likely to be pregnant or have given birth in 2021 in the CoL and Hackney, compared to the Greater London average.

3.38 Data shows that overall, the number of live births has been gradually falling in the CoL and Hackney, and in London as a whole. During this time, the GFR for City of London and Hackney remained consistently below the Greater London average. In 2018, there was a slight increase in the fertility rate in the Borough, before continuing to fall, yet it remained below the Greater London rate.

Figure 3.17: General Fertility Rate per year in City of London compared to the Greater London average



	2017	2018	2019	2020	2021
the City of London	58	59	55	54	54
London	63	60	59	56	56

Source: ONS. Births and Fertility Rates, Borough

[5] City of London has been grouped with Hackney after 2004 in the dataset: **Births and Fertility Rates, Borough - London Datastore**

Race

Definition according to the Equality Act 2010

1. Race includes:

    a. colour;
    b. nationality;
    c. ethnic or national origins.

2. In relation to the protected characteristic of race -

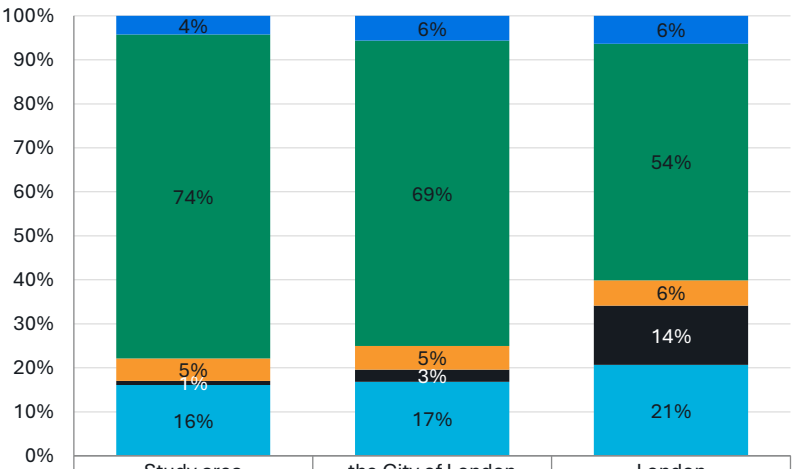
    a. a reference to a person who has a particular protected characteristic is a reference to a person of a particular racial group;
    b. a reference to persons who share a protected characteristic is a reference to persons of the same racial group.

Baseline equalities data

3.39 **Figure 3.18** presents the population of the study area and the CoL by ethnicity. Based on Census 2021 data, 69 per cent of the borough's population is 'White', making it the most common ethnicity. This is much higher than the Greater London average share of 54 per cent. The second most common ethnicity is 'Asian' making up 17 per cent and 16 per cent of the residential population in the borough and study area respectively.

3.40 14 per cent of residents in Greater London are 'Black', compared to only 1 per cent of residents in the study area. In the study area, 5 per cent identify as 'Mixed', which is the same share compared to in the borough and Greater London.

Figure 3.18: Study area and City of London ethnicity compared to London



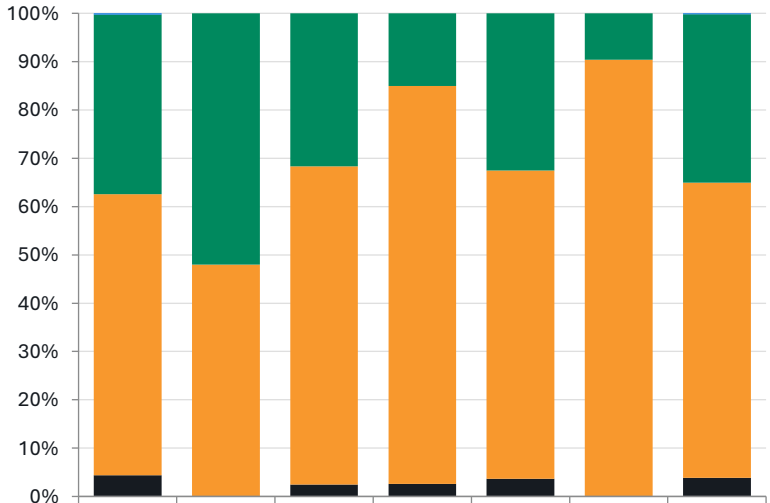
	Study area	the City of London	London
Other ethnic group	4%	6%	6%
White	74%	69%	54%
Mixed or Multiple ethnic groups	5%	5%	6%
Black, Black British, Caribbean or African	1%	3%	14%
Asian or Asian British	16%	17%	21%

Source: Census 2021

3.41 Based on average travel modes to the CoL from the 2019/20 LTDS data, Other Ethnic Groups are more likely to use public buses (29 per cent). Other Ethnic Groups are also more likely to drive (6 per cent). White people are more likely to cycle (8 per cent). Mixed Multiple Ethnic groups are much more likely to walk (71 per cent), while Black or Black British people and Asian or Asian British people are much more likely to use the underground or other rail modes (94 per cent and 66 per cent, respectively). Again, it should be noted that these percentages may not be precise due to low sample sizes.

3.42 Overall, in the CoL, levels of car use are lower across all ethnicities compared to the London average (**Figure 3.20**), while levels of public transport use are higher. While 'Asian or Asian British' residents are most likely to use the car in London, this is not the case for City of London, where only 2 per cent say they use the car. 'Black or Black British' residents are most likely (41 per cent) to use public transport in London, and they are second most likely to (82 per cent) in City of London.

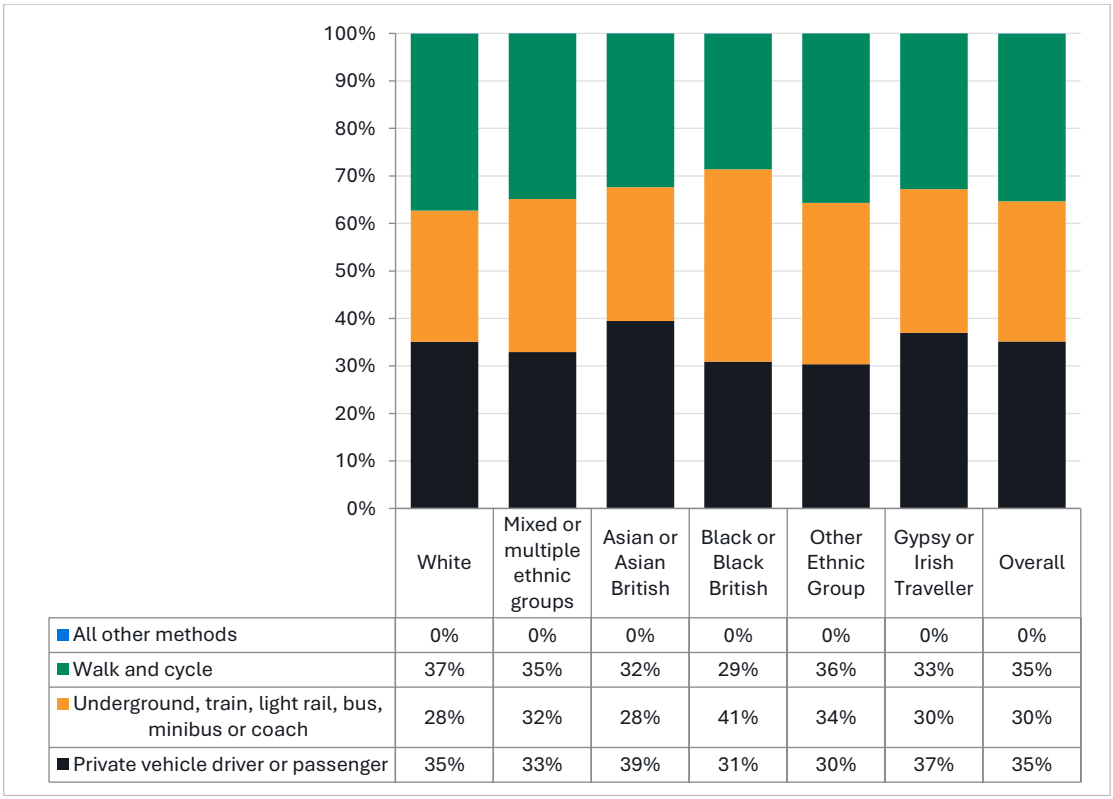
Figure 3.19: Mode share by ethnicity in City of London



	White	Mixed or multiple ethnic groups	Asian or Asian British	Black or Black British	Other Ethnic Group	Gypsy or Irish Traveller	Overall
All other methods	0%	0%	0%	0%	0%	0%	0%
Walk and cycle	37%	52%	32%	15%	33%	10%	35%
Underground, train, light rail, bus, minibus or coach	58%	48%	66%	82%	64%	90%	61%
Private vehicle driver or passenger	4%	0%	2%	3%	4%	0%	4%

Source: LTDS average 2019/20

Figure 3.20: Mode share by ethnicity in Greater London



	White	Mixed or multiple ethnic groups	Asian or Asian British	Black or Black British	Other Ethnic Group	Gypsy or Irish Traveller	Overall
All other methods	0%	0%	0%	0%	0%	0%	0%
Walk and cycle	37%	35%	32%	29%	36%	33%	35%
Underground, train, light rail, bus, minibus or coach	28%	32%	28%	41%	34%	30%	30%
Private vehicle driver or passenger	35%	33%	39%	31%	30%	37%	35%

Source: LTDS average 2019/20

Religion or belief

Definition according to the Equality Act 2010

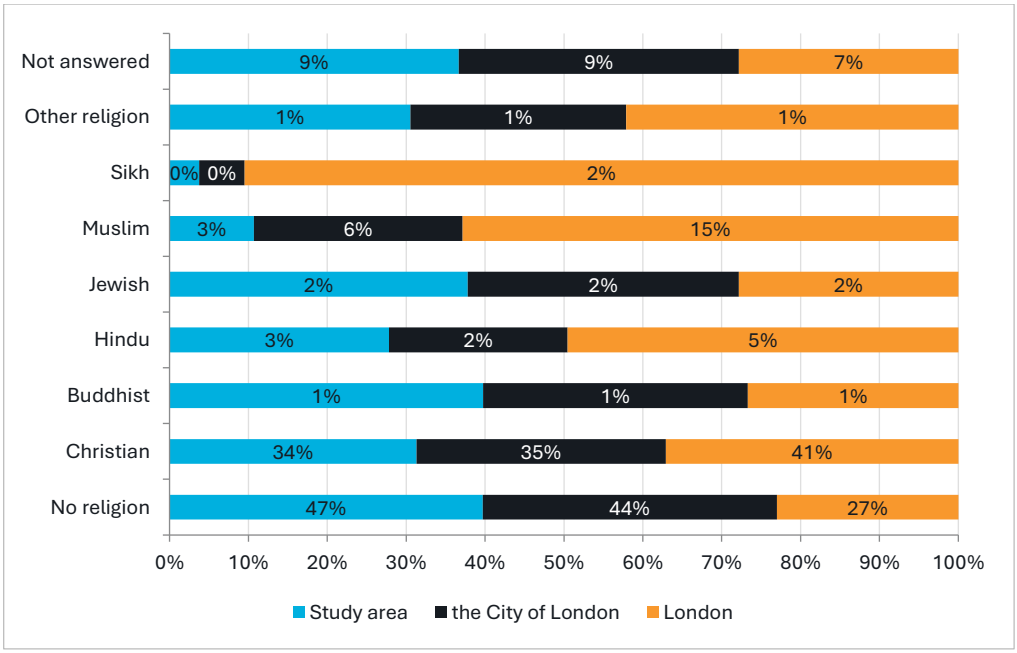
1. Religion means any religion and a reference to religion includes a reference to a lack of religion.
2. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief.
3. In relation to the protected characteristic of religion or belief:
    a. a reference to a person who has a particular protected characteristic is a reference to a person of a particular religion or belief;
    b. a reference to persons who share a protected characteristic is a reference to persons who are of the same religion or belief.

Baseline equalities data

3.43 Census 2021 data on religion in the study area, City of London, and Greater London is presented in **Figure 3.21**. Nearly half (47 per cent) of the population in the study area and in the CoL (44 per cent) selected 'no religion', compared to a substantially smaller proportion (27 per cent) in Greater London.

3.44 Over a third of residents (34 per cent) in the study area identified as Christian, compared to 41 per cent in Greater London. 3 per cent of residents in the study area identified as Muslim, compared to slightly more (6 per cent) in City of London. 3 per cent of the population in the study area identified as Hindu, with a slightly smaller proportion (2 per cent) in the CoL.

Figure 3.21: Religion composition in the study area, City of London, and Greater London



Source: Census 2021

Sex

Definition according to the Equality Act 2010

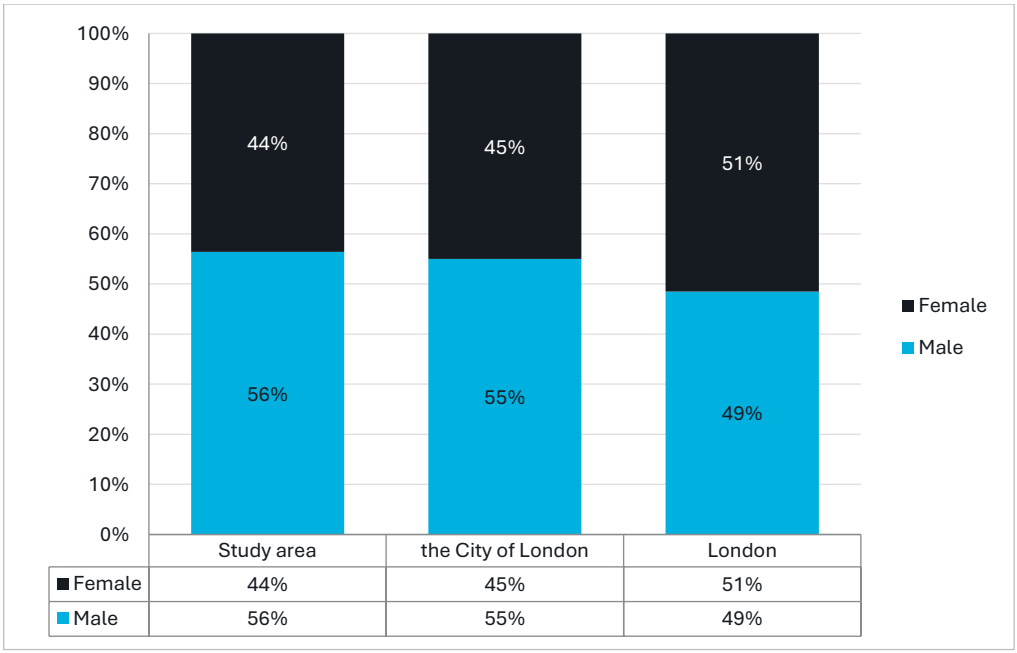
1. In relation to the protected characteristic of sex:

   a. a reference to a person who has a particular protected characteristic is a reference to a man or to a woman;
   b. a reference to persons who share a protected characteristic is a reference to persons of the same sex.

Baseline equalities data

3.45 **Figure 3.22** presents Census 2021 data for population by sex. In the study area, a greater proportion of residents identified as male, 56 per cent, than as female, 44 per cent. In CoL there are also more males than females, with a greater difference in proportions. There is a more even split in Greater London, with a slightly higher proportion of females (51 per cent) than males (49 per cent).

Figure 3.22: Population breakdown by sex in the study area, City of London, and Greater London



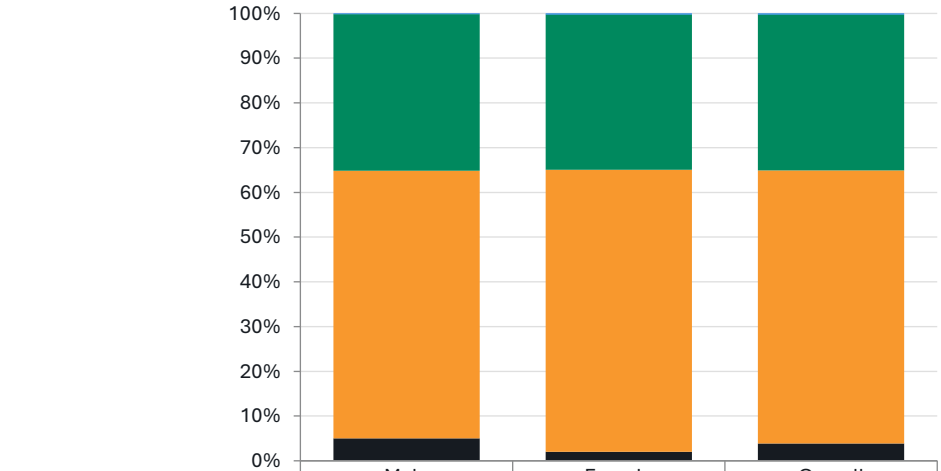
	Study area	the City of London	London
Female	44%	45%	51%
Male	56%	55%	49%

Source: Census 2021

3.46 **Figure 3.23** presents the mode share by sex in the CoL based on LTDS data. Males are more likely to use a car (5 per cent) than females (2 per cent), however males are less likely to use public transport (60 per cent) than females (63 per cent). The likelihood of using active travel modes, such as walking or cycling are even for both sexes.

3.47 Compared to the CoL, overall, both males and females are more likely to use a car and less likely to use public transport in London (**Figure 3.24**). The likelihood of walking and cycling is also even for both sexes in London, and in very similar proportions to the CoL.

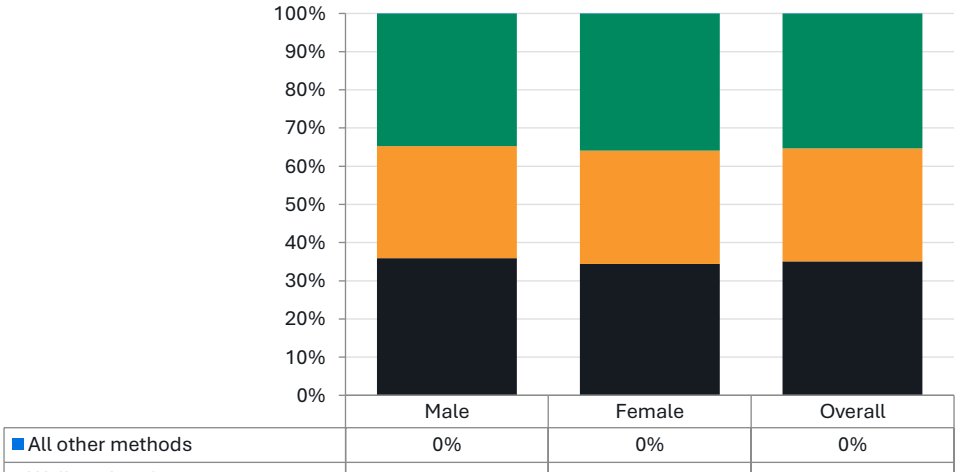
Figure 3.23: Mode share by sex in City of London



	Male	Female	Overall
All other methods	0%	0%	0%
Walk and cycle	35%	35%	35%
Underground, train, light rail, bus, minibus or coach	60%	63%	61%
Private vehicle driver or passenger	5%	2%	4%
Missing/Not asked	0%	0%	0%

Source: LTDS, 3-year average from LTDS (2017/18, 2018/19, 2019/20)

Figure 3.24: Mode share by sex in Greater London



	Male	Female	Overall
All other methods	0%	0%	0%
Walk and cycle	35%	36%	35%
Underground, train, light rail, bus, minibus or coach	29%	30%	30%
Private vehicle driver or passenger	36%	34%	35%
Missing/Not asked	0%	0%	0%

Source: LTDS average 2019/20

3.48 Across Greater London, research undertaken by TfL[6] shows that females are more likely to use buses than males (62 per cent compared to 56 per cent) but are less likely to use other types of transport including the Tube (38 per cent of females compared to 43 per cent of males).

3.49 Female travel needs can be more complex than males due to a range of factors; the increased likelihood of travelling with a buggy and/or shopping affects the travel choices females make, females are also more likely to be carers of children[7], further affecting the transport choices they make. Female Londoners make more trips per weekday than male Londoners (2.5 trips compared to 2.3 trips). This pattern, however, is reversed amongst older adults, with older female Londoners making fewer weekday trips than older male Londoners (2.0 compared to 2.2).

3.50 Females aged 17 or over who are living in London are less likely than males to have a full driving licence (58 per cent compared to 72 per cent) or have access to a car (63 per cent compared to 66 per cent). These factors are likely to be related to the frequency of car use as a driver. Almost four in five (79 per cent) females in London report being able to ride a bike, compared to 91 per cent of males.

Road safety

3.51 STATS19 (the national database containing a record of reported road traffic accidents) data from 2020, 2021, and 2022 has been analysed to understand road safety trends within the project area, in comparison to the wider CoL.

3.52 Between 2020 – 2022, there were 18 casualties in the project area. Nine of these casualties were classified as 'serious' and nine were categorised as 'slight'. Of these casualties there were:

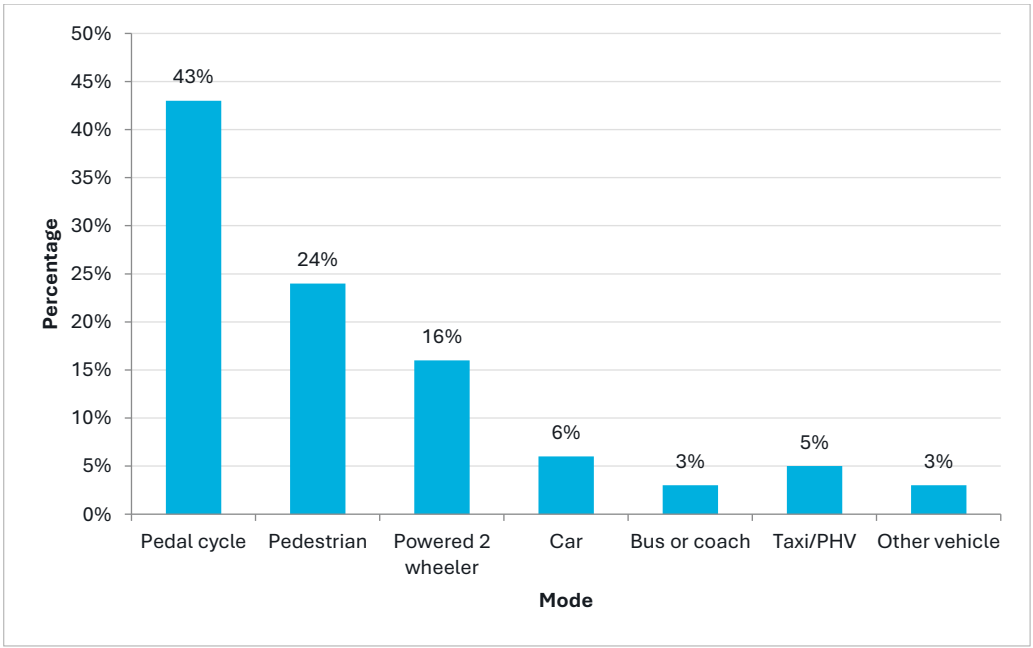
- Four pedestrian casualties: including three serious casualties
- Seven cyclist casualties: including three serious casualties
- Five casualties from private vehicle occupants[8]: including one serious casualty
- One serious motorcyclist casualty
- One serious casualty from an 'Other' vehicle occupant

3.53 **Figure 3.25** shows the casualties resulting from road user collisions in the CoL. This analysis indicates that there is a similar proportion of road user casualties within the project area and the CoL.

[6] https://content.tfl.gov.uk/travel-in-london-understanding-our-diverse-communities-2019.pdf

[8] Comprising one car occupant, one taxi/private hire car occupant, and two bus/coach occupants. It should be noted that bus or coach collisions are often described as passengers' falls due to sudden braking, and they rarely involve any vehicle impact.

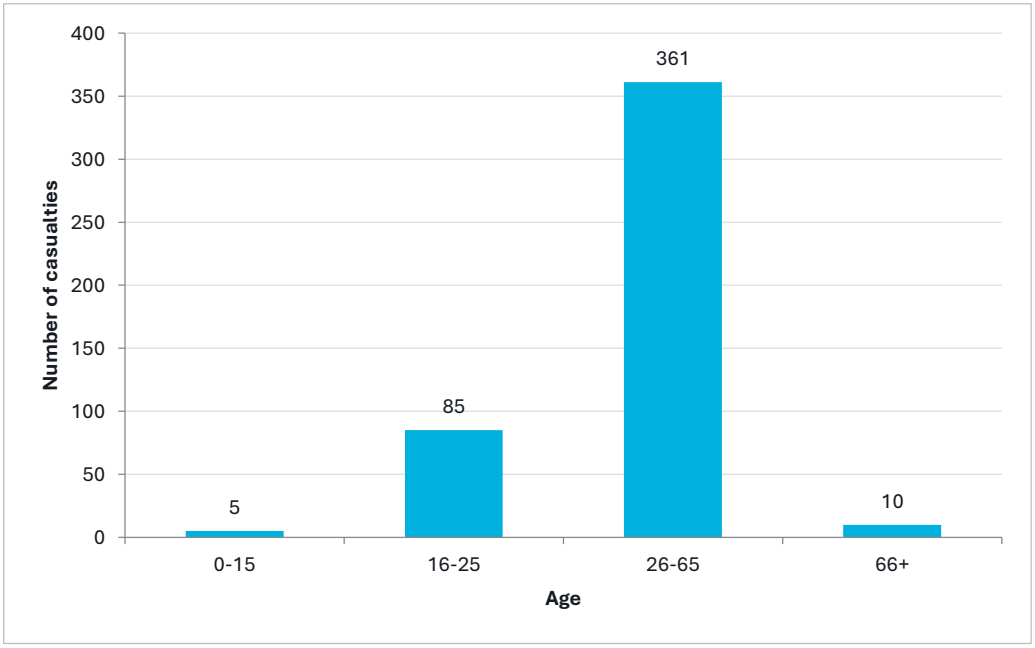
Figure 3.25: Proportion of casualties from road user collisions in the CoL by mode, 2020 - 2022



Source: STATS19 2020 - 2022

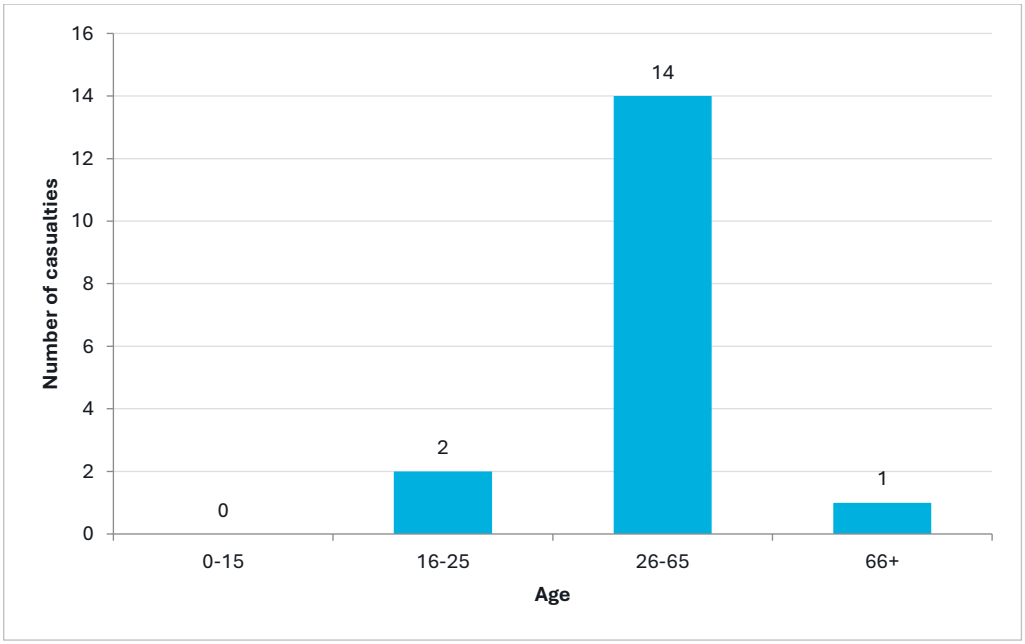
Furthermore, the age of casualties from collisions within the project area (see Figure 3.27) indicate a similar proportion to those across the CoL for 2020 – 2022 (see Figure 3.26), with a majority of casualties recorded within the 26-65 age group.

Figure 3.26: Age of casualties within the CoL



Source: STATS19 2020 - 2022

Figure 3.27: Age of casualties within the project area



Source: STATS19 2020 - 2022

4 Stakeholder Engagement

Background

4.1 The CoL collected feedback on the St Paul's Gyratory Transformation Project via a six-week public consultation, running from Friday 18 August to Monday 2 October 2023. The consultation was held on Commonplace and open to responses from anyone.[9] Commonplace is an online citizen engagement platform.

4.2 Respondents were asked questions about the proposed changes, including bus routes, vehicle routes, cycling, walking, waiting and loading, and new public space. Respondents were asked if the proposed changes would affect them, and if they viewed the changes as positive, negative or neutral. Respondents were also asked about their overall support for the project.

4.3 Additionally, the CoL commissioned Transport for All to facilitate consultation sessions with external stakeholder groups representing a range of disabilities. This session was held on 29 September 2023.

Methodology

4.4 All open-text responses[10] to the public consultation and external stakeholder comments from the workshop have been reviewed to identify concerns in relation to equality and access. There were 492 respondents to the Commonplace consultation, providing 1,052 comments. Over 50 comments were recorded from the external stakeholder workshop with Transport for All.

4.5 To note, stakeholders located within the project area (such as St Bartholomew's Hospital) provided separate responses in relation the proposed scheme; where relevant, their feedback and suggestions have also been considered within the impact assessment (see **Impact Assessment**).

Analysis

4.6 Approximately two-thirds (67 per cent) of Commonplace consultation participants fully supported the overall package of proposals, whilst 11 per cent expressed strong opposition.[11] Commonplace respondents showed strong support for improvements to walking and cycling: 81 per cent of respondents affected by walking proposals and 79 per

[9] Community Forum - St Paul's Gyratory Transformation Project - Commonplace

[10] CoL provided Steer with the feedback received from the Transport for All session. Commonplace responses are publicly available.

[11] PowerPoint Presentation (cityoflondon.gov.uk)

cent of respondents affected by cycling proposals expressed that they view the changes positively.

4.7 80 per cent of Commonplace participants indicated that they 'would be affected by the vehicle route proposals'. In addition, proposed changes to vehicle routes were the only proposals for which a higher proportion of participants expressed that they viewed the changes negatively (47 per cent) rather than positively (43 per cent).

4.8 **Table 4.1** presents a summary of comments received via Commonplace which explicitly, or implicitly identified potential impacts or on one or more protected characteristic groups.

Table 4.1: Commonplace comments that identified potential impacts for people with protected characteristics

Theme	Summary of comment
Congestion	Concern about displacing traffic to surrounding routes and increasing queuing traffic in the area.
Pollution	Concern about an increase in air pollution and emissions.
Taxi access	Concern the scheme reduces taxi access and increases the cost of using a taxi in the area.
Road safety	Concern about limited crossing opportunities, and the proposed crossing opportunities on large roads being intimidating.
Road safety	Concern about potential hazards of cyclists and scooters sharing new pedestrian routes.
Safety	Concern about restricting movement on those getting home safely at night with taxis being diverted.
Accessibility	Concern the waiting and loading proposals will impede access for those in a wheelchair.
Bus stop islands	Concern about the safety of bus stop islands, with potential conflict between cyclists and bus users, and the danger they pose to Blind and partially sighted people in particular
Bus stops	Relocation of bus stops resulting in longer overall walking distances and directly impacting those with mobility issues.
Hospital access	Reducing access to the hospital. Concern about the impact of increased noise levels from general traffic and moving bus stops closer to the hospital (impact on patients).

4.9 **Table 4.2** presents a summary of comments received during the external stakeholder workshop which identified potential impacts or on one or more protected characteristic groups.

Table 4.2: External Stakeholder Workshop Comments

Proposal Type/ Location	Comment/ Concern	Stakeholder
Bus stop islands	Concern about crossing cycle tracks at bus stop islands, and how they challenge accessibility for blind and visually impaired people. Width of bus stop islands needing to be adequate for wheelchair or guide dog users.	Greater London Forum; Wheels for Wellbeing
Cycling at New Change junction	Concern about the timing for cyclists at junctions and the importance of considering disabled cyclists as a safety and accessibility feature.	Wheels for Wellbeing
Planting at New Change junction	Concern about designs showing trees in the middle of the pavement.	Wheels for Wellbeing
Raised tables across side roads	Concern raised tables are confusing for blind and visually impaired pedestrians due to limited clear tactile paving.	Wheels for Wellbeing
Taxi ranks	Concern regarding the distance between the taxi rank and nearby hospitals which will impact Taxi Card holders.	Deaf Ethnic Women's Association

5 Impact on Movement

Introduction

5.1 This section outlines the overall impact on vehicular and pedestrian movements within the project area as a result of the proposed design changes (as outlined **Appendix A).** Consideration has been given to proposed design changes which may result in impacts to equality. This analysis has been undertaken by reviewing the design changes outlined in **Appendix A**, and assessing their assumed impact on movement (see **Table 5.1**).

5.2 Impacts have been considered by road user, including:

- Pedestrians
- Cyclists
- Buses
- Taxis (Black Cabs only – Private Hire Vehicles such as Uber are classified as general motor traffic)
- General motor traffic

5.3 The impacts of the proposed public space (Greyfriars Square) have been considered separately in **Table 5.2**.

5.4 Impacts on routing and journey times as a result of the proposed design changes have been considered in **Table 5.3**.

Table 5.1: Proposed design changes and assumed impact on movement

Location	Change	Assumed impact on movement
Buses		
King Edward Street	The current bus stand on King Edward Street will become a bus stop, and Bus Stop SV (Montague Street) removed.	• Provides a stop closer to the main entrance to St Bartholomew's Hospital; a measure that is supported by the Hospital as the existing bus stand can have a negative impact on blue light response times.
King Edward Street	Bus stand for Route 100 relocated to Giltspur Street	• Bus terminates on Giltspur Street, which could provide a shorter overall journey for some passengers, depending on passenger destination.
Newgate Street	Bus stop SQ to be relocated 50m west on Newgate Street Bus stop SP to be removed	• Could result in longer/shorter overall journey times for passengers, depending on passenger destination.
Montague Street	Bus stop relocated to King Edward Street	• Could result in longer/shorter overall journey times for passengers, depending on passenger destination.
St Martin's Le Grand	Bus stop on St. Martin's Le Grand will be relocated slightly further north. This bus stop will be a 'floating' bus stop, located on an island which is accessed via a zebra crossing across a cycleway.	• Could result in longer/shorter overall journey times for passengers, depending on passenger destination. • This could impact some people with protected characteristics due to safety concerns related to the floating bus stop.
Cycling		
New Change	• Single lane approach with cycle lane and footway widening	• Improved cycle safety/perception of cycle safety
New Change	• Cycle gate comprising separate traffic signals for cyclists on New Change (northbound and St Martin's (southbound)	• Improved cycle safety/perception of cycle safety • Proving a more direct route for cyclists through the junction

St Martin's Le Grand, between Angel St and Newgate Street	Bidirectional cycleway	• Improved cycle safety/perception of cycle safety
Newgate Street	Advisory and mandatory cycle lanes on the carriageway People cycling eastbound towards Cheapside/New Change will no longer need to travel around the one-way gyratory.	• Reduced journey times
Pedestrians		•
Cheapside (opposite St Paul's Underground entrance, 10 Cheapside)	• Single stage signalised crossing	• Improved walking/wheeling experience as crossing was previously indirect (two stages)
Junction of Little Britain and Montague Street, Albion Way and Montague Street, and King Edward Street and Little Britain	• Tarmac raised entry treatment	• Raised entry treatments are designed to slow down vehicular traffic entering a side road, while providing a level crossing point for pedestrians. • Improvement for walking/wheeling due to level crossing point, and improved road safety/perception of safety for vulnerable road users by slowing speed of vehicular traffic.
Junction of King Edward Street and Little Britain	• Tarmac raised table with retained pedestrian crossing	• Improvement for walking, wheeling, cycling by slowing speed of vehicular traffic
St Martin's Le Grand	• East side (Alder Castle House): • New footway buildout • Existing loading bay retained • • West side (Nomura House): • New footway buildout	• Footway buildout will help alleviate footway crowding, and provide a more positive experience when walking and wheeling

Table 5.2: Assumed impact of new pedestrian zone (Greyfriars Square), King Edward Street

Change	Impact
The closure of the Newgate Street slip road and the southern part of King Edward Street to all vehicles will enable the creation of pedestrianised public space of over 3,000 square metres	• This will provide an improved experience for walking and wheeling • Various types and styles of accessible seating are proposed across the new space which will provide spaces for shelter, and for people to stop and rest
Proposed play area for children, and space for community activities and events.	• New trees and soft land scaping are proposed, alongside play equipment for children. This includes accessible equipment, including a trampoline which is suitable for wheelchair use. • The new space will allow for occasional public events, markets or entertainment. • Space for exercising equipment or organised outdoor exercise classes is also under consideration.
Proposed cycle hire docking stations adjacent to Christchurch Greyfriars Churchyard, and cycle hire docking station proposed for relocation.	• Improved experience for users of hire cycles.

5.17 Taxi rest ranks on Angel Street and St Martin's Le Grand will be relocated to Gresham Street as part of the scheme. Taxi rest ranks are used by taxi drivers for rest and/or refreshment and are not used by taxi drivers to pick up or drop off passengers. The relocation of these bays will not impact taxi journey times for passengers.

Table 5.3: Route changes

Change	Assumed impact on movement
Vehicles travelling eastbound	• These vehicles will have a shorter journey, as Newgate Street will provide eastbound as well as westbound travel. • Two-way traffic may provide a more complex environment for some active travel users.
Vehicles travelling northbound	• People who travel north via St Martin's Le Grand, onto Angel Street and right into King Edward Street before joining the roundabout will have a longer journey.
Junction of Rotunda and Montague Street	• The introduction of two-way working on Montague Street is expected to reduce traffic on Little Britain south; thereby maintaining ambulance access and journey times to St Bartholomew's Hospital by ensuring more traffic doesn't drive down Little Britain (south).
Bus routes	• During the morning and evening peak times, the average delay to bus journey times is less than 30 seconds. • The maximum delay expected is for Route 100: across the AM and PM peak, there are journey time increases of up to 60 seconds. • However, modelling outputs also show some journey time savings of up to 60 seconds for many routes. A maximum journey time saving of 1-2 minutes was indicated for Route 133 (travelling eastbound).

Vehicle journey times

5.18 The CoL worked with Transport for London (TfL) to produce traffic modelling for the preferred scheme design. Feasibility modelling was initially carried out for three proposed design options, and it was agreed that Option 1 should be progressed for further development and assessment. The objective of the modelling was to understand the likely implications of the scheme on bus journey times and ensure that mitigation measures could be put into place if unacceptable increases were likely to occur.

Buses

5.19 The results of journey time changes as a result of modelling are outlined in Table 5.4 and Table 5.5 below[12]. These results show:

- Option 1: an initial modelling output from the first draft of proposed design
- Option 1_V2: the first round of mitigation to reduce impacts on bus journey times, including an alternative design at the Aldersgate Street/ Gresham Street/ St Martin's Le Grand junction (removal of traffic signals at Gresham Street).
- Option 1_V3: the second round of mitigation for bus journey times (which introduced the 2-way cycle track design at St Martin's Le Grand/ Newgate Street/Cheapside)

Table 5.4: Bus journey time modelling, for Option 1 and Option 1 variants, AM Peak

AM Peak (0815-0915)		Difference		
Bus route	**Direction**	**Option 1**	**Option 1_V2**	**Option 1_V3**
4	NB	3-5 mins	3-5 mins	1-2 mins
	SB	-(0-30) secs	0-30 secs	-(0-30) secs
8	EB	-(1-2) mins	-(1-2) mins	-(1-2) mins
	WB	30-60 secs	30-60 secs	1-2 mins
25	EB	-(1-2) mins	-(1-2) mins	-(1-2) mins
	WB	30-60 secs	1-2 mins	1-2 mins
56	NB	1-2 mins	1-2 mins	1-2 mins
	SB	0-30 secs	30-60 secs	0-30 secs
76	NB	3-5 mins	2-3 mins	1-2 mins
	SB	7-10 mins	3-5 mins	1-2 mins
100	EB	3-5 mins	3-5 mins	2-3 mins
	WB	7-10 mins	3-5 mins	2-3 mins
521	EB	-(1-2) mins	-(1-2) mins	-(1-2) mins
	WB	3-5 mins	3-5 mins	2-3 mins

[12] Appendix 8 St Paul's Gyratory feasibility traffic modelling journey times

Table 5.5: Bus journey time modelling, for Option 1 and Option 1 variants, PM Peak

PM Peak (1800-1900)		Difference		
Bus route	**Direction**	**Option 1**	**Option 1_V2**	**Option 1_V3**
4	NB	-0-30 secs	-0-30 secs	-0-30 secs
	SB	0-30 secs	0-30 secs	-30-60 secs
8	EB	-2-3 mins	-2-3 mins	-2-3 mins
	WB	2-3 mins	2-3 mins	2-3 mins
25	EB	-2-3 mins	-2-3 mins	-(1-2) mins
	WB	1-2 mins	2-3 mins	2-3 mins
56	NB	0-30 secs	0-30 secs	0-30 secs
	SB	30-60 secs	1-2 mins	30-60 secs
76	NB	-30-60 secs	-30-60 secs	-30-60 secs
	SB	30-60 secs	1-2 mins	-30-60 secs
100	EB	1-2 mins	1-2 mins	1-2 mins
	WB	1-2 mins	3-5 mins	0-30 secs
521	EB	-2-3 mins	-2-3 mins	-2-3 mins
	WB	30-60 secs	30-60 secs	30-60 secs

5.51 The results of the table above indicate that in both the AM and PM peak, Version 3 has the least impact on bus journey times.

5.52 In May 2024, the TfL ONE model was used to generate traffic flows, with optimised signal timings and refined interaction between junctions to maximise capacity for buses and general traffic to minimise impact on bus journey times. These results are shown in Table 5.6 and Table 5.7 below.

5.53 The results show a maximum journey time increase of 1-2 minutes in the AM and PM peak for both eastbound and westbound routes, for Route 100. Across the AM and PM peak, there are journey time increases of up to 60 seconds. Modelling outputs also show some journey time savings, with a maximum journey time saving of 1-2 minutes, for Route 133 travelling eastbound.

Table 5.6: Bus journey time modelling for mitigating actions for Option 1, AM and PM Peak

AM Peak		Difference (band)	PM Peak		Difference (band)
Bus route	**Direction**	**Proposed vs Future Base**	**Bus route**	**Direction**	**Proposed vs Future Base**
4	NB	0-30 secs	4	NB	0-30 secs
	SB	0-30 secs		SB	30-60 secs
8	EB	-(30-60) secs	8	EB	-(0-30) secs
	WB	0-30 secs		WB	0-30 secs

25	EB	-(30-60) secs	25	EB	-(0-30) secs
	WB	0-30 secs		WB	0-30 secs
56	NB	(30-60) secs	56	NB	30-60 secs
	SB	0-30 secs		SB	30-60 secs
59	NB	-(30-60) secs	59	NB	-(0-30) secs
	SB	-(30-60) secs		SB	0-30 secs
76	NB	-(30-60) secs	76	NB	0-30 secs
	SB	0-30 secs		SB	30-60 secs
133	EB	-(1-2) mins	133	EB	-(30-60) secs
	WB	0-30 secs		WB	0-30 secs
100	EB	1-2 mins	100	EB	1-2 mins
	WB	1-2 mins		WB	1-2 mins

5.54 Table 5.7 and Table 5.8 present a summary of the number of bus route directions that improve or are delayed in the AM Peak and PM Peak respectively. Note that this excludes Route 100 due to the relocation of the bus stand.

5.55 In the AM Peak, six bus routes have improved journey times of up to 3 minutes. 10 bus routes are delayed for up to 60 seconds. In the PM peak, five bus routes have improved journey times of up to 3 minutes, whereas 11 bus routes are delayed for up to 60 seconds.

Table 5.7: Summary of bus route directions that improve or are delayed, AM Peak

Date	**Number of bus route directions (NB. SB, EB, WB) that:**				
	In the AM Peak				
	Improve	**Delayed**			
	-0-3 min	0-1 min	1-2 min	2-3 min	3+mins
May-24	6	10	0	0	0

Table 5.8: Summary of bus route directions that improve or are delayed, PM Peak

Date	**Number of bus route directions (NB. SB, EB, WB) that:**				
	In the PM Peak				
	Improve	**Delayed**			
	-0-3 min	0-1 min	1-2 min	2-3 min	3+mins
May-24	5	11	0	0	0

General motor traffic

5.56 Modelling was also carried out for general motor traffic. The results of this modelling, for the Option 1 design are outlined below[13]. In both the AM peak and PM peak, the maximum expected difference to journey time is a 1-2 minute increase. This result was indicated for routes across the project area, and for routes in the AM and PM peak. Journey time savings of up to 30 seconds were also indicated across the project area.

5.57 In the AM Peak, the routes with the greatest journey time increases are:

- New Change to Aldersgate Street, NB, 1-2 mins
- London Wall/Moorgate to New Change, WB-SB, 1-2 mins

5.58 In the AM Peak, the routes with the greatest journey time savings are:

- Aldersgate Street to New Change, SB, -0-30 secs
- Cheapside to Aldersgate Street, NB, -0-30 secs
- Aldersgate Street to Cheapside, SB, -0-30 secs

5.59 In the PM Peak, the routes with the greatest journey time increases are:

- Aldersgate Street to New Change, SB, 0-30 seconds
- Aldersgate Street to Cheapside, SB, 0-30 seconds

5.60 In the PM Peak, the routes with the greatest journey time savings are:

- New Change to Aldersgate Street, NB, -0-30 secs
- Cheapside to Aldersgate Street, NB, -0-30 secs
- London Wall/Moorgate to New Change, WB-SB, -0-30 secs

Table 5.9: Journey time modelling for Option 1, general motor traffic, AM Peak

In the AM Peak		Difference
Motor Vehicle Route	**Direction**	**Option 1 (mins)**
New Change to Aldersgate Street	NB	1-2 mins
Aldersgate Street to New Change	SB	-0-30 secs
Cheapside to Aldersgate Street	NB	-0-30 secs
Aldersgate Street to Cheapside	SB	-0-30 secs
London Wall/Moorgate to New Change	WB-SB	1-2 mins

[13] Appendix 8 St Paul's Gyratory feasibility traffic modelling journey times

Table 5.10: Journey time modelling for Option 1, general motor traffic, AM Peak

In the PM Peak		Difference
Motor Vehicle Route	**Direction**	**Option 1 (mins)**
New Change to Aldersgate Street	NB	-0-30 secs
Aldersgate Street to New Change	SB	0-30 secs
Cheapside to Aldersgate Street	NB	-0-30 secs
Aldersgate Street to Cheapside	SB	0-30 secs
London Wall/Moorgate to New Change	WB-SB	-0-30 secs

6 Impact Assessment

6.1 **Table 6.1** summarises the potential impacts of the proposed design and identified which protected characteristics are likely to be disproportionately impacted. These impacts are assessed in detail in this chapter. Impacts may provide positive impacts for some users, whilst some users may be impacted negatively.

Table 6.1: Summary of impact assessment

Potential impact(s)	Protected characteristic(s) impacted
Improved walking and wheeling environment	• Age • Disability • Pregnancy and maternity • Race • Sex • Religion or belief
Improved cycling environment	• Age • Disability • Pregnancy and maternity • Sex • Race • Religion or belief
Improved road safety and perception of road safety for pedestrians	• Age • Disability • Pregnancy and maternity • Sex • Race • Religion or belief
Improved road safety and perception of road safety for cyclists	• Age • Disability • Pregnancy and maternity • Sex • Race • Religion or belief
Changes in bus journey times	• Age • Disability • Pregnancy and maternity • Race
Changes to bus stops	• Age • Disability • Pregnancy and maternity
Changes in journey times for general traffic	• Age • Disability

	• Pregnancy and maternity
Improved public realm	• Age • Disability • Pregnancy and maternity • Sex • Religion or belief
Increased noise levels	• Disability • Age
Decreased air quality	• Disability • Age • Pregnancy and maternity

Improved walking and wheeling environment

6.2 Proposed changes across the project area would improve the experience of walking and wheeling movements across the area. Design changes associated with this improvement include:

- Raised entry treatments at junctions within the project area, which help to slow down vehicular traffic entering a side road, helping to improve road safety and the perception of road safety.
- Raised entry treatments at junctions within the project area provide a level crossing point for pedestrians, enhancing footway comfort
- Footway buildouts across the project area which could alleviate footway crowding
- Direct single-stage signalised crossing at junction of Cheapside and St Martin's Le Grand/King Edward Street (10 Cheapside) replaces indirect, two-stage crossing, providing a better experience for pedestrians.

6.3 To note, the closure of the Newgate Street slip road and the southern part of King Edward Street to all vehicles to enable the creation of pedestrianised public space of over 3,000 square metres would result in an improved experience of walking and wheeling across the project area. The impacts of the new public space are discussed separately in **Improved public realm**.

Protected characteristics likely to be impacted

- Age
- Disability
- Pregnancy and maternity
- Race
- Sex
- Religion or belief

Summary of potential impacts

Crossing roads within the area

6.4 Disabled people, older people, and pregnant women may have reduced mobility and thus require longer times to cross the road. 30 per cent of people in the CoL that have a disability which affects daily travel, walk and cycle. Furthermore, according to LTDS 2019/20 data for the CoL, the proportion of trips made by the 65+ age group in the CoL by walking (25 per cent). There is limited research related to the extent to which pregnant women continue to

walk or cycle as their pregnancy progresses, and the extent to which pregnant women use active travel in the CoL is unknown. However, studies from wider contexts indicate that some women who used active travel pre-pregnancy continue to use active travel during pregnancy[14,15].

6.5 The design changes outlined above are likely to improve the experience of crossing roads all around the project area. This includes new raised entry tarmac treatments, and an improved, direct crossing outside of St Paul's London Underground station. Improving these crossings could help to reduce stress or anxiety associated with navigating more complex junctions.

6.6 This benefit would further be experienced by people who would benefit from a level-crossing point. This may include older people, disabled people (with mobility aids) and pregnant people and mothers with new-born children, who may have reduced mobility and find navigating non-level footways less comfortable or more complex.

Road safety

6.7 Research from Living Streets[16] highlights that older people and some younger people may find navigating crossings with higher vehicle speeds more complex, and so may travel more slowly. The proposed raised entry treatments can help to slow down vehicular traffic entering a side road, reducing the collision risk. This could improve road safety within the area, as well as improve the perception of road safety.

6.8 People aged 16-24 in the CoL are more likely to be seriously injured in road incidents than any other age group. In the UK, 15–19-year-olds experience almost double the risk of death from road traffic accidents (82.5 deaths per million population) in comparison to the general population. In addition, people aged under-16 are more likely to use active travel than any other age group. Therefore, improvements that enhance walking/wheeling safety could particularly benefit younger people.

Pedestrian comfort

6.9 Footway buildouts could provide additional comfort when making trips on foot, particularly at peak hours when pedestrian volumes are at their highest and footways at their busiest. This could disproportionately benefit women, particularly due to higher number of trips they make daily compared to men, as well as their role in taking children to and from educational and recreational facilities[17]. This benefit would be more likely to positively impact 'Mixed or multiple ethnic groups' who are currently more likely to walk or cycle (52 per cent) more than any other group in the CoL.

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[14] https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4730776/

[15] https://www.sciencedirect.com/science/article/abs/pii/S2214140516303814

[16] https://www.livingstreets.org.uk/policy-reports-and-research/crossings/

[17] https://www.gov.uk/government/statistics/national-travel-survey-2021/national-travel-survey-2021-trips-by-purpose-age-and-sex#:~:text=In per cent202021 per cent2C per cent20males per cent20made per cent209,miles per cent20per per cent20person per cent20by per cent20females).

6.10 Furthermore, the proposed changes are likely to improve the walking and wheeling environment for people to access nearby places of worship, including St Paul's Cathedral. As St Paul's Cathedral is also a major London landmark, the Cathedral is likely to have a wide catchment, which could include people across London, alongside domestic and international tourists. However, other places of worship within the project area, such as St Botolph's-without-Aldersgate, St Anne & St Agnes Church and St Vedast alias Foster are likely to have more local catchments, making them more likely to be within walking distance of regular attendees. The proposed changes would improve the experience of walking and wheeling to access these destinations.

Improved cycling environment

6.11 The proposed design changes will likely improve the experience of cycling across the project area. This is due to improved cycle routing which provide more direct routes, and enhanced cycling infrastructure including protected cycle lanes. These changes could also improve road safety and the perception of road safety for cyclists. Design changes associated with this improvement include:

- Improving cycle safety/perception of cycle safety through providing:
  - Cycle lane and cycle gate on New Change
  - Bidirectional cycleway on St Martin's Le Grand
- More direct route provided for cyclists through junction at New Change due to cycle gate.

Protected characteristics likely to be impacted

- Age
- Disability
- Pregnancy and maternity
- Sex
- Race
- Religion or belief

Summary of potential impacts

Cycling experience

6.12 Improving the experience of cycling could positively impact disabled people, as a significant proportion of disabled people in the CoL use active travel (30 per cent of disabled people in the CoL with a disability affecting daily travel either walk and cycle). In addition, the Wheels for Wellbeing annual survey (2019/20)[18] showed that 65 per cent of disabled cyclists use their cycle as a mobility aid, and 64 per cent found cycling easier than walking. Survey results also showed that inaccessible cycle infrastructure was found to be the biggest barrier to cycling. Therefore, providing improved cycling infrastructure is likely to provide a positive impact for disabled cyclists.

[18] https://wheelsforwellbeing.org.uk/wp-content/uploads/2020/07/WFWB-Annual-Survey-Report-2019-FINAL.pdf

6.13 Improving the experience of cycling could also positively impact older people who cycle. According to LTDS 2019/20 data for the CoL, the proportion of trips made by the 65+ age group in the CoL by walking and cycling is eight per cent. Younger people (aged under 16, and also 16-24) are also more likely to use active travel in the CoL (41 per cent and 31 per cent respectively). Improved cycling infrastructure and routing is also likely to more likely benefit people in 'Mixed or multiple ethnic groups' and 'Other ethnic groups' in the CoL, as people of these ethnicities are more likely to use active travel.

6.14 There is limited research related to the extent to which pregnant women continue to walk or cycle as their pregnancy progresses, and the extent to which pregnant women use active travel in the CoL is unknown. However, studies from wider contexts indicate that some women who used active travel pre-pregnancy continue to use active travel during pregnancy[19,20].

6.15 Furthermore, the proposed changes are likely to improve the experience of cycling for people to access nearby places of worship, including St Paul's Cathedral. As St Paul's Cathedral is also a major London landmark, the Cathedral is likely to have a wide catchment, which could include people across London, alongside domestic and international tourists. However, other places of worship within the project area, such as St Botolph's-without-Aldersgate, St Anne & St Agnes Church and St Vedast alias Foster are likely to have comparatively local catchments, making them more likely to be within cycling distance of regular attendees. The proposed changes would improve the experience of cycling across the project area to access these destinations.

Additional design considerations

6.16 The southern part of the bidirectional cycle route on St Martin's Le Grand, between Angel St and Newgate Street, narrows down to approximately 3 metres wide at the junction with Newgate Street. TfL's London Cycling Design Standards (LCDS) recommend cycle lane widths to be greater than four metres[21] to more comfortably accommodate non-standard cycles. To cope with the likely growth in cycling numbers, the recommended LCDS minimum standards should be exceeded if possible.

6.17 The layout of the proposed advisory and mandatory (i.e. non-segregated) cycle lanes on Newgate Street may not be suitable for all users - particularly women and disabled people. This is compounded by the design of bus stops, which interrupt the cycle lanes in both directions. This means that cyclists would need to merge into the general carriageway and overtake buses to continue their journey.

6.18 Research indicates that cycle lanes and segregated cycle paths are cited by people as factors that would encourage them to cycle[22]. Literature review conducted by Sustrans

[19] https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4730776/

[20] https://www.sciencedirect.com/science/article/abs/pii/S2214140516303814

[21] https://content.tfl.gov.uk/lcds-chapter4-cyclelanesandtracks.pdf

[22] https://eprints.whiterose.ac.uk/188845/6/1-s2.0-S221414052200041X-main.pdf

indicates that women express a higher preference for segregated cycling infrastructure than men[23]. In addition, a survey undertaken by Wheels for Wellbeing in 2021 highlighted that a lack of segregated cycling infrastructure can be a barrier to disabled cyclists[24]. Where possible, segregated cycle lanes should be provided to address the significant perceived and actual safety concerns that can deter cycling and help to further enhance positive equality impacts. Further consideration should also be given to the design of bus stops to establish whether an alternative arrangement can be found that provides greater protection for cyclists.

Changes in bus journey times

6.19 As outlined in Table 5.4, Table 5.5. Table 5.6, Table 5.7, and Table 5.8, the project will result in changes to bus journey times. Traffic modelling has optimised signal timings and interaction between junctions to minimise impact on bus journey times, resulting in a maximum journey time increase of 1-2 minutes in the AM and PM peak for both eastbound and westbound routes on Route 100.

6.20 Across the AM and PM peak, all other journey time increases are likely to be up to 60 seconds. In the AM peak, 10 bus routes are likely to be delayed for up to 60 seconds. In the PM Peak, 11 bus routes are likely to be delayed for up to 60 seconds.

6.21 Modelling outputs also show some expected journey time savings; a maximum journey time saving of 1-2 minutes was recorded for Route 133 (travelling eastbound). In the AM Peak, six bus routes are likely to have improved journey times of up to 3 minutes. In the PM peak, five bus routes are likely to have improved journey times of up to 3 minutes.

Protected characteristics likely to be impacted

- Age
- Disability
- Pregnancy and maternity
- Race

Summary of potential impacts

6.22 For some disabled people, older people with age-related mobility impairments, or pregnant women, increases to bus journey time could cause greater discomfort during travel. In contrast, journey time savings could provide a minor benefit as the inverse impact would be experienced; journey time savings could make journeys more comfortable or manageable for pregnant people or people with mobility related impairments.

6.23 It should be noted that the maximum increase to journey time modelled is no more than two minutes, recorded for one route (Route 100), in both directions, in both the AM and PM peak. The severity of this negative impact is nuanced and will vary between relatively minor and

[23] https://www.sustrans.org.uk/media/2930/2930.pdf

[24] https://wheelsforwellbeing.org.uk/wp-content/uploads/2022/05/Disability-and-Cycling-Report-of-2021-national-survey-results.pdf

relatively substantial, depending on the individual experience and disability of each road user.

6.24 TfL research from 2019[25] shows that bus-use is the next most commonly used transport type for younger Londoners (after walking and cycling). Among Londoners aged 11-15, 75 per cent use the bus at least once a week, compared with 59 per cent of all Londoners. In addition, bus use (at least once a week) among Londoners aged 65 and over is 65 per cent, in comparison with 59 per cent of all Londoners. Subsequently, journey time increases, or journey time savings may present a positive impact for younger and older people, depending on their selected route.

6.25 Public transport use amongst BAME people is higher in the CoL in comparison to Greater London (see **Figure 3.19** and **Figure 3.20**). Research by TfL[25] also illustrates that bus use among BAME Londoners is higher than among white Londoners (65 per cent BAME compared with 56 per cent white Londoners using the bus at least once a week). In addition, the proportion of black Londoners using the bus at least once a week is 73 per cent. Subsequently, journey time increases, or journey time savings may present a positive impact for BAME people, depending on their selected route.

Changes to bus stops

6.26 There are changes to bus stops within the project area, which could result in shorter or longer passenger journeys, or walking distances for bus users. Bus stop relocation includes:

- Bus stop SQ: relocated 50m west on Newgate Street
- Bus stop SV: relocated to King Edward Street
- Bus stop SW: relocated further north (approximately 40m). This bus stop will be located on a traffic island which is accessed via a zebra crossing across a cycle track.

6.27 Changes also include:

- Bus stop SP: to be removed
- The current bus stand on King Edward Street will become a bus stop, providing a stop closer the main entrance to Bart's Hospital and bus stop (SV) further north on Montague Street will be removed.

Protected characteristics likely to be impacted

- Age
- Disability
- Pregnancy and maternity

Summary of potential impacts

Relocation of bus stops

6.28 The equality impacts associated with the relocation of bus stops should be considered in the context of relatively minor distance changes. As such, it is likely these impacts would only disproportionately impact a small minority of disabled people, older people with age-

[25] https://content.tfl.gov.uk/travel-in-london-understanding-our-diverse-communities-2019.pdf

related mobility impairments, or pregnant women. Increased walking or wheeling distances to access a bus stop could cause greater discomfort during travel. Additional walking distances could be exhausting or stressful for some older, disabled, or pregnant women. The relocation of bus stops could add additional complexity for a journey for neurodivergent people who can sometimes find change stressful or difficult to comprehend.

6.29 However, it should be noted that the extent to which this impact is experienced will depend on the passenger's destination. This also means that some passengers may experience the inverse impact, as the bus stop relocation may result in a shorter walking or wheeling distance depending on their destination. Subsequently, reduced walking or wheeling distances could make journeys more comfortable or manageable for pregnant people or people with mobility impairments. For instance, this could be experienced at the current location of the bus stand on King Edward Street.

6.30 This new stop will provide a stop closer to the main entrance to St Bartholomew's Hospital; a measure that is supported by the Hospital as the existing bus stand is reported to sometimes negatively impact on blue light response times. This may also occur at the relocated bus stand for Route 100, as passengers may now terminate their journey at Giltspur Street, which may provide a shorter walking or wheeling distance than previously, depending on their destination.

Floating bus stops

6.31 Stakeholder feedback raised concern in relation to the proposed relocation of bus stop SW to a floating bus stop island. Findings from a survey undertaken by the Royal National Institute of Blind People highlighted safety concerns in relation to floating bus islands, as visually impaired users must cross a cycleway to get onto or off a bus and cannot react quickly to hazards. Subsequently, moving this stop to a floating bus island could increase stress and anxiety for visually impaired users.

6.32 Similar concerns have been raised in relation to older or disabled bus passengers who cannot move very fast or use mobility aids, who may similarly find this layout more stressful and unsafe. However, analysis undertaken by TfL suggests that the presence or construction of bus stop bypasses in London has not led to a reduction in use by older or disabled customers[26].

6.33 In addition, converting the bus stand on King Edward Street to a bus stop could provide a positive impact for older, disabled, and pregnant people. It is expected that a bus stop will be supported by shelter and seating, which could be beneficial as people with mobility related impairments may find it more comfortable to wait for a bus service.

[26] https://content.tfl.gov.uk/bus-stop-bypass-safety-review-2024.pdf

Changes in journey times for general traffic

6.34 Traffic modelling has shown that in the AM peak and PM peak, the maximum expected increase in journey time is a difference of 1 to 2 minutes, for routes across the project area, and for routes in the AM and PM peak. Journey time savings of up to 30 seconds were also indicated across the project area and in the AM and PM peak.

Protected characteristics likely to be impacted

- Age
- Disability
- Pregnancy and maternity

Summary of potential impacts

6.35 For some disabled people, older people with age-related mobility impairments, or pregnant women, increases to journey time could cause greater discomfort during travel. People with a long-term health problem or disability in the CoL are more likely to be a private vehicle driver or passenger than those who do not have a long-term health problem/disability. This is particularly pronounced for people with a disability related to mobility, as the private vehicle mode share for with a mobility-related disability in the CoL is 32 per cent. In addition, people aged 60 and over are more frequently private vehicle drivers and passengers (13 per cent) than other age groups, and older people are more likely to experience mobility related impairments as a result of ageing. Therefore, longer journey times are more likely to affect people with mobility-related disabilities.

6.36 It is likely that some pregnant women either working, residing, or travelling through the CoL will use private vehicles, however the extent to which this occurs within the CoL is also unknown. Increased journey times could negatively affect pregnant women, as longer journey times may exacerbate the negative physical and mental symptoms of pregnancy[27].

6.37 However, it should be noted that the maximum increase to journey time modelled is two minutes, recorded for two routes in the AM peak. The severity of this negative impact is nuanced and will vary between relatively minor and relatively substantial, depending on the individual experience and disability of each road user.

6.38 Journey time savings have also been recorded by the modelling exercise, which recorded journey time savings of up to 30 seconds. This could provide a minor positive impact for people in the protected characteristic groups identified above, for which the inverse impact would be experienced; as journey time savings could make journeys more comfortable or manageable for pregnant people or people with mobility related impairments.

6.39 In addition, the introduction of two-way working on Montague Street is expected to reduce traffic on Little Britain (south); thereby maintaining ambulance access and journey times to St Bartholomew's Hospital by ensuring traffic isn't diverted down Little Britain (south). This will benefit patients at the hospital and as well as private vehicle drivers and passengers.

[27] https://www.sciencedirect.com/science/article/abs/pii/S2214140521003388

Improved public realm

6.40 The closure of the Newgate Street slip road and the southern part of King Edward Street will enable the creation of pedestrianised public space of over 3,000 square metres. Proposals for this new public space include a play area for children, and space for community activities and events. The creation of a large, new public space will enhance the public realm in the project area. Alongside the pedestrianisation of the area, new trees will be planted, and soft landscaping will be implemented. In addition, the landscaped gardens of Christ Church Greyfriars will be enhanced and integrated into the design of the public space.

Protected characteristics likely to be impacted

- Age
- Disability
- Pregnancy and maternity
- Sex
- Religion or belief

Summary of potential impacts

Public realm

6.41 These features offer benefits for residents, businesses and visitors, by prioritising pedestrians and creating a less car-dominated, green public space, encouraging greater dwell time and offering opportunities for greater use of the space. Pedestrianisation will also enhance road safety, which could make the area more attractive for walking and wheeling. These features can create a more inviting place for people to meet, gather and dwell.

6.42 People from all protected characteristic groups will likely benefit from the positive impacts of a new, green public space. 87 per cent of respondents to the Commonplace consultation answered that they would want to see 'trees and plants' in the newly pedestrianised space. Research from Public Health England[28] identified that green spaces are associated with positive mental health benefits, including reduced levels of depression, anxiety, and fatigue, and enhanced quality of life for both children and adults. In the CoL, those with mental health impairments are most likely to undertake active travel (47 per cent), and so these people may experience particular benefits as a result of the scheme.

6.43 The public realm features outlined above may also be particularly beneficial for disabled people, older people and children, women, and pregnant people. Movements may be more complex or stressful for people with mobility-related impairments. Therefore, the reduction of vehicle dominance and widened footways could reduce complexity of moving through the area, thereby reducing associated stress of walking and wheeling. In addition, women, who are more likely than men to be moving through public space with prams, and mothers with

28 https://assets.publishing.service.gov.uk/media/5f202e0de90e071a5a924316/Improving_access_to_greenspace_2020_review.pdf

young children may also be impacted positively, as the public space will provide a more welcoming environment to walk and wheel.

6.44 This will provide a place within which visitors can dwell and may provide an area for community events. This could help to foster a sense of community and reduce isolation and loneliness, which could be particularly beneficial to people who are reported to experience isolation in higher proportions, including older people and disabled people[29].

6.45 Due to the location of the scheme, any potential benefits or disbenefits from the proposed changes are more likely to impact people who are visiting the area, which may include the congregation of St Paul's Cathedral and other local places of worship.

Public seating

6.46 79 per cent of respondents to the Commonplace consultation answered that they also would like places to sit in the newly pedestrianised space. Providing seating across the pedestrianised space will offer opportunities for people to dwell and rest. This could be particularly beneficial for disabled people, older people and pregnant people, who may find movement more tiring as a result of mobility-related impairments. Accessible seating options will be provided, including benches with arm rests and backrests, which could enhance comfort for people travelling through the area.

Play area

6.47 The scheme includes a proposed play area, which will provide a positive impact for young people and children. 7 per cent of residents in the CoL are aged under 16, which is less than across London (19%). For younger residents of the CoL, and for younger visitors to the CoL, the play space may enhance their experience of dwelling in the area. The play space will have a range of play features, designed for disabled and non-disabled children. This is planned to include an inground trampoline, which is suitable for wheelchair use.

Cycle parking and docking station for Santander Cycles

6.48 Space and infrastructure to support cycling, including cycle stands and a Santander Cycles docking is to be included in the design. This could be particularly beneficial for people in the CoL with protected characteristics who are reported to cycle frequently (see **Improved cycling**).

[29] https://www.gov.uk/government/publications/tackling-loneliness-evidence-review/tackling-loneliness-evidence-review-summary-report

Additional considerations

6.49 **Table 6.2** outlines additional suggestions resulting from the review of stakeholder feedback.

Table 6.2: Additional Design Considerations

Additional Consideration	Impact
Dedicated dockless bays	Avoids dockless bikes/ scooters obstructing pavement space
Improved priority for pedestrians at signalled crossings	Reduced waiting times at crossings
Dementia friendly designs to be incorporated e.g. signage and wayfinding	This could also benefit people with other disabilities have further access requirements
Importance of appropriate flooring for wheelchair users, and tactile pavement to warn and guide blind and visually impaired people, alongside maintenance of this flooring.	To ensure the scheme remains accessible and well-maintained
Road signage and pedestrian wayfinding should reference St Bartholomew's Hospital and highlighting it "does not have an A&E"	Mitigates unnecessary congestion to access the hospital
Ensure cycle parking is fully accessible and in line with guidance	To support the uptake of cycling for disabled people

Healthy Streets Assessments

6.50 To assess the design of the scheme, CoL produced Healthy Streets Assessments for key streets in the project area. These assessments were carried out internally by CoL officers. Healthy Streets Assessments score streets against 10 indicators, which are supported by qualitative and quantitative metrics. Indicators are prioritised and balanced to support improvements for social, economic, and environmental sustainability[30].

6.51 Across the project area, the results of this assessment indicate a positive improvement overall across all areas, and a positive improvement for most indicators in all areas, in comparison to the initial project area layout.

6.52 The assessments also indicate where further design improvements could also be considered to enhance street design. Design improvements indicated by the assessment that could further enhance positive equality impacts include:

- **Improving the environment around bus stops**: Healthy Streets recommend that there is sufficient waiting space that is clear of the walking space, and sufficient seating and shelter. Bus stops should also provide step free access and safe crossing of any cycle paths to access the stop. Shelter and seating can provide a more comfortable environment, and these benefits may be particularly experienced by disabled and/or older people, and pregnant women. Where feasible, improvements to progress towards

[30] https://www.healthystreets.com/

achieving these recommendations could be considered for all bus stops within the scheme area.

- **Use of correct materials at crossings**: Healthy Streets recommend that crossings include tactile paving on both sides of the crossing, with the correct design and correct materials. Where feasible, all crossings across the scheme area should ensure these recommendations are met across the project area to maximise accessibility for visually impaired users.
- **Cycle safety**: For some streets in the project area, the Healthy Streets Score has determined that the proposed scheme design would not improve cycle safety at junctions. The scheme design could be reviewed to identify whether cycle safety could be improved at junctions to enhance the experience, comfort and safety of cycling within the project area.
- **Maximising footway and cycleway widths**: The Healthy Streets scores have indicated that some footway and cycleway widths in the project area will not meet absolute minimum widths. The scheme design could be reviewed to determine the feasibility of providing more desirable widths at the narrowest points, to improve the experience and comfort of active travel within the project area.

6.53 In addition, the Healthy Street Assessments identified two locations where scores for noise and air quality indicators were lower than previously. These locations are Newgate Street and Angel Street, as Newgate Street will become two-way for vehicles, and vehicles travelling northbound will be routed via Angel Street. It is important to note that noise and air quality will have a disproportionate negative impact on people who are pregnant or travelling very young children, people who are older or younger, and disabled people. The CoL could also consider partially mitigating this negative impact through providing additional planting in these locations.

7 Summary

Summary

7.1 This project proposes significant alterations to the area to the north of St Paul's Cathedral, aiming to transform it into a more vibrant and accessible public space. The key elements of this transformation include:

- **Enhanced pedestrian and cyclist priority:** The implementation of raised entry treatments, improved cycle infrastructure, and a large pedestrianised zone will prioritise the safety and comfort of people who walk, wheel and cycle. This design approach will reduce car-dominance in the project area, creating a more welcoming environment for active travel.
- **Improved public realm, with inclusive play facilities:** The proposed design of Greyfriars Square incorporates and improves greenery, which is associated with positive mental health benefits. The dedicated play area in Greyfriars Square is designed with accessible elements, providing a positive benefit for the CoL's younger demographic. Overall, the space serves as a feature that can foster opportunities for social interaction among communities.
- **Potential impact on bus users:** Modelling exercises undertaken by TfL in collaboration with the CoL recognise the possibility of increased journey times for specific bus routes, however, these are recorded as a maximum of 1-2 minutes, which could be considered to be a relatively minor. The relocation of bus stops within the project area may be associated with relatively minor increases in walking and wheeling distances from bus stops to a passenger's destination. This might impact some residents, particularly those who may find additional walking distances and longer journey times more exhausting or stressful. Nevertheless, an inverse, positive impact is also likely to be experienced by some passengers, who may experience journey time savings and reduced walking distances, depending on their destination.
- **Potential impact on private vehicle users:** Similarly, modelling exercises undertaken by TfL in collaboration with the CoL recognise the possibility of increased journey times for specific journeys undertaken by general motor traffic, however, these are also recorded as a maximum increase 1-2 minutes, which could be considered to be minor.

Conclusion

7.2 In conclusion, the St Paul's Gyratory Transformation Project is anticipated to yield positive benefits for both residents and visitors to the area. The creation of a new public space, equipped with an inclusive play area, alongside active travel enhancements across the project area can help to create a more inclusive and engaging environment for the community and visitors.

7.3 This EqIA has identified a limited number of potential minor negative impacts for bus passengers and private vehicle users. Negative impacts are related to increases in journey time, however, through options that optimise signal timings and junction interactions, these journey time increases are relatively limited (up to 2 minutes).

7.4 **Overall, the project should be considered in its totality; the positive impacts identified are aligned with objectives of The City of London's Transport Strategy; to prioritise space for active travel, improve road safety and accessibility, and enhance space for dwelling. The positive impacts identified within the proposed design outweigh any negatives and will transform the project area into a more vibrant, inclusive, and sustainable public space for the residents and visitors to the project area.**

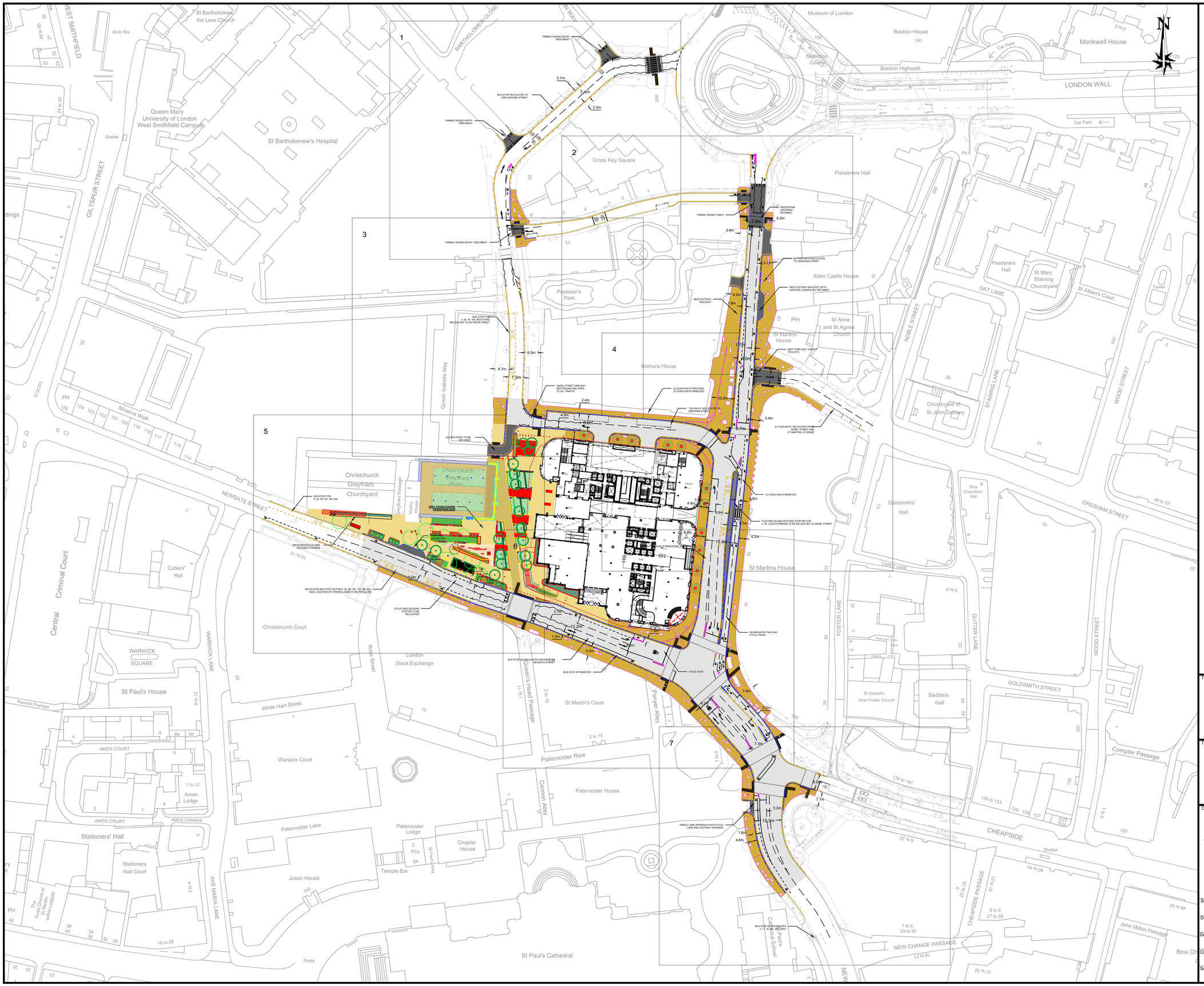
Additional recommendations

7.5 The impacts of construction work during the construction of the scheme should be reviewed closely. Following approvals from the CoL, Phase One works are planned to commence in early 2025 and be completed in Spring 2027. This presents a long construction phase and impacts on road users could be exacerbated by other local construction works. This is likely to result in increased traffic flows, including of large construction vehicles, which may present subsequent road safety concerns.

7.6 Routeing of construction vehicles should be carefully considered and monitored during the construction phase to reduce congestion on the local network. In addition, during the construction phase, walking routes for and any diversion routes should comfortably meet widths for disabled access and include ramps for wheelchairs and mobility aids where necessary. Furthermore, it is recommended that changes to routes are clearly marked out, along with appropriate signage and wider communications on social media.

A Appendix A – Project Area and Scheme Design

QUALITY SYSTEM CERTIFICATION
DNV·GL
ISO 9001:2015



Notes:

1. No information to be scaled from this drawing.

2. Works shall comply with the current City of London Specification for Highway works.

3. All road markings refer to the "Traffic Signs Regulations and General Directions 2016". Refer to drawing number 1200/16100278/RM

4. This drawing is to be read in conjunction with all relevant drawings

5. The Contractor will be held responsible for any damage caused to private highways and privately owned street furniture.

TITLE:

St Pauls Gyratory

TITLE:

General Arrangement Overview Plan

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIORNMENT
PO BOX 270
GUILDHALL
LONDON
EC2P 2EJ

TEL: 020 7606 3030

CITY OF LONDON

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Date: April 2024	
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Checked by: BM	
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3.0 Minor amends – final issue	5th September 2024

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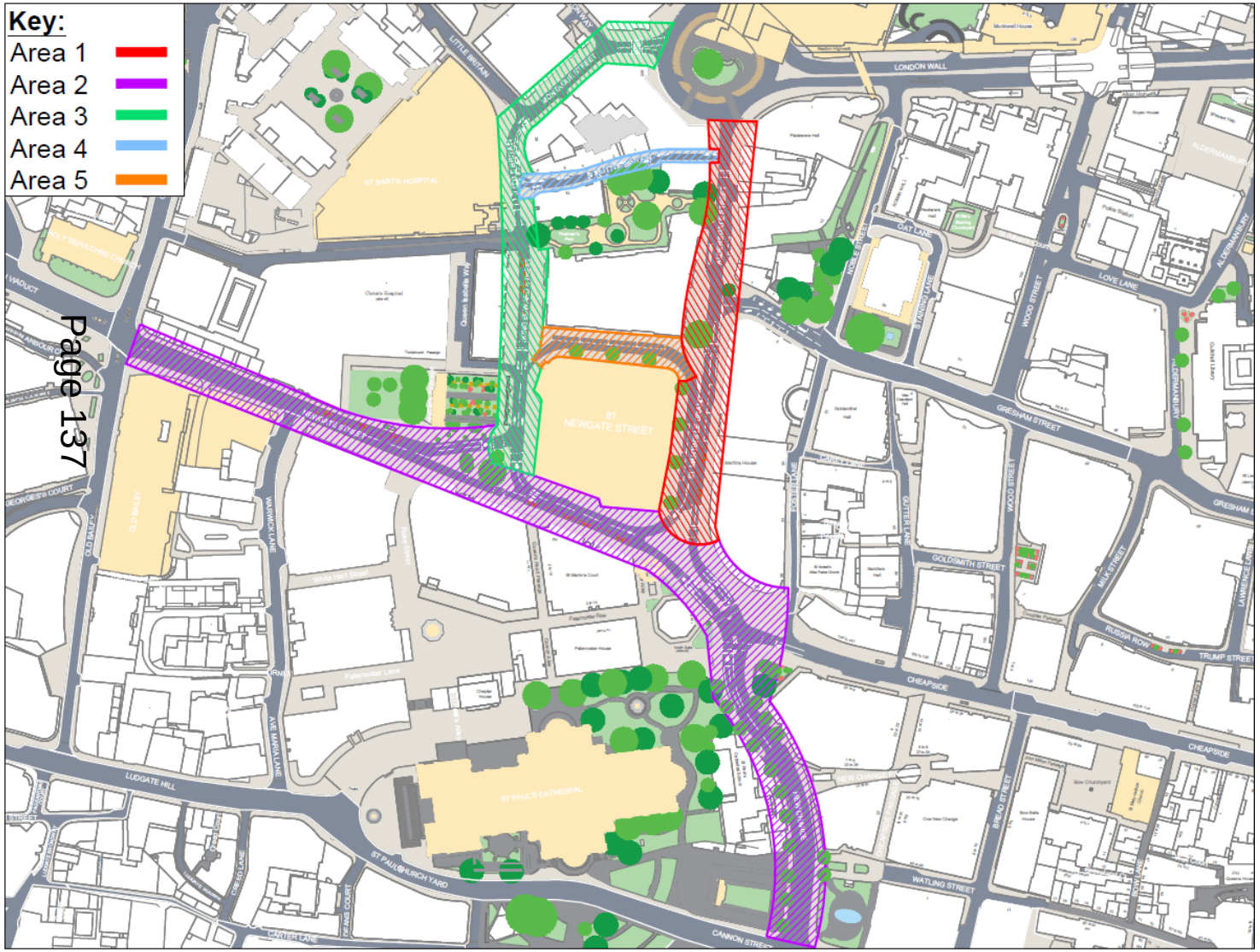
St. Paul's Gyratory Transformation Project
Healthy Streets Design Check Assessment



Area 1: St. Martin's Le Grand

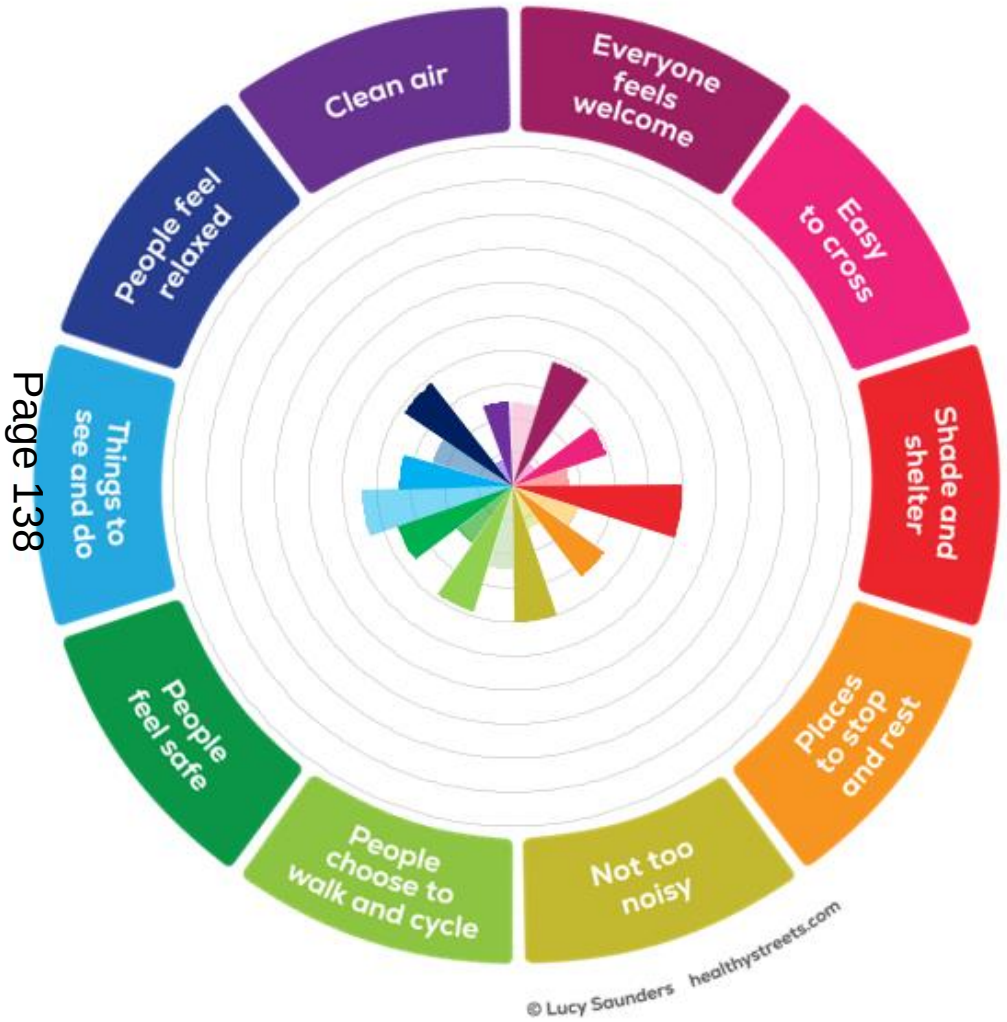
Area 2: Newgate Street/New Change/Cheapside junction

Area 3: King Edward/Montague Street

Area 4: Little Britain

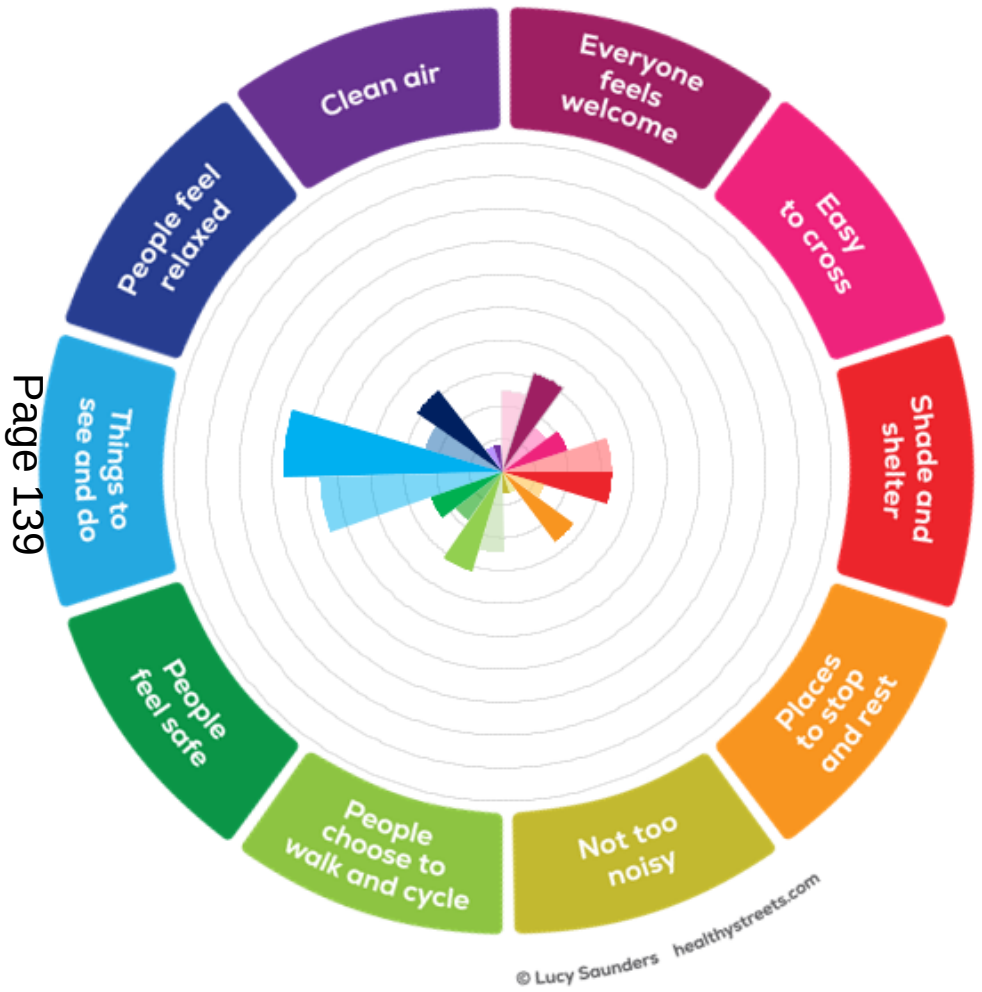
Area 5: Angel Street

Area 1: St. Martin's Le Grand



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	21	36
Everyone feels welcome	25	39
Easy to cross	8	29
Shade and shelter	17	50
Places to stop and rest	20	33
Not too noisy	13	40
People choose to walk and cycle	25	39
People feel safe	21	36
Things to see and do	44	33
People feel relaxed	25	39
Clean air	8	25

Area 2: Newgate Street/New Change/Cheapside junction



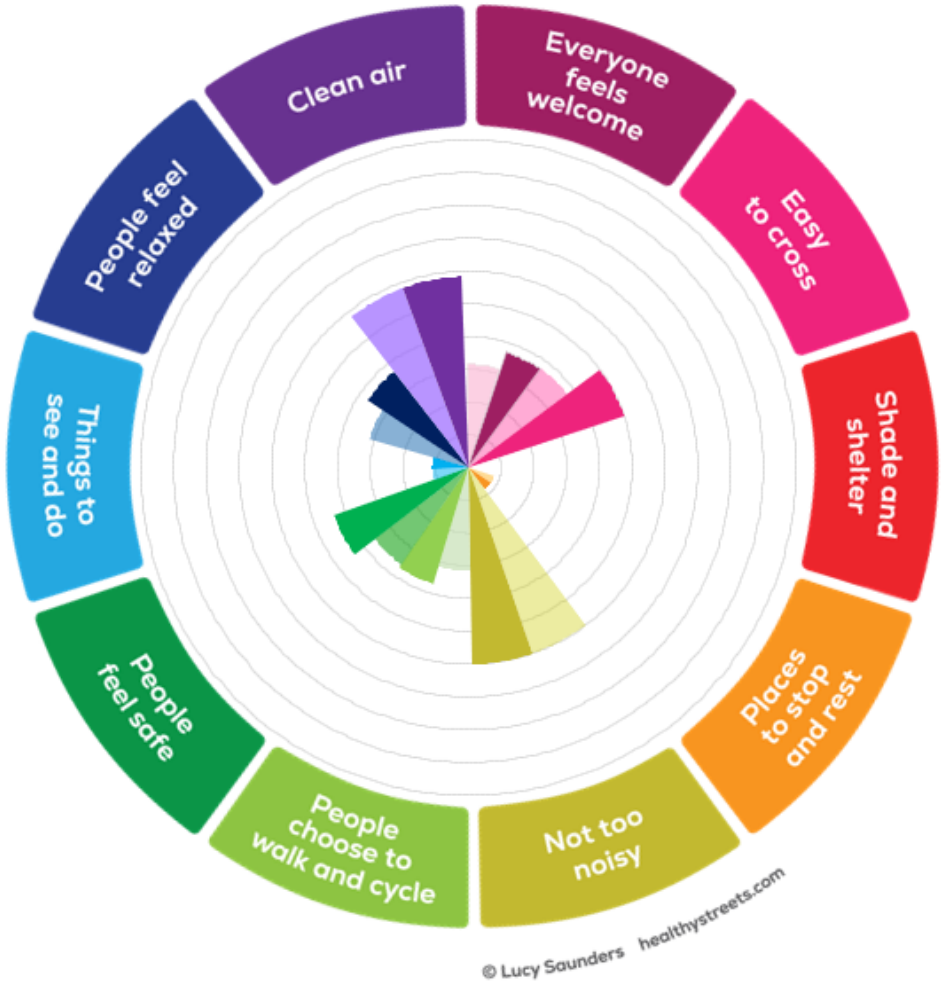
	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	23	28
Everyone feels welcome	25	32
Easy to cross	17	21
Shade and shelter	33	33
Places to stop and rest	13	27
Not too noisy	7	7
People choose to walk and cycle	25	32
People feel safe	18	23
Things to see and do	56	67
People feel relaxed	25	32
Clean air	8	8

Area 3: King Edward Street/Montague Street



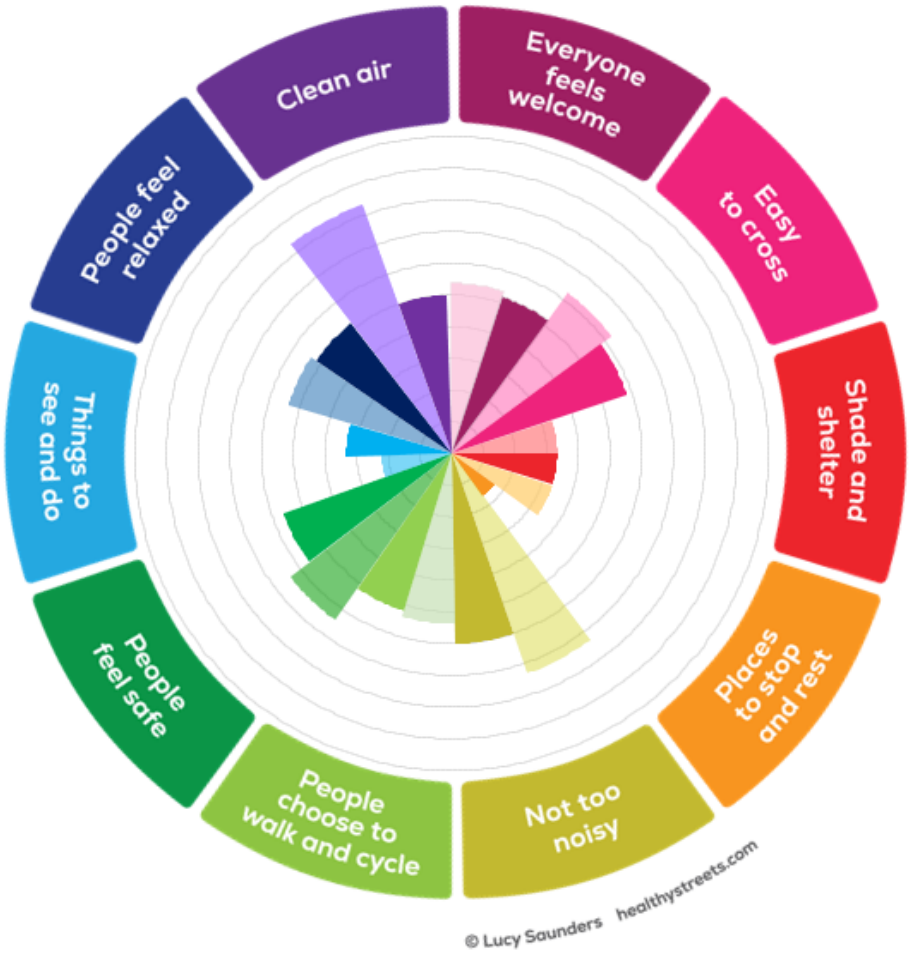
	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	26	48
Everyone feels welcome	28	47
Easy to cross	13	46
Shade and shelter	17	50
Places to stop and rest	13	27
Not too noisy	27	53
People choose to walk and cycle	28	47
People feel safe	21	41
Things to see and do	67	67
People feel relaxed	28	47
Clean air	17	50

Area 4: Little Britain



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	31	34
Everyone feels welcome	31	37
Easy to cross	38	50
Shade and shelter	0	0
Places to stop and rest	8	8
Not too noisy	60	60
People choose to walk and cycle	31	37
People feel safe	36	44
Things to see and do	11	11
People feel relaxed	31	37
Clean air	58	58

Area 5: Angel Street



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	53	46
Everyone feels welcome	54	52
Easy to cross	63	58
Shade and shelter	33	33
Places to stop and rest	33	17
Not too noisy	73	60
People choose to walk and cycle	54	52
People feel safe	64	56
Things to see and do	22	33
People feel relaxed	54	52
Clean air	83	50

*The assessment found a decrease in most indicator scores for Area 5, because all northbound traffic is routed via Angel Street. Street was previously bus/taxi only.

Committees: Streets and Walkways Sub-Committee *[for decision]* Projects & Procurement Sub-Committee (*for information)*	**Dates:** 4 February 2025 4 February 2025
Subject: Pedestrian Priority Streets Programme – Phase 1 – Cheapside **Unique Project Identifier: *12269***	**Gateway 5 – Authority to start work** Complex
Report of: Executive Director Environment **Report Author:** Kristian Turner – Policy and Projects, City Operations	**For Decision**
PUBLIC	

1. **Status update**	**Background:** Programme implementing pedestrian priority schemes at various locations in the Square Mile to enhance comfort, safety and accessibility for people walking and wheeling, contributing to the objectives of the Transport Strategy and the Climate Action Strategy. The programme is on-budget. Two schemes have been completed to date, King William Street (the largest scheme) is under construction and two schemes are well advanced in the design process. • King Street (complete) • Chancery Lane (complete) • King William Street (in construction) • Cheapside (in design) • Threadneedle Street / Old Broad Street (in design) • Old Jewry (currently operating as a traffic experiment) **This report** This report covers the Cheapside project which consists of a bus gate traffic restriction east of Bread Street and associated public realm improvements. There are two parts to the report: • The first part is seeking a decision on making permanent the current experimental traffic order to allow taxis access through the bus gate. • The second part is for the public realm enhancement measures enabled by the bus gate, seeking authority to start work on the new planters, seating and greenery.

	RAG Status: Green (last report: green) **Risk Status:** Medium (last report: medium) **Total Estimated Cost of Programme (excluding risk):** *£8.5M* **Spend to Date:** On the whole programme - £4.4M (of £6.1M approved budget) **Funding Sources:** • £6M from Climate Action Strategy funding (OSPR) • £150K (S106) • £2M (OSPR, for King William Street major works) • £400K (OSPR, for Cheapside) **Costed Risk Provision Utilised:** £56k. No further drawdowns since the last report.
2. **Requested decisions**	**Next Gateway/Report** – G5 Report for Old Broad Street / Threadneedle Street (May 2025) **Next Steps (Cheapside):** The next steps following approval of this report are: ▪ Notify statutory parties/consultees of intent to make a permanent traffic order for Cheapside; ▪ Make permanent traffic order for Cheapside; ▪ Publish notice of making for the permanent traffic regulation order; ▪ Engage and inform local Members, Cheapside BID of the public realm scheme design and timelines; ▪ Complete detailed design of the planters including the utilities design around the foundations and the planting approach; ▪ Complete the relocation of the phone boxes and post boxes; ▪ Procure the granite units for the planters and contractor mobilisation. *Next steps for the Old Broad Street / Threadneedle Street scheme, finalise the detailed design and network planning and Gateway 5 Report in the spring.* **Requested Decisions** Members of the **Streets and Walkways Sub-committee** are asked to approve: 1. Making the experimental traffic order on Cheapside permanent to allow taxi access through the bus gate 2. Delegate authority to the Executive Director Environment to approve the final detailed design of the public realm enhancements

	3. Implementation of the construction works for the public realm scheme 4. Approve the requested budget increase of £1.295M, funded by the approved OSPR allocation (taking the overall approved programme budget to £7.45M) 5. The commuted maintenance budget of £90k for the enhanced cleansing of the space and maintenance of the planting on Cheapside 6. Delegate authority to the Executive Director Environment, in consultation with the Chamberlain, to make any further adjustments (above existing authority within the project procedures) between elements of the budget Members of **Projects and Procurement Sub-committee** are asked to note the recommendations.
3. **Budget**	**Existing budget and spend to date** 1. The Pedestrian Priority Streets Programme is principally funded through the Climate Action Strategy (£6M OSPR), with further OSPR contributions of £2M for the King William Street scheme and £400k from the Cheapside Programme (which includes Bow Churchyard). 2. The overall <u>current approved</u> budget for the whole Pedestrian Priority programme is £6,159,190. 3. To date, £4,339,267 has been expended, leaving a total remaining unspent budget of £1,819,923. These unspent funds are committed to the construction works for King William Street, the development of the Old Broad Street / Threadneedle Street scheme, and the programmes costed risk. 4. An estimated budget of £1.295 M for the construction of the Cheapside scheme would take the approved budget to £7,459,190, leaving approximately over £1M of the programme budget (£8.55M) to construct the Threadneedle Street / Old Broad Street scheme. 5. The table below summarises the breakdown of the estimated budget required to finalise the design for Cheapside and construct the scheme. 6. A detailed breakdown of the line items is shown in Appendix 2. 7. The staff costs provide for project management and communication staff and Highways Engineering resource to oversee completion of the detailed design and the site supervision of the construction work. 8. The fees budget includes costs for work by external suppliers such as statutory undertakers' design tasks, the permanent traffic order and trial holes.

Item	Reason	Estimated Cost (£)
Staff costs	Staff costs (Highways, P&T, Legal)	£195,000
Fees	C3 utility fees, surveys, consultancy support, Traffic Orders	£25,000
Construction Works	Cheapside construction, C4 utility costs	£985,000
Maintenance	Cleansing and City Gardens	90,000
Total		**£1,295,000**

4. **Design summary**

TAXI ACCESS

9. In May 2023, Members of the Streets and Walkways Sub-Committee approved making the Cheapside bus gate restriction permanent following its experimental period. At the same time, Members approved a further traffic experiment to allow taxi access through the bus gate. This trial commenced under an Experimental Traffic Order on 6 November 2023.

10. The aim of the experiment was to increase taxi availability on Cheapside while considering the impact of any increase in taxi numbers on other street users. This followed stakeholder concern during the public consultation about the reduction in the number of taxis in the Cheapside area.

11. A decision now needs to be made on whether to make the change allowing taxis access on Cheapside permanent.

12. The experimental traffic order allowing taxi access is considered a successful trial as it has met the following success criteria:
    - Traffic counts indicate that the number of taxis on Cheapside has increased, improving availability including for people who rely on taxis for travel.
    - Although higher, taxi volumes are unlikely to have a negative impact on people walking, wheeling, cycling and spending time on Cheapside, or on bus journey times.
    - Collision data and u-turning behaviour does not indicate any safety issues or concerns.

- While there was a limited response to the public consultation, the feedback received was largely positive and no objections were received during the statutory consultation period.

13. On this basis, it is recommended that the experimental traffic order allowing taxi access is made permanent

Evidence to support the recommendation

14. This section sets out the monitoring results to aid Members in making an informed decision on whether to make the experimental traffic order on Cheapside permanent. It covers:

- results of the monitoring of the traffic experiment
- results of the statutory and public consultation
- equality impact assessment

Traffic counts

15. Traffic counts were undertaken in September 2023 before the experiment started and then quarterly traffic surveys were carried out. The detailed counts are included in Appendix 5, and a summary is below:

Date	Taxis	Buses	Cycles
Sept-23	4	914	3,207
Feb-24	1,023	988	1,947
May-24	1,064	1,011	4,184
Sept-24	1,174	974	4,111
Nov-24	1,143	727	3,942

* 24hr volumes for busiest weekday (Thursdays)

16. Taxi volumes along the surveyed section of Cheapside in the vicinity of the bus gate were virtually zero before the taxi experiment started.

17. Since the experiment started, taxi volumes on Cheapside average over 1,000 on a typical Thursday. On average, taxis travelling westbound are 20-30% higher than eastbound.

18. Allowing taxi access has increased overall motorised traffic volumes on Cheapside, but these remain in acceptable limits for people cycling to mix with general traffic in a 20mph environment without requiring additional cycle infrastructure. The volume of taxis is also unlikely to negatively impact the experience of walking, wheeling and spending time on Cheapside, including ease of crossing, or affect bus journey times.

Collision data

19. Collision data has been analysed for the most recent available dataset during the course of the experiment from November 2023 to August 2024 to determine if there have been any registered collisions in the vicinity of the Cheapside bus gate.

20. No collisions have been recorded in the vicinity of the bus gate during this experiment. There has been one collision on Cheapside since the experiment was introduced. This was at the King Street / Queen Street junction and involved a motorcycle and goods vehicle.

21. Note that 2024 data is unverified and may be subject to change.

U-turn behaviour

22. We also surveyed the behaviour of servicing vehicles to the east of Milk Street who must undertake a three-point turn back towards King Street to determine if there was a risk of conflict between road users. The survey showed very few instances where one road user had to yield to a turning vehicle. The relatively low traffic environment means u-turning vehicles are able to find adequate gaps in the traffic to perform turning manoeuvres.

23. We have therefore concluded there is no road safety consideration related to u-turning that should prevent allowing permanent taxi access through the bus gate.

Experiment Consultation results

24. Six-month statutory consultation on the experimental traffic order to allow for taxi access was undertaken from 6 November 2023. No responses or objections were received.

25. The public consultation for the taxi trial began at the start of the experiment and 88 responses were received. Of these, 97% of respondents were fully supportive of the principle of allowing taxi access through the bus gate.

26. 78% of the respondents were recorded as being taxi drivers.

27. Most respondents felt that the changes were of a positive or neutral benefit to people walking and cycling, very few respondents felt the change was detrimental.

28. 94% of respondents felt the changes made the street more accessible.

29. 95% of taxi drivers felt that the change makes taxis more available on Cheapside.

30. While the response rate to the consultation was very low and feedback was primarily from taxi drivers the lack of feedback may suggest that allowing taxis has had little or no impact (positively or negatively) on other street users.

31. The full results of the public consultation can be found in Appendix 6.

Legal implications

32. The Road Traffic Regulation Act 1984 (RTRA 1984) provides powers to regulate use of the highway. In exercising powers under the RTRA 1984, section 122 of the Act imposes a duty on the City to have regard (so far as practicable) to securing the 'expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians and cyclists) and the provision of suitable and adequate parking facilities on and off the highway'. The measure represents a slight amendment to the existing restriction that effects the movement of certain classes of vehicular traffic which at the time of deciding to make the bus gate permanent was understood to be an indirect impediment to the expeditious and convenient movement of traffic on surrounding streets due to the displacement of traffic.

33. Pursuant to Regulation 9(1) of the 1996 Regulations, the City has considered the necessity of holding a public inquiry and has decided against holding a public inquiry in the exercise of its broad discretion under Regulation 9.

34. The decision to not hold a public inquiry is based on the following evidence:
    - The measure has been in place for over 12 months as an experimental traffic order and its impacts on traffic is well understood
    - No objections were raised in the statutory consultation
    - Overall, the traffic changes have been assessed as having a minor impact on the traffic network

35. In light of these considerations, a public inquiry is not considered justified.

36. The recommendations within this report are within the City's powers and duties.

Equality Impact Assessment (EQIA)

37. An EQIA was undertaken on the proposed outline design for Cheapside and the results were reported to Committee in May 2023 to help Members make an informed decision on whether to make the bus gate permanent.

38. That EQIA identified potential disbenefits for some people due to longer taxi journeys and reduced availability of taxis.

39. The disbenefit related to the availability of taxis is considered to be mitigated by the change to allow access to taxis through the bus gate.

	40. Based on these findings it is recommended to make the ETO to allow taxi access through the bus gate on Cheapside permanent. **PUBLIC REALM ENHANCEMENTS** 41. The public realm design aims to maximise the opportunities for enhancement enabled by the extra pavement space created by the bus gate. 42. To ensure a coherent approach to the public realm along Cheapside the design and materials used for this scheme are consistent with the recently completed New Change Gardens and the proposed improvement scheme for Bow Churchyard. 43. The design of the scheme can be found in Appendix 3. 44. The public realm enhancements focus on creating a high-quality space on the pavement adjacent to the bus gate. It includes four planters and new seating. The space will become a focal place for visitors and workers to meet and sit on the City's main retail street. Climate resilient planting will provide shade and cooling benefits as well as playing a role in retaining storm water. 45. The crossing point for people walking and wheeling is aligned directly with desire lines linking Milk Street and Bread Street. The carriageway will be raised to pavement level for a section to improve the accessibility of the crossing and act as a speed calming feature. The height of the planters and internal planting at designed to allow clear lines of sight so that people crossing can see, and be seen, by all vehicles and cycles. 46. Three of the planters are to be constructed using 450mm high granite planters that will be of an appropriate height and depth for people to sit on them. Wooden seating will be spaced at intervals along the length of the planters and will include backrests and arm rests, ensuring comfortable and accessible seating options. This seating will also discourage skateboarding activity. 47. The fourth planter is a lower-level planter without seating, surrounded by kerb edging. 48. The design of the planters is complicated by a number of factors: • There is a particularly high concentration of underground utilities where Milk Street meets Cheapside as utilities are running both east-west and north-south. • Underground tree roots must be avoided so that the existing trees can be retained within the new planters • The planting area extends directly up to the kerbside so the design has worked to accommodate safe working arrangements for operatives maintaining the planting or picking litter.

	49. The design process has been further complicated by delays from statutory undertakers who are not submitting their fees and works estimates in the timeframes stipulated in the code of practice. 50. To mitigate risks associated with utilities we have developed two different approaches to the design of the foundations for the granite planters to avoid and/or accommodate the foundations amongst the heavy concentration of cables, ducts and pipes that crisscross the area. Using either of these design approaches to the foundations will deliver the public realm vision for the space. 51. Proposal 1 is for a series of pad foundations sited amongst the utilities where the ends of the granite sections sit on a concrete pad. Under this option, some utilities will remain in place and run under the planting and granite planter, some will need to be lowered, and some will need to be relocated. 52. Proposal 2 is to utilise a product called Hydrorock which is a geo-filtration membrane that can be used as the foundations for the granite. The units of Hydrorock can be cut to fit around existing utilities and can also be placed underneath the internal part of the planter to absorb stormwater as it is able to absorb 94% of its cubic volume. 53. It is likely that a hybrid design approach will be used for the planters depending on the precise ground conditions, utility locations and tree roots, which will only be truly known once we begin on site. 54. Some utilities chambers within the planters will need to be demolished and relocated otherwise there will be large gaps in the planting where nothing could grow. 55. Significant progress has been made on the detailed design and our estimate is that the detailed design will be complete by early March. 56. To avoid the main part of the construction programme conflicting with the Lord Mayor's Show, we estimate that the granite for the planters will need to be procured in advance of the next Streets and Walkways meeting. Therefore, we are seeking approval of the final design be delegated to the Executive Director Environment. 57. The cost estimate for the construction works is a robust estimate based on the design work completed to date, and we estimate the allocation sought will be sufficient to deliver the works. 58. The existing temporary street enhancements such as the orange pots will be removed. Discussions are on-going internally on utilising the existing trees in pots elsewhere.

Healthy Streets Assessment

59. The ten Healthy Streets indicators capture the elements that are essential for making streets attractive and accessible places to walk, cycle and spend time, supporting social and economic activity. The Transport Strategy includes a proposal to embed the Healthy Streets Approach in transport planning and delivery.

60. The assessment of the design shows improvements across all of the indicators. Overall, the Healthy Streets score shows an increase from 62 to 78. This is driven by a variety of factors including less noise due to reduced traffic, the narrower carriageway making the street easier to cross and the public realm measures providing things to see and do. (See Appendix 4 for full details)



Accessibility

61. To support these recommendations, Officers have assessed the designs at both locations using the City of London Street Accessibility Tool (CoLSAT).

62. CoLSAT enables street designers to identify how street features impact on the different needs of disabled people. The tool's key feature recognises that the needs of different groups of disabled people can be contradictory; that improving accessibility for one group may decrease accessibility for another. CoLSAT identifies the trade-offs that may be needed to ensure no one is excluded from using the City's streets and provides the basis for engagement and discussion to maximise the benefits for all.

	CoLSAT Summary Results Table

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

** 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.*

63. The results show an overall improvement in the performance of the street design across all groups. Where '1' scores remain, this is primarily due to the increased use of tactile paving. It has not been possible to improve on some scores such as the distance to the nearest blue badge parking and changing places toilets which are outside the scope of this project. Overall, the scheme does significantly improve the accessibility of the streets within the project area.

5. **Delivery Team**	64. The delivery team for the project is set out below: ▪ Project management by the Transportation and Public Realm team in Policy and Projects. ▪ Construction Engineering/Design and Construction Supervision to be managed by Highways team ▪ Contractor – FM Conway under the highways term contract.
6. **Programme and key dates**	65. Programming for construction works are subject to the availability of network road space and finalising utility designs due to moving kerb lines.

	Key dates • March 2025 – complete detailed design • Chief Officer approval of detailed design • March 2025 set up budgets • April 2025 – procure granite material • August 2025 to October 2025 – construction works • November – Pause works for Lord Mayor's Show • December to February – complete construction works • From February – planting
7. **Risks**	66. As the project moves forward to construction, the risk profile is expected to be like other City highway projects. 67. The main ongoing risk implications for the programme and associated schemes are: • Increase in materials costs such as sourcing granite from quarries. • Delays to the construction programme due to bus diversions and road space bookings • Damage during the transportation of the granite blocks • Cost implications for the relocation of utilities • Timely delivery by Statutory Undertakers • Unforeseen technical/ engineering issues occurring that require additional costs to rectify 68. There are two telephone kiosks located on the southside of Cheapside (opposite Milk Street). These are directly in the way of the southside planter and works have been underway to arrange for their removal. The BT kiosk is advanced and will be removed by the summer. The removal of the Net World Telephones kiosk has been delayed due to a planning appeal. Whilst the risk is estimated as low that this will cause a programme delay, it remains a possibility at this stage although it would not affect works on the northern side and the construction programme can be planned accordingly.
8. **Success criteria**	69. Programme wide success criteria was set at the initiation of the programme. 1) Number of kilometres of new pedestrian priority streets and total length of pedestrian priority streets (Climate Action Strategy and Transport Strategy targets) 2) Length of street with pedestrian comfort level of A+, length of street with pedestrian comfort level of at least B+ (Climate Action Strategy and Transport Strategy targets)

	3) Percentage of people rating the experience of walking in the City as pleasant (Transport Strategy target and measured through the City Streets survey) 70. The proposed scheme on Cheapside would: • Improve informal crossing points by narrowing and raising the carriageway, making the street easier to cross
9. **Progress reporting**	71. Monthly project vision reports will be made.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance tables
Appendix 3	Cheapside General Arrangement Drawing
Appendix 4	Healthy Street assessment
Appendix 5	Traffic surveys
Appendix 6	Public Consultation Results
Appendix 7	Costed Risk Register

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Project Coversheet

[1] Ownership & Status

Unique Project Identifier: 12269
Core Project Name: Pedestrian Priority Streets Phase 1
Programme Affiliation (if applicable): Pedestrian Priority Programme
Project Manager: Kristian Turner
Definition of need: Climate Action

Key measures of success:

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

Expected timeframe for the project delivery:
Original timelines:
Gateway 5 – Authority to Start Work – October 2019
Completion of interim measures – summer 2022

Amended Timelines as of 04-02-25
Completion of Phase 1 Permanent measures – end of 2025/26

Key Milestones:
G345 – October 2019
ETO's commence – January 2022
Experiment end – July 2023
Public consultation – ~~Sept/Oct 2022~~ Oct/Dec 2022
Decision report – ~~Nov 2022~~ on 3 of the locations (King Street, Old Jewry and King William Street) Jan 2023
Following locations Cheapside August 2025
Threadneedle St / Old Broad Street January 2026

Construction of Phase 1 schemes: March 2023 through to the end of 2025/26

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

Since G1/2 report:

- Total Estimated Cost (excluding risk) of whole programme: £8M
- Resources to reach next Gateway (excluding risk) £199,000
- Spend to date: £0

- Costed Risk Against the Project: 0
- CRP Drawn Down: None
- Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)

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

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

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

Issues report – (as approved (For Information) by OPPS 26/09/2022):

- Total Estimated Cost (excluding risk): Phase 1 budget £2,601,628
- Overall project estimate £6-8M
- Resources to reach next Gateway (excluding risk) no new funding request
- Spend to date: £545,118
- Costed Risk Against the Project: £473,000
- CRP Drawn Down: None
- Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1 decision on experiments)

Gateway 5 Authority to Start Work (as by Streets and Walkways February and May 2023)

- Total Estimated Cost (excluding risk): Phase 1 budget £2,601,628
- Overall project estimate £8M (adjusted following Capital Bid of £2M for King William Street)
- Resources to reach next Gateway (excluding risk) no new funding request
- Spend to date: £1,445,656
- Costed Risk Against the Project: £473,000
- CRP Drawn Down: £56k
- Estimated Programme Dates: March 2020 – end of 2024/25 (for Phase 1)

Gateway 5 Issues Report (for Old Jewry - as by Streets and Walkways January 2024)

- Total Estimated Cost (excluding risk): Phase 1 budget £2,601,628
- Overall project estimate £8.55M
- Resources to reach next Gateway (excluding risk) no new funding request
- Spend to date: £1,792,127 (of £2.6m approved budget)
- Costed Risk Against the Project: £473,000
- CRP Drawn Down: £56k
- Estimated Programme Dates: March 2020 – end of 2024/25 (for Phase 1)

Gateway 5 Authority to Start Work – King William Street(as by Streets and Walkways February and March 2024)

- Total Estimated Cost (excluding risk): Phase 1 budget £5,756,690

- Overall project estimate £8.5M (adjusted following Capital Bid of 400k for Cheapside)
- Resources to reach next Gateway (excluding risk) no new funding request
- Spend to date: £1,829,780 as of 20th February 2024
- Costed Risk Against the Project: £518k
- CRP Drawn Down: £56k
- Estimated Programme Dates: March 2020 – end of 2025/26 (for Phase 1)

The Gateway 5 Reports were for making the traffic orders permanent. To date, works on King Street, Chancery Lane and have been implemented and King William Street is under construction.

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

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Appendix 2

Table 1: Expenditure to Date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800457: Pedestrian Priority Programme (SRP)			
Env Servs Staff Costs	42,000	4,325	37,675
P&T Staff Costs	61,510	61,012	498
P&T Fees	86,000	85,664	336
Enabling Works	10,000	-	10,000
Total 16800457	**199,510**	**151,001**	**48,509**
16100457: Pedestrian Priority Programme (CAP)			
Env Servs Staff Costs	323,584	265,868	57,716
Legal Staff Costs	20,000	108	19,892
P&T Staff Costs	335,802	253,928	81,874
P&T Fees	619,533	490,529	129,004
ANPR Cameras	70,000	28,325	41,675
Env Servs Works	942,000	664,077	277,923
Costed Risk Provision	513,000	-	513,000
Total 16100457	**2,823,919**	**1,702,836**	**1,121,083**
16100507:Pedestrian Prog King William (CAP)			
Env Servs Staff Costs	100,000	40,043	59,957
P&T Staff Costs	45,000	19,821	25,179
P&T Fees	65,000	33,467	31,533
Env Servs Works	2,925,761	2,392,099	533,662
Total 16100507	**3,135,761**	**2,485,430**	**650,331**
GRAND TOTAL	**6,159,190**	**4,339,267**	**1,819,923**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Additional Resources Required (£)**	**Revised Budget (£)**
16800457: Pedestrian Priority Programme (SRP)			
Env Servs Staff Costs	42,000		42,000
P&T Staff Costs	61,510		61,510
P&T Fees	86,000		86,000
Enabling Works	10,000		10,000
Total 16800457	**199,510**	**-**	**199,510**
16100457: Pedestrian Priority Programme (CAP)			
Env Servs Staff Costs	323,584	150,000	473,584
Legal Staff Costs	20,000	-	20,000
P&T Staff Costs	335,802	45,000	380,802
P&T Fees	619,533	25,000	644,533
ANPR Cameras	70,000	-	70,000
Env Servs Works	942,000	985,000	1,927,000
Costed Risk Provision	513,000	-	513,000
Maintenance	-	90,000	90,000
Total 16100457	**2,823,919**	**1,295,000**	**4,118,919**
Pedestrian Priority Programme - King William Street			
Env Servs Staff Costs	100,000		100,000

P&T Staff Costs	45,000		45,000
P&T Fees	65,000		65,000
Env Servs Works	2,925,761		2,925,761
Total King William Street	**3,135,761**	**-**	**3,135,761**
GRAND TOTAL	**6,159,190**	**1,295,000**	**7,454,190**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
16800457: Pedestrian Priority Programme (SRP)			
S106 - 02-4962Y - Cheapside 150 - LCEIW	6,330	-	6,330
S106 - 03-5027C - New Street Square - LCEIW	8,208	-	8,208
S106 - 04/01005/FULEIA - Old Stock Exchange - LCEIW	895	-	895
S106 - 05/00653/FULEIA - Mondial House - Transportation	510	-	510
S106 - 05/00864/FULL - Bartholomew Lane 1 - LCEIW	8,279	-	8,279
S106 - 05/00864/FULL - Bartholomew Lane 1 - Transportation	11	-	11
S106 - 06/00240/FULL - Dashwood House - LCEIW	9,158	-	9,158
S106 - 06/00240/FULL - Dashwood House - Transportation	16,720	-	16,720
S106 - 06/00500/FULL - Lothbury 1 - Transportation	314	-	314
S106 - 06/00613/FULL - Fleetway House - LCEIW	125	-	125
S106 - 06/00903/FULL - New Court - LCEIW	4,168	-	4,168
S106 - 09/00450/FULMAJ - Bevis Marks 6 - LCEIW	1,087	-	1,087
S106 - 10/00889/FULMAJ - Angel Court & 33 Throgmorton Street - LCEIW	1,533	-	1,533
S106 - 10/00889/FULMAJ - Angel Court & 33 Throgmorton Street - Transportation	35,234	-	35,234
S106 - 12/00256/FULEIA - Bartholomew Close - Transportation	12,916	-	12,916
S106 - 12/00474/FULMAJ - Moorgate 8-10 - LCEIW	151	-	151

S106 - 12/00474/FULMAJ - Moorgate 8-10 - Transportation	10,814	-	10,814
S106 - 13/00049/FULMAJ - Monument Street - LCEIW	49	-	49
S106 - 13/00049/FULMAJ - Monument Street - Transportation	208	-	208
S106 - 13/00339/FULMAJ - Cannon Street 39-53, 11-14 Bow Lane And Watling Court - Transportation	15,000	-	15,000
S106 - 14/00322/FULMAJ - Fann Street 2 - LCEIW	1,182	-	1,182
S106 - 14/00860/FULMAJ - King William Street 33 - LCEIW	15,563	-	15,563
CAS: On Street Parking Reserve	51,057	-	51,057
Total 16800457	**199,510**	**-**	**199,510**
16100457: Pedestrian Priority Programme (CAP)			
CAS: On Street Parking Reserve	2,814,403	895,000	3,709,403
On Street Parking Reserve	-	400,000	400,000
S106 - 04/00633/FULEIA - Cannon Street Station - Transport	2,458	-	2,458
S106 - 08/00940/FULL - Drapers Gardens - Transport	4,379	-	4,379
S106 - 12/00256/FULEIA - Bartholomew Close - LCE	2,679	-	2,679
Total 16100457	**2,823,919**	**1,295,000**	**4,118,919**
Pedestrian Priority Programme - King William Street			
On Street Parking Reserve	2,000,000		2,000,000
CAS: On Street Parking Reserve	1,135,761		1,135,761
Total King William Street	**3,135,761**	**-**	**3,135,761**
Total Funding Drawdown	**6,159,190**	**1,295,000**	**7,454,190**

Table 4: Funding Strategy	
Funding Source	**Amount (£)**
Section 106	157,969
On Street Parking Reserve (for King William Street)	2,000,000
On Street Parking Reserve (for Cheapside)	400,000
CAS: On Street Parking Reserve	6,000,000
TOTAL	**8,557,969**

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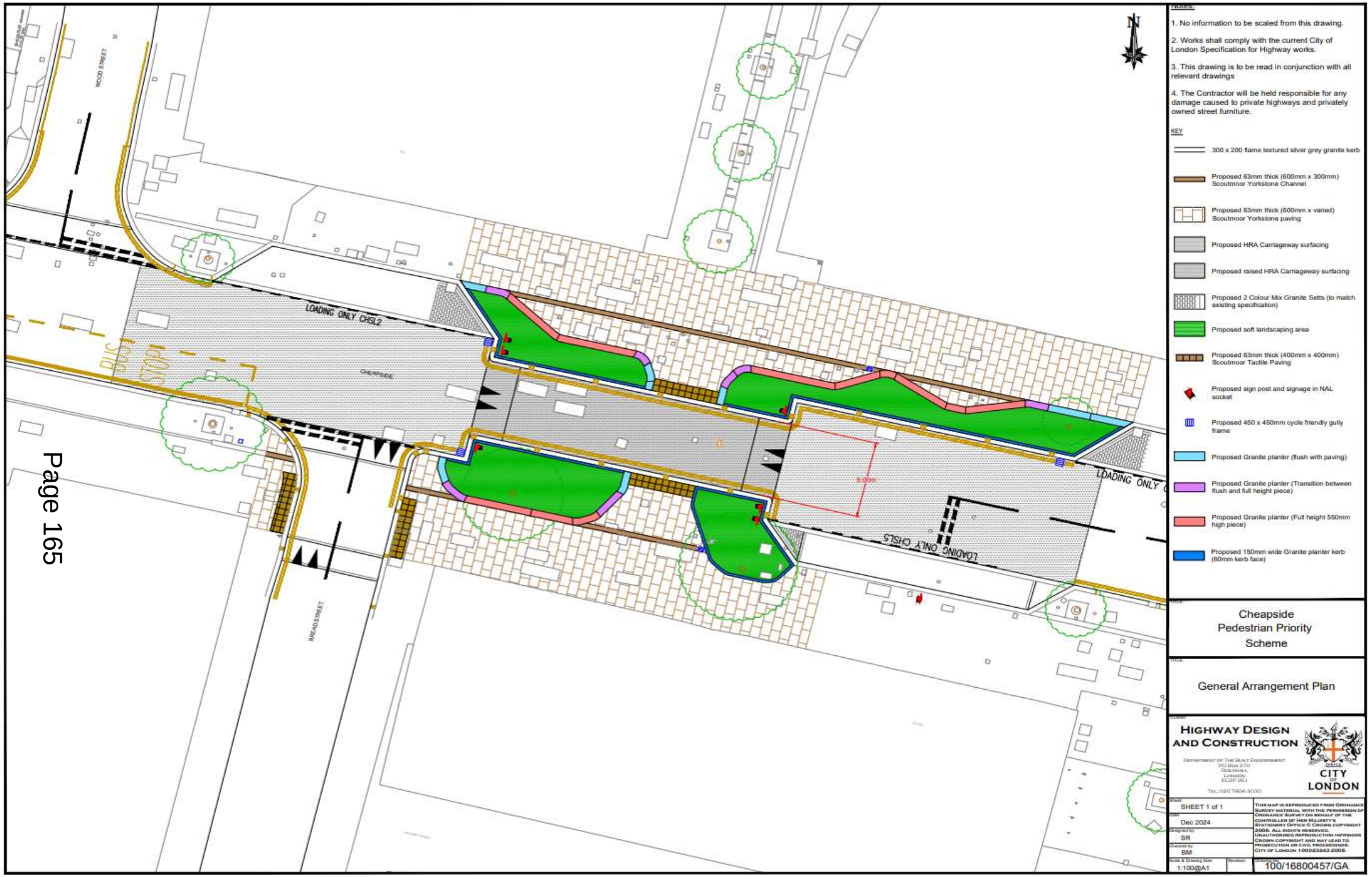
Notes:
1. No information to be scaled from this drawing.
2. Works shall comply with the current City of London Specification for Highway works.
3. This drawing is to be read in conjunction with all relevant drawings
4. The Contractor will be held responsible for any damage caused to private highways and privately owned street furniture.
KEY
300 x 200 flame textured silver grey granite kerb
Proposed 63mm thick (600mm x 300mm) Scoutmoor Yorkstone Channel
Proposed 63mm thick (600mm x varied) Scoutmoor Yorkstone paving
Proposed HRA Carriageway surfacing
Proposed raised HRA Carriageway surfacing
Proposed 2 Colour Mix Granite Setts (to match existing specification)
Proposed soft landscaping area
Proposed 63mm thick (400mm x 400mm) Scoutmoor Tactile Paving
Proposed sign post and signage in NAL socket
Proposed 450 x 450mm cycle friendly gully frame
Proposed Granite planter (flush with paving)
Proposed Granite planter (Transition between flush and full height piece)
Proposed Granite planter (Full height 550mm high piece)
Proposed 150mm wide Granite planter kerb (60mm kerb face)
LOADING ONLY CHSL2
LOADING ONLY CHSL5
WOOD STREET
BREAD STREET
CHEAPSIDE
Cheapside Pedestrian Priority Scheme
General Arrangement Plan
HIGHWAY DESIGN AND CONSTRUCTION
CITY OF LONDON
SHEET 1 of 1
Dec 2024
SR
BM
1:100@A1
100/16800457/GA

APPENDIX 3

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Appendix 4 – Healthy Street Assessment Results

Cheapside



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	62	82
Everyone feels welcome	61	81
Easy to cross	67	79
Shade and shelter	83	100
Places to stop and rest	67	73
Not too noisy	53	80
People choose to walk and cycle	61	81
People feel safe	64	79
Things to see and do	44	89
People feel relaxed	61	81
Clean air	58	75

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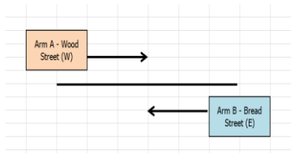
Cheapside Traffic Counts

	West Bound	24 Hour									
	Feb-24	Cars	Taxi	LGV	OGV1	OGV2	Buses	M/C	Cycle	Total	Total Motor vehicles
Wednesday	07/02/2024	139	454	185	32	2	513	35	1983	3343	**1360**
Thursday	08/02/2024	192	390	191	42	2	499	44	1163	2523	**1360**
Saturday	10/02/2024	307	448	78	28	0	479	21	718	2079	**1361**
		7-19pm									
Wednesday	07/02/2024	56	266	117	14	0	315	26	1735	2529	**794**
Thursday	08/02/2024	75	215	132	19	1	309	28	969	1748	**779**
	May-24	24 Hour									
Wednesday	08/05/2024	148	391	178	38	2	503	38	2577	3875	**1298**
Thursday	09/05/2024	149	402	155	40	1	506	51	2757	4061	**1304**
Saturday	11/05/2024	332	337	71	20	2	453	22	946	2183	**1237**
		7-19pm									
Wednesday	08/05/2024	71	201	128	13	1	292	27	2144	2877	**733**
Thursday	09/05/2024	61	205	99	18	0	288	36	2259	2966	**707**
	Sep-24	24 Hour									
Wednesday	11/09/2024	113	724	137	31	3	513	45	2579	4145	**1566**
Thursday	12/09/2024	145	735	164	30	4	521	36	2595	4230	**1635**
Saturday	14/09/2024	237	507	79	19	1	362	31	905	2141	**1236**
		7-19pm									
Wednesday	11/09/2024	48	516	91	8	1	289	30	2124	3107	**983**
Thursday	12/09/2024	56	527	105	14	2	293	25	2134	3156	**1022**

	Sep-23	24 Hour Baseline counts									
		Cars	Taxi	LGV	OGV1	OGV2	Buses	M/C	Cycle	Total	Total Motor vehicles
Wed	20/09/2023	11	0	25	9	3	450	4	1611	2113	502
Thu	21/09/2023	18	1	22	10	1	458	5	2049	2564	515
Sat	23/09/2023	19	3	11	5	0	483	3	888	1412	524



	Eastbound	24 Hour									
	Feb-24	Cars	Taxi	LGV	OGV1	OGV2	Buses	M/C	Cycle	Total	Total Motor vehicles
Wednesday	07/02/2024	299	609	381	53	5	502	73	1260	3182	**1922**
Thursday	08/02/2024	476	633	451	67	3	489	61	784	2964	**2180**
Saturday	10/02/2024	683	323	105	27	0	472	27	353	1990	**1637**
		7-19pm									
Wednesday	07/02/2024	175	468	294	30	5	316	57	1062	2407	**1345**
Thursday	08/02/2024	287	515	377	42	3	305	49	648	2248	**1578**
	May-24	24 Hour									
Wednesday	08/05/2024	408	613	479	73	4	509	91	1488	3665	**2177**
Thursday	09/05/2024	597	662	444	70	4	505	108	1427	3817	**2390**
Saturday	11/05/2024	1265	346	181	33	1	370	38	511	2745	**2234**
		7-19pm									
Wednesday	08/05/2024	234	425	388	43	4	291	72	1127	2584	**1457**
Thursday	09/05/2024	259	426	364	42	3	293	75	1091	2553	**1462**
	Sep-24	24 Hour									
Wednesday	11/09/2024	307	340	392	55	4	453	77	1503	3131	**1628**
Thursday	12/09/2024	362	439	378	70	3	453	80	1516	3301	**1785**
Saturday	14/09/2024	400	220	126	23	1	417	32	600	1819	**1219**
		7-19pm									
Wednesday	11/09/2024	185	260	317	32	3	261	57	1099	2214	**1115**
Thursday	12/09/2024	212	314	299	49	3	262	64	1150	2353	**1203**

	Sep-23	24 Hour Baseline counts									
		Cars	Taxi	LGV	OGV1	OGV2	Buses	M/C	Cycle	Total	Total Motor vehicles
Wed	20/09/2023	13	1	12	4	0	450	1	893	1374	**481**
Thu	21/09/2023	12	3	11	6	0	456	4	1158	1650	**492**
Sat	23/09/2023	15	3	7	2	1	483	3	490	1004	**514**

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Appendix 6 – Public Consultation Summary

Responses Overview

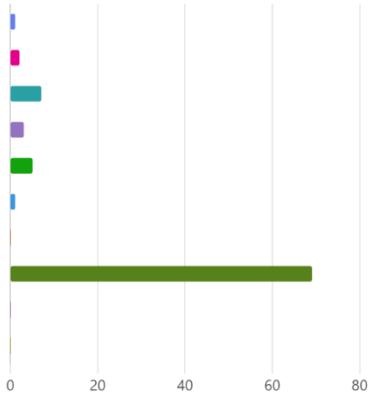
Active

Responses	Average Time	Duration
88	01:58	456 Days

1. Are you?

More details

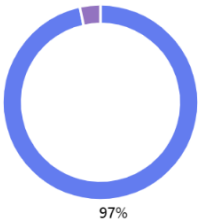
A local resident	1
A local business/ organisation	2
A local worker	7
A visitor to the area	3
A commuter through the area	5
Someone who accesses locations in the impacted area for work	1
Not local but interested in the scheme	0
A Taxi Driver	69
A Private-Hire Driver	0
Other	0



5. Do you support the principle of taxis being able to drive through the traffic restriction on Cheapside?

More details

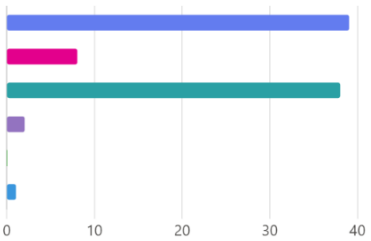
Fully support	85
Partially support	0
Neutral	0
Do not support	3
Unsure/ do not know	0



6. In your opinion does allowing taxis through the traffic restriction on Cheapside make conditions better or worse for people walking?

More details

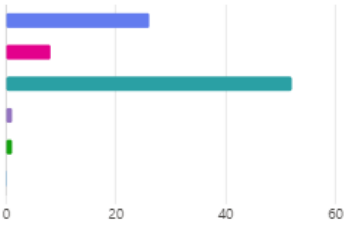
Much better	39
Better	8
No difference	38
Worse	2
Much worse	0
Unsure/ do not know	1



7. In your opinion does allowing taxis through the traffic restriction on Cheapside make conditions better or worse for people cyclin g?

More details

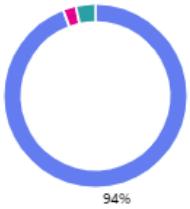
Much better	26
Better	8
No difference	52
Worse	1
Much worse	1
Unsure/ do not know	0



8. In your opinion, does allowing Taxis through the traffic restriction on Cheapside make the street more accessible for everyone?

More details

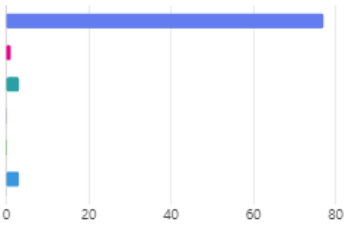
Yes	82
No	2
No opinion/ unsure	3



9. If you are a taxi user, do you agree that allowing taxis through the traffic restriction makes it easier to get a taxi on Cheapside?

More details

Strongly agree	77
Somewhat agree	1
Neutral	3
Somewhat disagree	0
Strongly disagree	0
Unsure/ do not know	3



City of London: Projects Procedure Corporate Risks Register

Project Name:	Pedestrian Priority Streets	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 518,000	**Average unmitigated risk**	5.1	**Open Risks**	19
Unique project identifier:	12269	**Total estimated cost (exec risk):**	£ 8,557,969	**Total CRP used to date**	£ 61,000	**Average mitigated risk score**	1.4	**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	(1) Compliance/Regulatory	Issues or delays in any required consents such as third party consents, TTOs, Section 8s, TMAN, Permits, etc which cause delays to the implementation of the schemes.	If there was to be any delay in the approval of any required consents, such as TTOs, Permits, EqIA, TMAN etc; its likely delivery of the interventions could suffer from some form of unplanned delay or additional work.	Possible	Serious	6	£40,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Map out the required consents for each intervention / experimental scheme and continually monitor & update the consents if required throughout the trial period and delivery of the permanent measures. * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.	£0.00	Unlikely	Serious	£15,000.00	4		Use of CRP could include but is not limited to additional staff time, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Transport & Public Realm Projects	Kristian Turner, Transport & Public Realm Projects		15/2/24 - Although the schemes are being delivered under well-used and understood regulations, there is a possibility that some delays may occur due to unforeseen technicalities.
R2	5	(1) Compliance/Regulatory	Legal challenges or query upon any of the interventions / experimental schemes (excluding judicial review) that leads to delays or extra costs	Should an intervention / experimental scheme fall under some form of legal or challenge or investigation, its likely additional time and resource will be required to undertake associated work. External additional legal assistance could also be required. On the other hand, a project may need to look at legally resolving an unforeseen issue to proceed. It's also possible that a challenge to one measure then means that all are	Possible	Serious	6	£60,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Consult early on with the legal, planning and network performance teams as required to identify potential issues, then monitor these individual issues and mitigate if possible. * Ensure TRO making process is followed to the letter of the law to mitigate against any statutory challenges (lesson learnt form Beech St)	£0.00	Possible	Minor	£30,000.00	3		Use of CRP could include but is not limited to additional staff time, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Transport & Public Realm Projects	Kristian Turner, Transport & Public Realm Projects		15/2/24 - financial figures reduced. It is unlikely that any form of meaningful legal challenge will take place against the remaining ETOs and proposed TMOs, and standard project management processes will help mitigate against the possibility.
R3		(3) Reputation	Issue(s) with external engagement and buy-in, potentially at the consultation stage, including any perceived or actual negative impacts, lead to additional resources being required to compensate	further time and therefore resource may be required if the interventions / experimental schemes delivered don't meet the stakeholder's expectations. Its possible that as a result of this, changes to the interventions / experimental schemes may also be	Possible	Serious	6	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Early-as-possible identification and engagement with key stakeholders where possible. * Proactive external comms to inform stakeholders as early as possible.	£0.00	Possible	Minor	£12,000.00	3		Use of CRP could include but is not limited to additional staff time and increased external consultants costs	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - Engagement with businesses, occupiers, residents, street users and other actively interested stakeholders (refer to PPS comms strategy) explaining what's happening and why is best placed to mitigate against negative reactions to the interventions / experimental schemes.
R4	5	(4) Contractual/Partnership	Issue(s) with internal engagement and buy-in, including any perceived or actual negative impacts, lead to additional resources being required to compensate	further time and therefore resource may be required if the interventions / experimental schemes delivered don't meet the stakeholder's expectations. Its possible that as a result of this, changes to the interventions / experimental schemes may	Unlikely	Minor	2	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Early-as-possible identification and engagement with key stakeholders where possible. * Proactive internal comms to inform stakeholders as early as possible.	£0.00	Unlikely	Minor	£5,000.00	2		Use of CRP could include but is not limited to additional staff time and increased external consultants costs	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		(as above)
R5	5	(2) Financial	Procurement procedures impact negatively on project delivery	Additional resource may be required if there is a delay or issue with the procurement of goods or services from external suppliers.	Unlikely	Minor	2	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake early engagement with City's term contractor, FM Conway where required and map out the required resources & materials.	£0.00	Unlikely	Minor	£5,000.00	2		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - Early engagement and early ordering where possible.
R6	5	(10) Physical	Supplier delays, productivity or resource issues impact 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. This may involve retendering work if an existing supplier is unable to deliver.	Unlikely	Minor	2	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Utilise existing framework agreements where possible * Investigate any likely 'bottlenecks', such as TfL's ability to deliver at this time, as early as possible to help plan possible mitigations	£0.00	Unlikely	Minor	£5,000.00	2		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - The interventions are being installed are to be delivered by the City's term contractor, FM Conway, with the issue of resourcing having already been discussed. However, with the economic climate, inflation and labour shortages in some industries its possible it could also negatively impact on resources available.
R7	5	(4) Contractual/Partnership	Accessibility, equalities and/ or security concerns or simmilar lead to changes being required to either designs or implemented interventions that in-turn results in additional resources being required to compensate.	Further changes may be required if accessibility, equalities and/ or security concerns are raised.	Possible	Minor	3	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Include the City's Accessibility and Security Officers (if required) in design reviews. * Consider involving accessibility groups in an advisory role.	£0.00	Unlikely	Minor	£15,000.00	2		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - The interventions schemes will account for accessibility, equalities and security concerns but its possible that when implemented or further design reviews are undertaken that changes are deemed necessary to remove identified shortcomings.

R8	5	(10) Physical	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 (Baxters, RPI, etc) amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Possible	Major	**12**	£350,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via interim submissions from the main contractor. * Track spending closely so future costs can be estimated more accurately.	£0.00	Possible	Serious	£250,000.00	**6**	£5,000.00	Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - financial figures updated. The works required are using well-established rates and costs through the City's existing highways term contractor but the current financial climate means contract uplifts and increases in other costs are very likely. This will include any upcoming rate/ baxters/RPI changes. Officers will continually monitor this and mitigate as best as possible. Also, its possible an estimate could be wrong for whatever reason and this risk also covers this possibility. 17/5/24 - £5k drawn down. New
R9	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 implementation, expect delivery delays.	Possible	Serious	**6**	£30,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Regular engagement with City and TfL network management teams	£0.00	Possible	Minor	£20,000.00	**3**		Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - It is possible that should other works be required in a given street or road that it could impact on the City's ability to delivery the schemes. For example, if urgent utility works are required on a street where interventions have been installed, it could result in alternative routes being required to comfortably divert pedestrians and cyclists around the emergency works. Delays could cause cost increases with material prices and some utility
R10	5	(3) Reputation	Unforeseen technical and/ or engineering issues identified which leads to delays and additional costs to rectify.	Late identification of any engineering or technical issues that disrupt delivery, especially those involving utilities could result in further costs whether they be time, funding or resources.	Possible	Serious	**6**	£50,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Work with design engineers to review each site at the appropriate time.	£0.00	Unlikely	Serious	£25,000.00	**4**	£1,000.00	Use of CRP could include but is not limited to additional staff time, external consultants, labour, works and utility costs to accommodate	06/07/2021	Gillian Howard, Policy and Projects	Kristian Turner, Policy and Projects		15/2/24 - engineering difficulties occurred with the interim measures leading to a change in aproach to the project, but increased costs had been realised in determining this and changing direction. Increased the provision available as this risk still exists and drawing down part of the revised revision. (jan 23)

Committees: Streets & Walkways Sub-Committee (*for decision)* Projects & Procurement Sub-Committee (*for information)*	**Dates:** 04 February 2025 04 February 2025
Subject: Moorgate Crossrail Station Links – Ropemaker Street junction improvements **Unique Project Identifier:** 113781	**Gateway 5: Authority to start work (Regular)**
Report of: Executive Director Environment **Report Author:** George Wright, Transport and Public Realm, City Operations	**For Decision**
PUBLIC	

1. Status Update	**Project Description:** 1.1 The Moorgate Crossrail Station Links (MCSL) project aims to improve the public realm across the wider Moorgate area, with a particular focus on improvements for people walking, wheeling and cycling. The project complements and builds on the works completed around the new station entrance as part of the Crossrail Phase 1 project. The project area of MCSL centres on: • Improvements to Moorgate between the London Wall and Ropemaker Street junctions. • Public realm enhancements on the northern section of Moorfields and the Finsbury Circus Western Arm. It is planned to be delivered in six distinct, but complementary phases shown in Appendix 2. 1.2 Phase 1: Finsbury Circus Western Arm: Work to create a high quality, pedestrianised space commenced in August 2024 and is expected to be complete in February 2025. Key features include extensive soft landscaping and new seating. The project is jointly funded from MCSL and the Cool Streets and Greening Programme. Phase 2: 101 Moorgate section 278 works: Work commenced in November 2024 with completion programmed for May 2025. Key features include the widening of the pavement on Moorgate in front of the new development to approximately five metres, the re-opening of Keats Place and the introduction of a new signalised

	pedestrian crossing on Moorgate between the development and Finsbury Circus. Phase 3: London Wall/Moorgate relandscaping project: Work to improve accessibility to the oval area, new soft landscaping and seating. Work started in January 2025 and is expected to be complete in July 2025. The project is jointly funded from MCSL and the Cool Streets and Greening Programme. Phase 4: Ropemaker Street/Moorgate/South Place/Finsbury Pavement junction: The focus of this report, phase 4 proposes improvements at this busy junction, including wider pavements, improved crossing facilities and measures designed to make the junction safer for people cycling through it (see section 4 for more details). Phase 5: Moorgate: A concept design for Moorgate between the Ropemaker Street and London Wall junctions has been prepared. This proposes wider pavements on the west side of Moorgate (to complement the works at 101 Moorgate), improved north-south cycle lanes and changes to the northern arm of the junction at London Wall to make it safer for people cycling. The proposals have been costed and additional funding from OSPR will be required to complete this phase of work. This has been bid for and is awaiting a decision at the time writing. Phase 6: Moorfields north: A concept design for Moorfields north has been prepared. This proposes a wider pavement on the east side of the street and tree planting where space permits. The proposals have been costed and additional funding either from CIL or OSPR will be required to complete this phase of work. There is also the prospect of a section 278 funding contribution from the development at 41 Moorfields. 1.3 Funding availability A total of £2,903,370 funding is currently allocated to the MCSL project of which £1,250,574 has been approved by Members to help deliver Finsbury Circus Western Arm, 101 Moorgate, the London Wall/Moorgate relandscaping project and design development for phases 4-6. This report seeks Member approval to drawdown a further £1,273,121 to deliver the improvements to the Moorgate/Ropemaker Street junction which is the next priority phase of the overall project. This leaves a balance of £379,675 available for phases 5 and 6. **RAG Status:** Green (Amber at last report to Committee) **Risk Status:** Low (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** Cost range £2.9m (phases 1-3) up to £6.3m (all phases) **Change in Total Estimated Cost of Project (excluding risk):** 0.

<table>
<tr><td></td><td>Spend to Date: £274,172

Costed Risk Provision Utilised: 0

Slippage: Phase 4 slippage of over 12 months due to delays in securing permissions from London Borough of Islington (junction sits partly in the neighbouring borough).</td></tr>
<tr><td>2. Next steps and requested decisions</td><td>Next Gateway: Gateway 6: phases 1, 2 and 3.

Next Steps (phase 4):

1. Undertake statutory consultation for Traffic Management Orders.
2. Finalise detailed construction design including traffic signals design.
3. Construction phase

Requested Decisions:

That Members of Streets & Walkways sub-committee:

1. Approve the General Arrangement design shown in Appendix 3 and authorise construction.
2. Approve the virement of funds between the various phases of the MCSL programme as necessary.
3. Approve a budget of £1,198,701 (excluding risk) for phase 4 of MCSL to reach the next Gateway. This excludes the £439,327 already approved for developing the programme.
4. Approve a costed risk provision of £74,420 for this phase.
5. Authorise undertaking the statutory consultation on the Traffic Management Orders to facilitate the works and, subject to no or minor objections, for the Director of City Operations to make the Orders, as per normal delegation.</td></tr>
<tr><td>3. Budget</td><td>The funding this phase of the project comes from funding from the original Moorgate Crossrail project underspend and various Section 106 contributions (appendix 4 has detailed information).

<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Staff costs: highways</td><td>Site supervision, snagging, utility liaison</td><td>S106/ Crossrail</td><td>80,000</td></tr>
<tr><td>Staff costs: Transport</td><td>Project management</td><td>S106/ Crossrail</td><td>42,000</td></tr>
</table>
</td></tr>
</table>

	Utilities	Infrastructure changes	S106/ Crossrail	198,000
	Fees	Traffic Orders, TfL signals, Legal costs	S106/ Crossrail	28,000
	Works	Highways construction	S106/ Crossrail	700,971
	Works	TfL traffic signals	S106/ Crossrail	125,000
	Works	Soft landscaping	S106/ Crossrail	6,130
	Commuted sum	Soft landscaping	S106/ Crossrail	18,600
	Total			1,198,701

Transport and Public Realm staff allocation

Approximately 380 hours of Transportation officer costs including liaison with key stakeholders, project management and all reporting.

Highways staff allocation

Approximately 730 hours of Highways officer costs associated with liaison with utility companies, site supervision of main highway works, snagging and completion of Health & Safety file.

Costed Risk Provision requested for this Gateway: £74,420 (see Risk Register appendix 5 for more information).

4. Design summary

Background

4.1 The Moorgate/Ropemaker Street/South Place/Finsbury Pavement junction lies on the boundary between the City of London and the London Borough of Islington. The junction is characterised by wide carriageways, sub-standard crossing facilities and narrow pavements - particularly on the south side of Ropemaker Street and South Place and the west side of Moorgate - resulting in poor pedestrian comfort levels.

Design development

4.2 A considerable amount of design and evaluation work has been undertaken to develop the recommended proposal. As Moorgate sits on the Strategic Road Network, Transport for

	London (TfL) required detailed traffic modelling to be undertaken prior to approving any design changes. 4.3 Key features of the proposed design are: • Wider pavements on Ropemaker Street (south side), South Place (south side) and Moorgate (west side). • Removal of traffic islands on South Place and Moorgate. • A cycle gate with early release for people cycling south on Finsbury Pavement. • Early traffic signal release for cyclists on Moorgate, Ropemaker Street and South Place. • A banned left-turn for northbound traffic from Moorgate to Ropemaker Street to allow the green man crossing on Ropemaker Street to run in multiple stages. • Tree planting, new seating and cycle parking on South Place (south side). 4.4 During design development, an option with diagonal pedestrian crossings on all four corners of the junction was evaluated. However, following traffic modelling the southeast to northwest diagonal crossing had to be removed as its inclusion was putting the junction over capacity which was unacceptable to TfL. The principal pedestrian desire line is southwest to northeast from Moorgate westside towards Marks & Spencer on Finsbury Pavement and this movement is included in the design approved by TfL. 4.5 Officers assessed the feasibility of raising the whole junction so that it was flush with the pavement and step-free. However, this was not progressed due to concerns about vehicles overrunning the pavement unless bollards were introduced. Compliant dropped kerbs and correct tactile paving will provide a significant improvement from the current environment. The north eastern (M&S) side of the junction has a very high kerb due to high basements in this area, as well as guard railing. The only was to rectify this would be through extensive alterations to the carriageway and this ruled out due to cost. Liaison is on-going with LB Islington regarding the removal of the guard railing. 4.6 The design has been developed to tie-in the walking and cycling proposals that have been developed for the section of Moorgate between this junction and the London Wall junction. This includes modifications to the Police checkpoint in the centre of the road to provide an increased in space for people who walk and cycle; changes that have been agreed with the City of London Police. **Engagement** 4.7 The project proposals were taken to consultation as part of the Liverpool Street Healthy Streets Plan and the majority of feedback received was positive. They have also been included in the

Barbican, Bunhill and Golden Lane Healthy Streets Plan and have also received positive feedback.

The project is supported by the London Borough of Islington and has received TMAN approval from Transport for London.

Assessment of proposals

4.7 City of London Accessibility Tool (CoLSAT)

The design has been evaluated using CoLSAT and is expected to deliver positive benefits for various groups of disabled people. Key accessibility features of the design include improved pavement conditions and more accessible crossings. The design proposals remove several potential barriers to travel and represent a positive step towards creating a more accessible urban environment, reflecting the City of London's policy and statutory commitments to improving accessibility and quality of life for all residents and visitors.

4.8 CoLSAT has identified some negative impacts (scores of 1) that it has not been possible to resolve. These are due to taxis not being able to safely stop within 10m of the junction, the use of tactile paving and the impact of traffic noise.

CoLSAT Summary Results Table				
	Total 0 scores* – severe accessibility issue		Total 1 scores**- significant accessibility issues	
	Before	After	Before	After
Electric Wheelchair user				
Manual Wheelchair user				
Mobility Scooter user			1	
Walking Aid user				
Person with a walking impairment			3	1
Person who uses a cycle as their primary mobility			3	
Long cane user				
Guide Dog user			1	1
Residual Sight user				
Deaf or Hearing impairment			1	
Acquired neurological impairment				
Autism/Sensory-processing diversity			1	1
Developmental Impairment				
Total	**0**	**0**	**10**	**3**

** 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.*

	4.9 This junction improvement scheme is not suitable for a Healthy Streets Design Check Assessment. The revised design for the junction will be included in the assessment for the wider Moorgate corridor scheme between Ropemaker Street and London Wall and will make a positive contribution to improving the Healthy Streets Score.
5. Delivery team	1. Transport and public realm – project management 2. Highways – detailed design and supervision 3. FM Conway – construction
6. Programme and key dates	February-May 25: Detailed design. June-August 25: Mobilise contractors September 25-July 26: Construction. Winter 2026: Gateway 6 report (this phase)
7. Risks	The key risks relate to unforeseen cost increases if the estimates are found to be inaccurate or incomplete. This could be connected to unforeseen technical engineering issues connected to the highway and/or utility works. For more detailed information, see Risk Register (Appendix 5).
8. Success criteria	Reduced crossing distances for people walking and wheeling. Increase in amount of time available for people to cross. Safer facilities for people cycling and travelling through the junction. Improved pedestrian comfort levels.
9. Progress reporting	Updates on Project Vision (or subsequent reporting tool) with any issues requiring a decision being dealt with in an Issue Report.
10. Legal and equality	10.1 In exercising functions as traffic authority, the City Corporation are required to comply with the duty in Section 122 of the Road Traffic Regulation Act 1984 which requires the traffic authority in exercising its functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to: (a) the desirability of securing and maintaining reasonable access to premises (b) the effect of amenities of any locality (c) national air quality strategy

	(d) public service vehicles (e) any other relevant matters 10.2 The City Corporation also have a network management duty as the local traffic authority to secure the expeditious movement of traffic and in preforming that duty may take any action which the City Corporation consider will contribute to securing the more efficient use of the road network or the avoidance, elimination or reduction of road congestion or other disruption to the movement of traffic (S.16 Traffic Management Act 2004). Regard has also to be had to the relevant statutory guidance. 10.3 Under Section 8 of the Highways Act 1980, local highway authorities can enter into agreements with each other to allow one highway authority to carry out works to the highway of another authority. As part of the Ropemaker Street/Moorgate/South Place/Finsbury Pavement junction sits within the London Borough of Islington (LBI), the City will need to enter an agreement with LBI prior to works commencing. Authority for entering into this agreement will be dealt with through current delegated authority processes. 10.4 Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to: - Eliminate unlawful discrimination, harassment and victimisation - Advance equality of opportunity and - Foster good relations between those who share a protected characteristic (i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not. 10.5 An Equality Analysis Test of Relevance template has been completed and this has determined that a full Equality Analysis is not required for this project. 10.6 The CoLSAT assessment concludes that overall the project proposals are expected to deliver positive benefits for various groups of disabled people. 10.7 In conclusion, the project proposals represent a positive step towards creating a more inclusive and accessible urban environment, reflecting the City of London's policy and statutory

	commitment to improving accessibility and quality of life for all residents and visitors.

Appendices

Appendix 1	Project Coversheet
Appendix 2	MCSL project overview
Appendix 3	General Arrangement of proposed design
Appendix 4	Funding summary
Appendix 5	Risk register
Appendix 6	Equality Analysis Test of Relevance

Background papers

CoLSAT Assessment

Contact

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

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Project Coversheet

[1] Ownership & Status

UPI: 113781
Core Project Name: Ropemaker Street junction improvements (phase 4)

Programme Affiliation (if applicable): Moorgate Crossrail Station Links

Project Manager: George Wright

Definition of need: The Moorgate Crossrail Station Links (MCSL) project aims to improve the public realm across the wider Moorgate area, with a particular focus on improvements for people walking, wheeling and cycling. The project complements and builds on the works completed around the new station entrance as part of the Crossrail Phase 1 project. The project area of MCSL centres on:

- Improvements to Moorgate between the London Wall and Ropemaker Street junctions.
- Public realm enhancements on the northern section of Moorfields and the Finsbury Circus Western Arm.

It is being delivered in phase distinct but complementary phases.

Key measures of success:

1) Reduced crossing distances for people walking and wheeling.
2) Improved pedestrian comfort levels on footway and crossing areas.
3) Safer facilities for cyclists travelling through the junction.
4) Improved urban greening factor.

Expected timeframe for the project delivery: The MSCL project is split into six phases and concept options have been prepared for each option. This coversheet relates primarily to phase 4.

Key Milestones Phase 4: February – May 25: Detailed design.

June-August 25: Mobilise contractors

September 25-July 26: Construction.

Winter 2026: Gateway 6 report (this phase)

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:
Gateway 3 Issue Report. March 2023: Report incorporating approving additional drawdown of funds for further scheme development for phases 4-6.

- Total Estimated Cost: £2.9m to 6.3m (all phases)
- Resources to reach next Gateway: £439,327.
- Spend to date: £155,090
- Costed Risk Against the Project: £48,500
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Construction: October 24-March 25.

Gateway 5 report Feb 25: MCSL Phase 4. Ropemaker Street junction improvements

- Total Estimated Cost (Phase 4): £1,568,793
- Resources to reach next Gateway: £1,198,701
- Spend to date: £274,172
- Costed Risk Against the Project: £74,420
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: Construction: Sept 25-July 26.
- *Scope/Design Change and Impact: N/A*

Key

New granite kerb line

Existing kerb line

N

Phase 4
Moorgate/Ropemaker Street Junction Scheme
Works September 25 to July 26

Phase 6
Moorfields North scheme
Dates TBC

No changes to this area

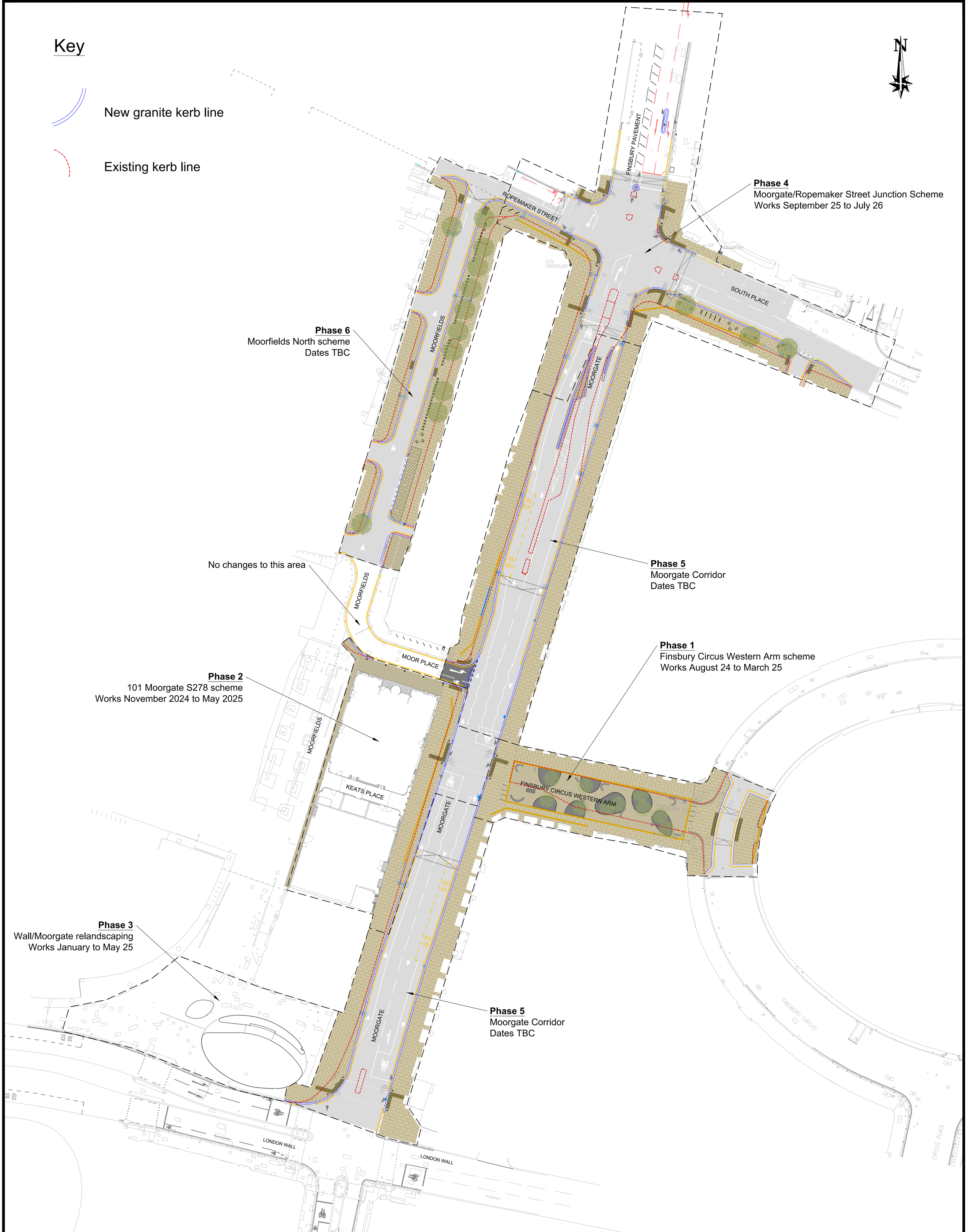
Phase 5
Moorgate Corridor
Dates TBC

Phase 2
101 Moorgate S278 scheme
Works November 2024 to May 2025

Phase 1
Finsbury Circus Western Arm scheme
Works August 24 to March 25

Phase 3
Wall/Moorgate relandscaping
Works January to May 25

Phase 5
Moorgate Corridor
Dates TBC



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Name BB	Project	CROSSRAIL MOORGATE PHASE_2	Title OVERVIEW PLAN -
Scale NTS			
Date DEC24			

CITY OF LONDON

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LACKINGTON STREET

FINSBURY PAVEMENT

TAXIS

TAXIS

ROPEMAKER STREET

MOORFIELDS

MOORGATE

SOUTH PLACE

SOUTH PLACE MEWS

DOMINION STREET

Paving material TBC

Bank

N

Key

- New Yorkstone paving
- Carriageway resurfaced
- New Yorkstone blister tactile paving
- New granite kerb line
- New yorkstone surface drainage channel
- New signal pole
- New traffic islands
- New white/yellow line marking
- Temporary section of sacrificial kerb to link new layout to existing pending works to the rest of Moorgate
- Break out and dispose kerb
- Proposed tree (subject to proving tree pit)
- Cycle Stand
- Proposed seat

Rev No.	Date	Description	By
Revision			

PROJECT:

ROPEMAKER STREET JUNCTION

TITLE:

GENERAL ARRANGEMENT PLAN

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIRONMENT
PO BOX 270
GUILDHALL
LONDON
EC2P 2EJ

TEL: 020 7606 3030

CITY OF LONDON

Sheet:	SHEET 1 of 1
Date:	DEC 24
Designed by:	BB
Checked by:	
Scale & Drawing Size:	1:200@A1
Revision:	--
Drawing No:	100/16100413/GAP

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Table 1: Expenditure to date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
MCSL			
Env Servs Staff Costs	78,975	43,650	35,325
P&T Staff Costs	136,852	110,635	26,217
P&T Fees	175,000	119,887	55,113
Costed Risk Provision	48,500	-	48,500
TOTAL	**439,327**	**274,172**	**165,155**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
MCSL - Phase 4 - 16100XXX			
Env Servs Staff Costs		80,000	80,000
P&T Staff Costs		42,000	42,000
P&T Fees		28,000	28,000
Env Servs Works		825,971	825,971
Open Spaces Works		6,130	6,130
Utilities		198,000	198,000
Costed Risk Provision		74,420	74,420
Commuted Sum - Open Spaces		18,600	18,600
TOTAL	**-**	**1,273,121**	**1,273,121**

Table 3: Funding Sources			
Funding Source	**Development Current Funding Allocation (£)**	**Phase 4 - Funding Allocation (£)**	**Revised Funding Drawdown (£)**
MCSL			
S106 - 07/00092/FULL - Telephone Exchange - LCE	259,063	115,483	374,546
S106 - 03-3297AS - Basinghall Street 35 - Transportation	18,520	-	18,520
S106 - 03-3297AS - Basinghall Street 35 - LCE	300	-	300
S106 - 10/00832/FULEIA - London Wall Place - Transportation	49,257	-	49,257
S106 - 10/00832/FULEIA - London Wall Place - LCEIW	68,787	-	68,787
S106 - 12/00811/FULMAJ - River Plate House - LCEIW	43,400	-	43,400
S106 - 07/00092/FULL Telephone Exchange - Transportation	-	327,136	327,136
Crossrail Moorgate Phase 1 underspend	-	830,502	830,502
TOTAL	**439,327**	**1,273,121**	**1,712,448**

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City of London: Projects Procedure Corporate Risks Register

Project Name:	MCSL - Moorgate/Ropemaker Street junction	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ 74,420	**Average unmitigated risk**	6.0	**Open Risks**	3
Unique project identifier:	12186	**Total estimated cost (exec risk):**	£ 1,198,701	**Total CRP used to date**	£ -	**Average mitigated risk score**	4.7	**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	Third party delays, productivity or resource issues impacts negatively on project delivery	If there was to be any delay, such TfL signals contractor, it is likely the project may suffer from some form of unplanned delay, additional work and/or costs.	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Regular planning meetings with all relevant parties, FM Conway and TfL to ensure that adequate resources are made available for construction phase. *	£0.00	Unlikely	Serious	£4,525.00	4	£0.00	n/a	09/08/2024	Gill Howard	George Wright		
R2	5	(2) Financial	Unforseen technical issues and/or inaccurate or incomplete project estimates,including inflationary issues, lead to budget increases	If an estimate is found to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. Possible scenarios could be increase in estimated inflationary uplifts and unforseen technical engineering issues requiring additional funding.	Possible	Serious	6	£125,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via interim submissions from highways term contractor.	£0.00	Possible	Serious	£61,395.00	6	£0.00	Use of CRP could include but is not limited to additional staff time, fees, external consultants, labour, works and utility costs to accommodate	21/11/2024	Gill Howard	George Wright		
R3	2	(2) Financial	Unexpected utility diversions, alterations and/or technical difficulties impact on project delivery and/or costs	Unforeseen delay and/or costs from utility companies	Possible	Serious	6	£35,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ensure due New Road and Street Works Act process is followed	£0.00	Unlikely	Serious	£8,500.00	4	£0.00	Use of CRP could include but is not limited to additional staff time, fees, external consultants, labour, works and utility costs to accommodate	21/11/2024	Gill Howard	George Wright		

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TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

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

Introduction

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

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

The characteristics protected by the Equality Act 2010 are:

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

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

What is due regard?

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

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

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

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

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

How to demonstrate compliance

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

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

However, there is no requirement to:

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

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

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

Test of Relevance screening

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

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

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

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

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

What to do

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

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

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

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

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

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

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

1. **Proposal / Project Title: Ropemaker Street junction improvements**

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

1. Improvements for people walking, wheeling and cycling.
2. An improved public realm making the City a more attractive place

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

Protected Characteristic (Equality Group)	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	☒	☐	☐	Older people are more likely to suffer from mobility impairments related to their age which do not fall within the disabled protected characteristic. These impairments are likely to include slower movement and slower reactions as well and in some cases the use of mobility aids such as sticks. The scheme is likely to improve conditions for all pedestrians using the Ropemaker Street junction through the introduction of improved pedestrian crossing facilities, wider pavements and new seating. This is expected to provide more, safe space for pedestrians and increase comfort when moving through the area. This benefit will disproportionately benefit older people when using the streets as pedestrians.
Disability	☒	☐	☐	Those who identify as having a disability are more likely to find difficulty in using City streets and may feel excluded at different points. There are a large range of ways in which this could happen, with examples including poor tactile facilities for people with visual impairments or a lack of dropped kerbs for people with mobility impairments. The scheme will improve conditions by providing greater comfort through the introduction of improved crossing facilities, wider pavement space and seating.
Gender Reassignment	☐	☐	☒	
Marriage and Civil Partnership	☐	☐	☒	
Pregnancy and Maternity	☒	☐	☐	Those who are pregnant or with children may experience slower movement, impaired movement and/or the requirement for additional safe and comfortable street space.

				The scheme will improve conditions by providing more, comfortable space for movement during the busiest times of day. People who are pregnant or with children are also likely to benefit from improved crossing facilities and the addition of seating.
Race	☐	☐	☒	*Click or tap here to enter text.*
Religion or Belief	☐	☐	☒	*Click or tap here to enter text.*
Sex (i.e. gender)	☐	☐	☒	*Click or tap here to enter text.*
Sexual Orientation	☐	☐	☒	*Click or tap here to enter text.*

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

Yes	No	Briefly explain your answer:
☐	☒	Positive impacts have been captured in section 3.

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

The scheme does not have any negative impacts on any group.

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

Positive impacts have been captured in section 3.

7. As a result of this screening, is a full EA necessary? Please check appropriate box

Yes	No	Briefly explain your answer:
☐	☒	Given the limited scope of the project and lack of negative impacts a full EA is not considered necessary

8. Name of Lead Officer: George Wright **Job title:** Project Manager **Date of completion: 22/10/2024**

Signed off by Department Director:  **Ian Hughes** **Job title: City Operations Director** **Date: 13/01/2025**

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Committees: Streets and Walkways Sub Committee – (For Decision) Projects and Procurement Sub Committee (For Information)	**Dates:** 04 February 202504 February 2025
Subject: Salisbury Square development highway and public realm works **Unique Project Identifier:** 12389	**Gateway 3: Options Appraisal (Complex)**
Report of: Executive Director of Environment	**For Decision**
Report Author: Maria Curro & Maria Herrera – Transport and Public Realm Projects, City Operations	
PUBLIC	

1

1. Status update	**Project Description:** The Salisbury Square Development will deliver a new, purpose-built legal court facility and City of London Police headquarters. The highway and public realm improvements will facilitate and complement the Salisbury Square Development by providing an enhanced street environment with integrated security measures and a new public square. This Section 278 project undertaken via a commitment given in a Unilateral Undertaking and subject to planning conditions. This is because the City Corporation is bringing forward the Salisbury Square development, and as one legal entity it cannot contract with itself. **RAG Status:** Amber (Green at last report to Committee) **Risk Status:** Medium (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** *£5m - £6.5m* **Change in Total Estimated Cost of Project (excluding risk):** None. **Spend to Date:** £221,000 **Costed Risk Provision Utilised:** None utilised to date. **Slippage:** None
2. Next steps and requested decisions	**Next Gateway:** Gateway 4/5: Detailed Options Appraisal/Authority to implement. **Next Steps:** Project requirements needed to reach the next Gateway include the following:

1. Complete the pre-construction information (RIBA Stage 4 and 5).
2. Following completion of the traffic management surveys and assessments, draft the traffic management orders required, including changes to vehicular movement on Whitefriars Street, payment and motorcycle parking bays provision and kerbside loading, in advance of the Gateway 4/5 report.
3. Prepare detailed cost estimate.
4. Agree funding for the delivery of the scheme with the Developer.
5. Prepare Gateway 4/5 report.

Requested Decisions:

Members of Streets & Walkways Sub-Committee are asked to:

1. Approve the recommended option, as set out in this report, to reach the next gateway.

2. Approve the additional budget of £185,000 (staff costs and fees) for the project to reach the next gateway, subject to receipt of funds from the Developer.

3. Note the total estimated cost of the project at £5m-£6.5m (excluding risk).

4. Agree the reporting approach as detailed in Section 3 of the Option Appraisal Matrix, including the proposal to combine the Gateway 4 and 5 reports.

5. Agree to undertake the process to prepare the traffic orders and undertake the statutory public consultation to relocate payment, motorcycle, disabled parking in the area in advance of the Gateway 4/5 report.

6. Agree to undertake the process to prepare the traffic order and undertake the statutory public consultation to implement changes to vehicular movements and loading provision as required in advance of the Gateway 4/5 report.

3. Resource requirements to reach next Gateway

Table 1: Spend to date - 16800474: Salisbury Square Highway Works

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	60,000	56,042	3,958

P&T Staff Costs	107,000	117,860	(10,860)
Open Spaces Staff Costs	12,000	90	11,910
P&T Fees	75,000	47,055	27,945
TOTAL	**254,000**	**221,000**	**32,953**

Table 2: Resources Required to reach the next Gateway

Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	60,000	50,000	110,000
P&T Staff Costs	107,000	90,000	197,000
Open Spaces Staff Costs	12,000	-	12,000
P&T Fees	75,000	45,000	120,000
TOTAL	**254,000**	**185,000**	**439,000**

Table 3: Revised Funding Allocation

Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
Salsbury Square Development budget	254,000	185,000	439,000
Total Funding Drawdown	**254,000**	**185,000**	**439,000**

Costed Risk Provision requested for this Gateway: No risk provision is required at this stage.

Project budget includes costs for any required consultancy and design fees, highway and utility surveys, traffic monitoring, legal fees, road safety audits, Traffic Order costs, ground investigations and trial holes.

4. Overview of project options

4.1 The highway works and public realm improvements will facilitate the Salisbury Square Development, providing a fit for purpose street environment, with integrated security measures, an enhanced public square (Salisbury Square) and provision of green infrastructure, seating and cycle parking. The project scope will also include changes to the existing traffic management arrangements, loading and parking provision to accommodate the requirements for vehicular access to the City of London Police and Court's facilities.

4.2 The City as developer is obligated under the Unilateral Undertaking and associated planning permission to fund all highway works and public realm improvements which are necessary to make the development acceptable in planning

terms. The obligations and conditions are equivalent to a Section 278 agreement.

4.3 A single design option for the public realm and highway has been developed to meet the project objectives and align with the planning approval for the development. Only one design option is presented which is based on the following considerations and work undertaken to date:

- The requirements for hostile vehicle mitigation measures which are integrated within the public realm design of the Square and the pavement on Fleet Street.
- The outline design for the public realm and the enhancements to Salisbury Square has been considered through the Design and Access statement submitted through the planning process (20/00997/FULEIA) by the developer (City Surveyors).
- The pavement widening on Fleet Street is desirable to accommodate increased pedestrian movement of people accessing the Courts and also passing through to other destinations. However, this needs to be balanced with the need to accommodate vehicular access requirements and bus routes along Fleet Street. The feasibility of these changes is subject to completion of traffic modelling work and liaison with Transport for London, businesses and local stakeholders and forms part of the wider Fleet Street Transformation project, which is being progressed as a standalone project.
- Specific vehicular access/egress needs to and from the buildings that are and have informed how the the public realm and highway integrate with the development.
- A lighting strategy within the public Square which has been developed in consultation with the City of London Police Counter Terrorism and Estates teams, as well as the Courts building representatives.
- The introduction of southbound movement to police vehicles only on the southern part of Whitefriars Street.
- The implementation of changes to traffic movements to Salisbury Square and Salisbury Court as required. Including creating a pedestrian only public space in Salisbury Square, as per the conditions of the planning permission.
- Review of loading provision on Whitefriars Street, Dorset Rise and Salisbury Court.
- Relocation of payment disabled and motorcycle parking to alternative locations within the vicinity of the site.
- The detailed development of the planting palette for the Square and horticultural principles, in line with the Climate Action Strategy.

Summary of recommended Option (refer to options matrix for further detail)

***Recommended Option**: Delivering the highways and public realm work enhancement scheme as detailed by City Operations*

	(CoL Environment Department) taking into consideration the design vision as included in the Design & Access Statement approved at planning (20/00997/FULEIA) and submitted by the Developer (City Surveryors). 4.4 Option 1 reflects the design intent and general arrangement plan for Salisbury Square as submitted by the Developer (City Surveyors) at the Planning stage. It includes the following elements, as expanded on within this section: 4.5 The public realm and highways scheme will deliver new walking and wheeling routes through the development's site and an enhanced public square. 4.6 Salisbury Square will be expanded providing a larger public amenity in the area. The space will feature raised planters with trees, high quality paving, seating, a water drinking fountain and historic interpretation features. 4.7 Security measures will be introduced along Fleet Street and Salisbury Square, by integrating benches and other street furniture, including two trees. 4.8 The Robert Waithman Obelisk will be reinstated within Salisbury Square, celebrating the works of Waithman, a master draper and former City Alderman. 4.9 The carriageway will be raised to pavement height in the central section of Salisbury Court, providing easy and accessible crossing to the eastern pavement and St Bride's Church, which will create an enhanced walking route throughout the site. 4.10 Paving throughout the surrounding development's site and the Square will include York stone paving, granite kerbs, asphalt in line with the City of London's Public Realm Toolkit (2024). 4.11 The design will also deliver an enhanced lighting scheme in Salisbury Square, using a suspended catenary lighting system. The catenary system will enhance safety and security within the Square, as well as create an inviting and welcoming atmosphere that illuminates the Square's public realm features. 4.12 In developing the lighting system, City Officers have undertaken consultation with the relevant organisations responsible for the overall safety and security of the City of London Police HQ and the Courts. Consultees included the City of London Police Counter Terrorism Security and Estates and Support Services Team, and the HM and Tribunals Services Property Directorate Team, who are in agreement with the use the catenary lighting system throughout the Square. The lighting system is in line with the City of London Lighting Strategy (2023).

Highway and traffic management changes (Appendix 2):

4.13 To facilitate required vehicular access and security requirements for the development the following highway and traffic management changes are proposed:

- To permanently revoke two disabled bays, one police bay, one motorcycle bay and five payment parking bays on Whitefriars Street. As part of this process, City Officers will relocate the disabled bays and seek to relocate the motorcycle bay and payment parking bays elsewhere in the vicinity of the project area, if feasible.

- To permanently revoke a doctor's parking bay on Salisbury Court. This is not required as the doctor's surgery is no longer located at Salisbury Court.

- To retain one disabled bay on Salisbury Court (north section) A potential to accommodate a second disabled bay is being reviewed.

- To retain the contra-flow cycle lanes on Whitefriars Street and Dorset Rise. Further evaluation work is required to determine whether it is feasible and required to retain the contra-flow cycle lanes on Whitefriars Street, which will be determined as the final design of the street progresses.

- To facilitate vehicular movements to the City of London Police HQ. The introduction of a southbound vehicular movement to police vehicles only on the southern part of Whitefriars Street, is required for leaving the site. Initial traffic modelling undertaken to determine the feasibility of this vehicular movement has indicated that it is possible within the existing carriageway width available. However, further evaluation work will be undertaken at the next stage to ensure sufficient pavement space is provided for people walking as well as understanding possible enforcement measures required and street signage.

- To widen the pavements on Fleet Street. This offers a range benefits for people walking and wheeling and supports objectives of the City of London Police and Courts in creating additional pavement space along Fleet Street for people accessing these buildings.

- To introduce a pedestrian only space in Salisbury Square, with associated changes to traffic movement and loading provision.

4.14 General arrangement plan and images can be found in Appendix 3.

Salisbury Square Equality Analysis (EA) (Appendix 4)

4.16 An interim EA was undertaken for the Salisbury Square Development. The EA concluded that, once complete, the Salisbury Square Development highway and public realm works will provide benefits for all users, including those with protected characteristics.

4.17 As detailed throughout the interim EA, there are opportunities to enhance the overall design of the scheme. These opportunities will be taken into consideration in the continued design.

4.18 Throughout the continued design of the scheme and post-scheme implementation the following should be taken into consideration:

- Granite setts being used within the carriageway and at the raised tables should be monitored for any loose, uneven and/or gaps between setts.
- Bollards adjacent to Fleet Street and those demarcating pedestrianised areas throughout the site should be placed to ensure easy access for those who are pregnant and/or travelling with young children, those using mobility aids and for those with visual impairments.
- Street furniture located within Salisbury Square should allow for easy access for those who are pregnant and/or travelling with young children, those using mobility aids, those with visual impairments and those with sensory impairments.
- Planting located within the planters should be of species in line with City of London planting and horticultural principles and the Climate Action Strategy. A robust maintenance plan should be in place to ensure areas around any planting is cleaned on a regular basis, to maintain accessibility.

4.19 The EA highlights that the disabled bay on Salisbury Court should be retained throughout the construction phase and post-construction phase. Should the bay need to be removed during the construction phase, it should be relocated in close proximity to its existing location.

4.20 As the project proposes the removal of all parking, including disabled bays, along Whitefriars Street, it is recommended that these bays are relocated throughout the project area to ensure that people requiring these bays have continued access.

4.21 Throughout the design of the scheme, other measures that will assist with accessibility are: raised crossings and seating with back and arm rests will be considered.

4.22 The EA further notes that impact mitigation measures need to be considered during the construction phase of the Square. This includes appropriate route signage, appropriate use of temporary ramps and continued access to disabled bays.

Healthy Streets Assessment (Appendix 5)

4.23 HS checks have been undertaken for all surrounding streets of the development site, which are part of the scope of the public realm and highways scheme.

4.24 HS checks for Fleet Street and Salisbury Court demonstrates that the proposed design has the potential to improve the people's experience of using these streets and spaces.

4.25 Fleet Street improvements are limited as, at the time of the HS assessment, the final design of the street has not yet been finalised, including the proposed footway extension.

4.26 This is similar for Whitefriars Street and Primrose Hill. The HS results for existing condition and the recommended design proposal are relatively unchanged. This is because the highway layout for both Whitefriars Street and Primrose Street have not yet been finalised.

4.27 HS checks will be reviewed and updated ahead of the Gateway 4/5.

CoLSAT Assessment (Appendix 6)

4.28 The recommended Option has been assessed using the City of London Streets Accessibility Tool (CoLSAT), which enables street designers to identify how street features impact on the different needs of disabled people. The tool recognises that the needs of different groups of disabled people can be contradictory; that improving accessibility for one group may decrease accessibility for another. CoLSAT identifies trade-offs that may be needed to ensure no one is excluded from using the City's streets and provides the basis for engagement and discussions to maximise the benefits for all.

CoLSAT Summary Results Table for Option 1 (Salisbury Court & Square, Fleet Street)												
	Total 0 scores – severe accessibility issue						Total 1 scores - significant accessibi issues					
	Salisbury Court		Salisbury Square		Fleet St	Flee t St	Salisbury Court		Salisbury Square		Fleet Street	
	Befo re	**Aft er**	Befo re	**Af te r**	Befor e	**After**	Befo re	**Aft er**	Befo re	**Aft er**	Befo re	**A**

Electric Wheelchair user	0	**0**	0	**0**	1	**1**	2	**2**	2	**1**	0	**0**
Manual Wheelchair user	0	**0**	0	**0**	1	**1**	2	**2**	1	**0**	0	**0**
Mobility Scooter user	1	**1**	0	**0**	1	**1**	1	**1**	1	**0**	0	**0**
Walking Aid user	0	**0**	0	**0**	0	**0**	1	**1**	2	**0**	1	**1**
Person with a walking impairment	0	**0**	0	**0**	0	**0**	3	**3**	1	**2**	2	**1**
Long cane user	0	**0**	4	**0**	2	**2**	2	**0**	0	**0**	0	**0**
Guide Dog user	1	**1**	2	**0**	0	**0**	2	**2**	3	**0**	1	**1**
Residual Sight user	0	**0**	0	**0**	0	**0**	1	**1**	3	**0**	2	**2**
Deaf or Hearing impairment	0	**0**	0	**0**	0	**0**	3	**3**	2	**0**	2	**0**
Acquired neurological impairment	0	**0**	0	**0**	0	**0**	2	**2**	1	**0**	1	**1**
Autism/Sensory-processing diversity	0	**0**	0	**0**	0	**0**	2	**2**	2	**0**	1	**1**
Developmental Impairment	0	**0**	1	**0**	2	**2**	2	**2**	5	**2**	3	**3**
Total	2	**2**	7	**0**	7	**7**	23	**21**	23	**4**	13	**10**

4.29 The CoLSAT results, as shown above, shows the severe (0) and significant (1) issues identified through the CoLSAT assessments of the existing condition and the recommended design proposal. Overall, the proposed scheme has the potential to improve the walking and wheeling experience for all assessed characteristics.

4.30 For Salisbury Court, the severe and significant issues primarily remain as the pavements are not enhanced and extended. As the design progresses, pavement widths will be reviewed and, if feasible, enhanced to better accommodate people with the assessed characteristics.

4.31 For Salisbury Square, the proposed scheme has a potential to improve the walking and wheeling experience for all assessed characteristics. The recommended design would eliminate severe issues (0), and materially reduce the significant accessibility issues present. Ongoing significant issues pertain to seating backrest height, kerb upstand and the proximity to changing places locations. These issues will be addressed, where feasible, through the design process.

4.32 Fleet Street was measured from Whitefriars Street to Salisbury Court, not taking into consideration the junctions at these streets, as these junctions are considered for those specific streets. The severe and significant issues remain

	relatively unchanged. This is because the pavement layout for Fleet Street has not yet been finalised, including the proposed extension. It is expected that once the design for Fleet Street is progressed, the CoLSAT result will improve. 4.33 The CoLSAT results for Whitefriars Street and Primrose Street are shown in Appendix 6. The CoLSAT results for existing condition and the recommended design proposal are relatively unchanged for severe and significant issues. This is because the highway layout for both Whitefriars Street and Primrose Street have not yet been finalised. These CoLSAT outputs are being taken into consideration as the recommended design proposal is finalised. It is expected that once the designs for these streets are complete, the CoLSAT results will improve. CoLSAT assessments will be reviewed and updated ahead of the Gateway 4/5. **<u>Conclusion</u>** 4.34 Option 1 delivers high quality improvements for people walking, wheeling and cycling, as well as an enhanced and extended new public space, in line with the design submitted as part of the planning application, and which delivers a high-quality design vision. 4.35 This option delivers the highway and traffic management changes required to provide access to the Courts and City Police Headquarters, as well as on street security measures required for the development and mitigate the impact of the development on the local area. 4.36 Members are therefore asked to approve the highway changes and public realm design as shown in Option 1 for further detailed work.
5 Recommendation	5.1 Only one option is being considered due to the needs of the development and highways and traffic management changes required, as follows: • Traffic management, loading and parking changes provides the required vehicular access to the Courts and Police building. • Extension and enhancement of Salisbury Square provides a high-quality public realm, with significant community benefits, including greenery, seating a drinking fountain and historic interpretation features. • The design will improve accessibility for people walking and wheeling.
6 Risk	The key risks associated with taking the recommended Option forward to Gateway 4/5 are as follows: *A. <u>Underground structures and utilities lead to increased costs and/or scope of works</u>*

Mitigation: Radar surveys have been undertaken and the extent of the underground utilities on Fleet Street have been documented. Regular meetings with the CoL Highways Team, CoL Project Team and the Developer are ongoing to determine to identify challenges associated/mitigation in relocating underground utilities to integrate the security measures.

B. *Detailed designs surpass stated/agreed budget*

Mitigation: Project designs and project costs are reviewed monthly with the Developer and City Highways Team. Ongoing discussions and review of detailed designs ensure that any project cost issues are identified at the earliest opportunity, as well as a range of mitigating measures (i.e. value engineering, etc.), where possible. Changing bespoke material specification requirements, which fall outside of the City Corporation's standard palette of materials, could provide some cost savings. The introduction of high specification security rated measures such as rising bollards could impact the project cost.

C. *Works costs increase due to inflationary costs of goods and services*

Mitigation: The project scope may need to be adjusted, or value engineering elements may need to be considered to ensure that it remains affordable within the project budget. Work closely with term contractors and City Highways Team to identify changes in material costs, etc. Regular meetings with the Developer ensure changes inflationary costs are communicated at the earliest opportunity.

D. *Objections received to scheme proposals from stakeholders, including objections to traffic orders*

Mitigation: Occupiers/businesses and stakeholders have been consulted, and engagement will continue at key project milestones, including when traffic orders are advertised. Meetings with stakeholder will be held, should there be concern regarding project development.

E. *Issues/delays in obtaining required consents (i.e. road closure permits)*

Mitigation: Monthly project meetings with the Developer ensure that any required consents are discussed and reviewed, with the CoL Project Team advising on required consents.

Costed Risk Provision Utilised at Last Gateway: None

Change in Costed Risk: None

	Further information available in the Risk Register (Appendix 7) and Options Appraisal.
7 Procurement strategy	7.1 Management and coordination of the project will be undertaken by the Transport and Public Realm team, in consultation with Highways, City Gardens and the City's highway term contractor. 7.2 Stages of the design work will be undertaken in-house by officers and external consultants will be brought in as required to provide specialist services. 7.3 Construction works are to be implemented by the City's highway term contractor, working in collaboration with City Gardens for the delivery of the soft landscaping elements. 7.4 Appointment of external consultants will be carried out in line with the City's procurement guidelines for capital projects.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Highway and traffic management changes
Appendix 3	General Arrangement Plan.
Appendix 4	Equality analysis
Appendix 5	Healthy Streets assessments
Appendix 6	CoLSAT assessments
Appendix 7	Risk register

Contact

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Options Appraisal Matrix

Option Summary	*Option 1*
1. Brief description of option	Delivering the existing design vision as included in the Design & Access Statement *(*20/00997/FULEIA) submitted as part of the planning approval for the development. The Salisbury Square project offers transformational change across the site, delivering a lasting legacy for the Fleet Street Area. This option will see the Square extended and enhanced, with increased greenery, raised planting beds, seating and historic interpretation features. The scheme will also deliver traffic management changes in response to the requirements of the development.
2. Scope and exclusions	• Consideration for the widening of Fleet Street footway (southern section), if feasible (Planning Condition 62, section i). • Enlargement and enhancement of Salisbury Square, including a raised carriageway in the central area of the Square (Planning Condition 62, section e). • Introduction of a high-quality public realm design, including seating, security-rated raised planting beds and feature lighting (Planning Condition 62, sections e and f and Planning Condition 48). • Installation of a drinking fountain (Planning Condition 63). • Introduction of multi-stem trees within the planters and a semi-mature tree. • The reinstatement of the Robert Waithman Obelisk (in line with planning permission section f) **"**Dismantling, relocation and reconstruction of Grade II listed Waithman obelisk within Salisbury Square"). • Remove disabled bays, payment parking bays and a motorcycle bay on Whitefriars Street to ensure City of London Police have unimpeded access to the Courts and the Police Headquarters. These bays will be relocated if feasible in the vicinity of the site.

	• Revoke doctor's parking bay on Salisbury Court as demand no longer exists at this location. • The introduction of a southbound vehicular movement to police vehicles only on the southern part of Whitefriars Street. • Introduction of feature lighting in Salisbury Square in line with the City of London Lighting Strategy (2023) (Planning Condition 48), and which enhances accessibility and security. • To introduce a pedestrian only space in Salisbury Square, in line with the planning permission for the development, and associated changes to traffic movements on Salisbury Court, Salisbury Square and Dorset Rise. • To introduce the necessary traffic restrictions and security measures on Primrose Hill as required by the development.
Project Planning	
3. Programme and key dates	Q4-2024/25: • Finalise the design of the Salisbury Square Development. • Prepare and submit traffic management orders to implement the changes required. • Prepare final detailed design of the highways and public realm works and develop pre-construction design information (RIBA Stage 4 and 5). • Refine cost estimates for the development. Q1-Q2 - 2025/2026 • Prepare Gateway 4/5 – authority to implement (summer 2025). • Prepare Gateway 4/5 for Court of Common Council (summer 2025). As the estimated cost of the project exceeds £5m, the project will be reviewed by the Court of Common Council in summer 2025. The basis of the next reporting steps is the

	consolidation of the required Gateway 4 (Detailed Design), and Gateway 5 (Authority to start work) reports due to there being a single design option. If Members approve this approach, Officers will aim to submit the consolidated Gateway 4/5 report to the Streets & Walkways Sub-Committee in summer 2025. If possible and time is available, the required Gateway 4/5report would then be submitted to Court of Common Council in summer 2025 for approval that would allow work to begin on site in 2026. At the time of writing, the procurement code is being reviewed, which may result in a change in project cost threshold and the need to report to the Court of Common Council. Construction estimated to commence in March 2026, subject to the Development's programme.
4. Risk implications	Overall project option risk*:* Medium Key risks (further information available within the risk register (Appendix 7): • Underground structures and utilities will potentially lead to an increase in costs and/or scope of works in relation to the requirements for hostile vehicle mitigations around the perimeter of the site. This will result in a significant increase in project costs due to the requirements for these on street measures. • The implementation of the highways and public realm scope of work is delayed due to the development's programme timescales. • Works costs and materials increase due to inflation, as this project is estimated to be implemented in 2026. This will result in an increase in construction materials, etc. The risk is therefore that the Developer may have to seek further funds to meet the increase in works and materials costs.

	• Objections from stakeholders to the traffic management changes could result in changes to the design and allocation of street space. The risk is therefore that the project incurs delays as objections are being considered, which may further result in an increase in project costs. • The cost of bespoke materials for Salisbury Square exceeds the available budget. CoL officers are in ongoing discussions with the term contractor and the developer's team to evaluate alternative options if required.
5. Stakeholders and consultees	• CoL Ward Members • CoL Highways, City Gardens and Cleansing teams. • City of London Police and Courts • City Surveyors (Developer) • Salisbury Square development project team (Avison Young) and main site contractor (Mace). • Transport for London Buses and Transport for London Assets, in relations to Fleet Street • Property owners and businesses • Fleet Street Quarter BID
6. Benefits of option	• Introduces traffic management changes and on-street security measures that supports the function of the Courts and City of London Police Headquarters. • Improves and increases crossing facilities for people walking and wheeling throughout the project area. • Provides an enlarged and enhanced new public Square.

	• Delivers key elements of the City's Transport Strategy and Climate Action Strategy. • Enables the introduction of tree planting and soft landscaping and seating. • Introduces feature lighting throughout the Square. • Introduces cultural elements throughout the site, including the historic Obelisk.
7. Disbenefits of option	• Potential loss of parking bays if new locations cannot be found for those that need to be removed to facilitate the scheme. Retaining the number of disabled bays will be prioritised.
Resource Implications	
8. Total estimated cost	Total estimated cost (excluding risk): *£5-6.5m*
9. Funding strategy	Project is fully funded by the development.
10. Investment appraisal	N/A

11. Estimated capital value/return	N/A
12. Ongoing revenue implications	• All hard landscaping works will involve improvements to the public highway and post-completion will be maintained by the CoL Highways Department as part of its planned maintenance programme. • Security rated structures and requirements will be subject to a maintenance agreement with the owner for their ongoing maintenance and management. • The use of non-standard materials, outside of the City's palette of materials, will require a high commuted sum to be calculated and transferred to City Highways when works are completed. • Similarly, commuted sums will be calculated in relation to any new soft landscaping and will be transferred to City Gardens at project completion. • A commuted sum will also be calculated to fund the additional cleansing the new public space will require.
13. Affordability	N/A
14. Legal implications	• The City Corporation as the local highway authority and traffic authority has wide powers under the Highways Act 1980 and the Road Traffic Regulation Act 1984 to make changes to the highway and manage traffic. • In developing proposals which require traffic management measures, the City Corporation must comply with its traffic management duties to secure the

	expeditious, convenient, and safe movement of traffic and having regard to effect on amenities (S.122 Road Traffic Regulation Act 1984) and to secure the efficient use of the road network avoiding congestion and disruption (S.16 Traffic Management Act 2004). • When making decisions, the City Corporation must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). It is the intention that an Equality Analysis will be carried out as the evaluation of the options move forward. This will assist the City Corporation in discharging this duty. • Some of the land involved in the project is not currently highway maintainable at public expense. Adoption of this land will need to take place prior to the works commencing.
15. Corporate property implications	Salisbury Square Development is a City of London asset.
16. Traffic implications	• A formal statutory consultation will be undertaken in relation to Traffic Management Orders that are required to facilitate the proposed changes to vehicular movement, parking and loading provision. • To facilitate vehicular access and deliver security requirements to the Courts and the City of London Police Headquarters, as well as enhance Salisbury Square, the following is proposed:

	• To permanently revoke two disabled bays, one police bay, one motorcycle bay and five payment parking bays along Whitefriars Street as shown in Appendix 2. As part of this process, City Officers will seek to relocate the disabled bays, motorcycle bay and payment parking bays elsewhere in the vicinity of the project area, if feasible. Further work is required and possible locations are shown in Appendix 2. • To permanently revoke one doctor's parking bay on Salisbury Court, as it is no longer required, as the doctor surgery is no longer located at Salisbury Court. • Retain the one disabled bay on Salisbury Court. • Retain the advisory cycle lanes on Whitefriars Street and Dorset Rise. • To facilitate access to the City of London Police HQ, the introduction of a southbound exit route on Whitefriars Street (southern section only) is required for vehicles accessing/leaving the site. Initial traffic modelling work has indicated that it is possible to accommodate this traffic movement within the existing carriageway width. However, further evaluation work will be undertaken at the next stage to ensure sufficient pavement space is provided for people walking and wheeling, as well as understanding possible enforcement measures and street signage. • The widening of the footway on Fleet Street. This offers a range benefits for people who walk and wheel and supports objectives of the City of London Police and Courts in creating additional footway space along Fleet Street for people accessing these buildings.

17. Sustainability and energy implications	Supports the delivery of the Climate Action Strategy through the introduction of a variety of measures in the City's Climate Resilience catalogue, including tree planting and a range of greenery that encourages biodiversity.
18. Data Implications	N/A
19. Equality Impact Assessment	An interim Equality Impact Assessment has been undertaken. Project delivers significant benefits for those with protected characteristics. As the design progresses, attention should be given to: placement of street furniture and bollards, tree planting measures, the retention of disabled bays and construction mitigation measures.
20. Data Protection Impact Assessment	N/A
21. Recommendation	Recommended

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Project Coversheet

[1] Ownership & Status

UPI: 12389
Core Project Name: Salisbury Square Development highway and public realm Works

Programme Affiliation (if applicable): None
Project Manager: Maria Curro & Maria Herrera, Transport and Public Realm projects, Environment Department

Definition of need: The Salisbury Square Development will deliver a new, purpose-built legal facility and home the City of London Police headquarters. The highway and public realm enhancement scheme will facilitate and complement the Salisbury Square Development. This report seeks approval for the increase in overall project costs and project costs to reach the next Gateway. The report also provided an update on reporting schedule.

Key measures of success: 1. Making the Square Mile's streets great places to walk and spend time (quantifiable improvements in Pedestrian Comfort Levels, Healthy Street scores, accessibility). 2. Making the Square Mile's air and streets cleaner and quieter (net increase in greening in the project's area of scope). 3. Climate resilience in our buildings, public spaces and infrastructure.

Expected timeframe for the project delivery: 2026 (Q2)
Key Milestones: Complete detailed design, complete detailed cost estimate and undertake statutory public consultation on the traffic management changes required.

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' G1/2 report (as approved by Streets and Walkways Sub 30/01/2023 and Projects and Procurement Sub-Committee 12/02/2023):

- Total Estimated Cost (excluding risk): £3m - £4m
- Costed Risk Against the Project: None
- Estimated Programme Dates: Gateway 1/2, September 2022 / Gateway 3/4, Summer 2023 / Gateway 5, Summer 2024 / Gateway 6, 2026/27 (estimated 6 months post-scheme completion)

Scope/Design Change and Impact: At this stage of reporting, there were no scope/design changes or impacts. The Gateway 1/2 introduced the project and set out project requirements, resources and overall objectives.

'Issues Report' G2 report (as approved by Streets and Walkways 26/09/2023 and Operational Property and Projects Sub 16/10/2023):

- Total Estimated Cost (excluding risk): £5m - £6m
- Resources to reach next Gateway (excluding risk): £154,000
- Spend to date: £82k
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: Issue Report, September/October 2023 / Removal of Shoe Lane bus stop, Fleet Street, September/October 2023 / Parking requirement review, October/November 2023 / Detailed design development, October 2023 – March 2024 / Equality Impact Assessment, November 2023 – February 2024 / Detailed design costings, February – April 2024 / Gateway 3/4, June/July 2024

Scope/Design Change and Impact: There is no change in the overall design of the project. There has been a change in overall project costs, due to a range of factors including costs associated with bespoke design elements, estimated costs and works needed to move utilities, etc. There has also been an increase in costs required to reach the next Gateway. Again, this is due to a range of factors, including complex stakeholder management, the complexity in reviewing the RIBA Stage 4A designs, etc. Lastly, a change in reporting schedule to the relevant Committees is outlined.

'Options Appraisal and Design' G3 report (Streets and Walkways 09/07/2024 and Projects and Procurement Sub-Committee 15/07/2024):

- Total Estimated Cost (excluding risk): £5m-£6.5m
- Resources to reach next Gateway (excluding risk): £185,000
- Spend to date: £221,000
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: *Q2-Q4-2024/25:* Prepare and submit traffic management orders to implement the changes required. Complete the detailed design stage and prepare of pre-construction design information (RIBA stage -5.– *Q1-Q2 - 2025/2026)*
- Prepare Gateway 4-5 – Authority to Start Work

Scope/Design Change and Impact: One option presented to Committee. Option 1 delivers the existing design vision, as included within the Design & Access Statement as submitted by the Developer at the Planning stage.

'Authority to start Work' G4-5 report (as approved by PSC xx/yy/zz):

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

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

Scope/Design Change and Impact:

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

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NORMAN ROURKE PRYME

Salisbury Square Development

Kerbside and Movement Study

Kerbside provision – existing



Whitefriars Street

- 1x Police bay (WFP1).
- 2x Disabled bays (DWF1 and DWF2).
- 5x Pay-by-Phone bays (WF1-5). Mon-Fri 8am-7pm. Saturday 8-11am. 4 hours, no return within 1 hour.
- 11m solo motorcycle parking bay (MWF1).
- 127m single yellow line (93m westside, 34m eastside). Equates to 23 spaces.
- 125m double yellow line (53m westside, 72m eastside). Equates to 22 spaces.

Dorset Rise

- 2x Disabled bays (DD01 and DD02).
- 7.5m solo motorcycle parking bay (MD02).
- 6m solo motorcycle parking bay (MD01).

Salisbury Court

- 1x Disabled bay (DSC11).
- 1x Doctor's bay (DRSC1).

KEY

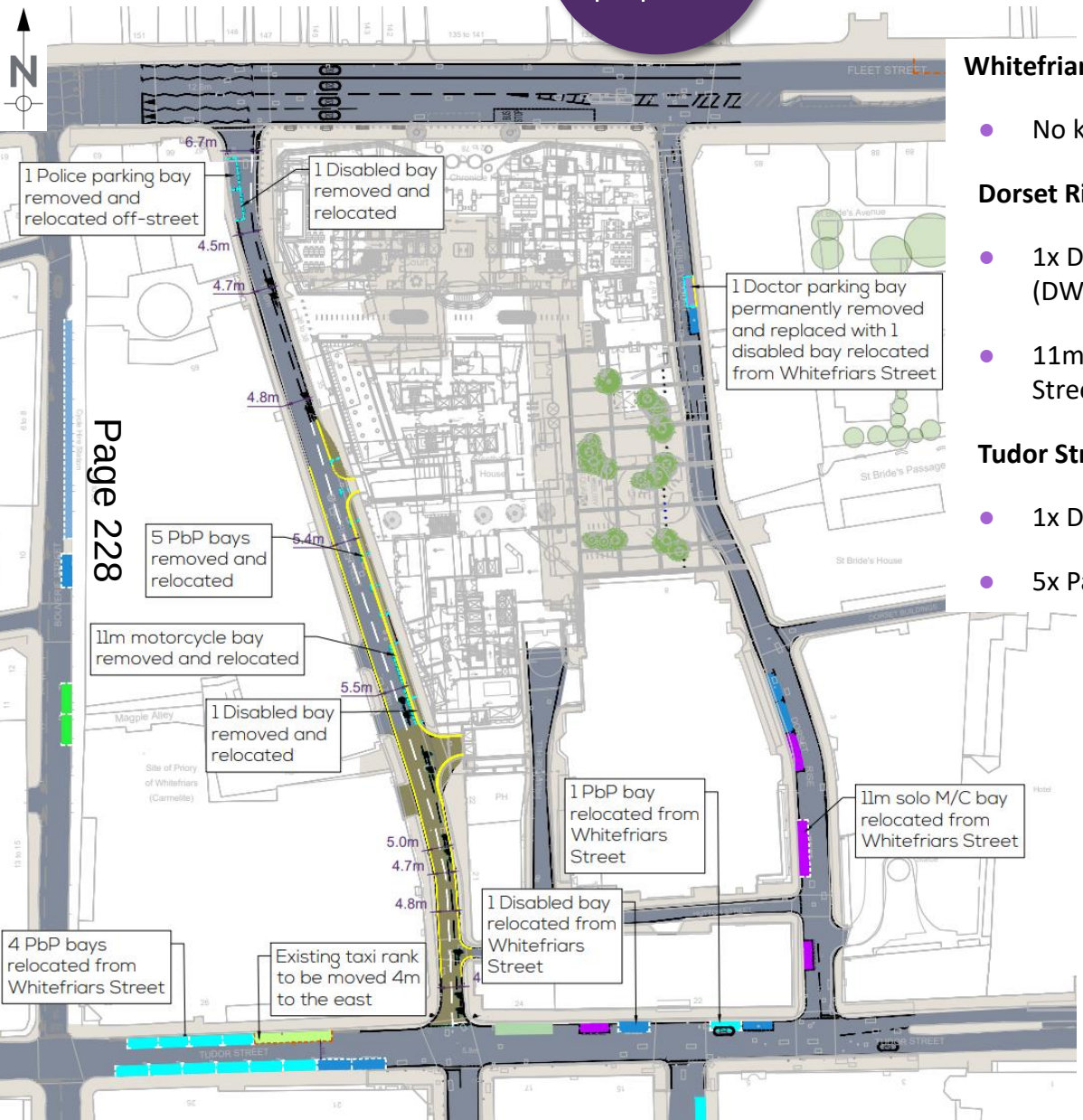
- Pay-by-phone parking
- Taxi bay
- Disabled
- Motorcycle bay
- Diplomatic parking
- Police parking
- Doctor parking
- Santander cycle hire

NORMAN ROURKE PRYME

Salisbury Square Development

Kerbside and Movement Study

Kerbside provision – proposed



Whitefriars Street

- No kerbside provision. All existing bays removed and relocated.

Dorset Rise

- 1x Doctor bay (DRSC1) removed and replaced with 1x Disabled bay (DWF1) from Whitefriars Street.
- 11m solo motorcycle parking bay (MWF1) relocated from Whitefriars Street.

Tudor Street

- 1x Disabled bay (DWF2) relocated from Whitefriars Street.
- 5x Pay-by-Phone bays (WF1-5) relocated from Whitefriars Street.

KEY

- Pay-by-phone parking
- Taxi bay
- Disabled
- Motorcycle bay
- Diplomatic parking
- Police parking
- Doctor parking
- Santander cycle hire

Whitefriars Street – Proposed

Kerbside summary – Whitefriars

- All marked bays on Whitefriars to be relocated to Tudor Street or Dorset Rise.

Kerbside summary	Whitefriars Street		Tudor Street		Salisbury Court		Dorset Rise		TOTAL	
	Lost	Gained	Lost	Gained	Lost	Gained	Lost	Gained	Lost	Gained
Pay-by-phone	5	0	0	5	0	0	0	0	0	0
Disabled	2	0	0	1	0	1	0	0	0	0
Police	1	0	0	0	0	0	0	0	1*	0
Motorcycle	11	0	0	0	0	0	0	11	0	0
Doctor	0	0	0	0	1	0	0	0	1	0
Single yellow	23	0	6	0	0	0	2	0	31	0
Double yellow	0	33	1	0	0	0	2	0	0	30

* Police bay to be removed from on-street and relocated to within Salisbury Square development.

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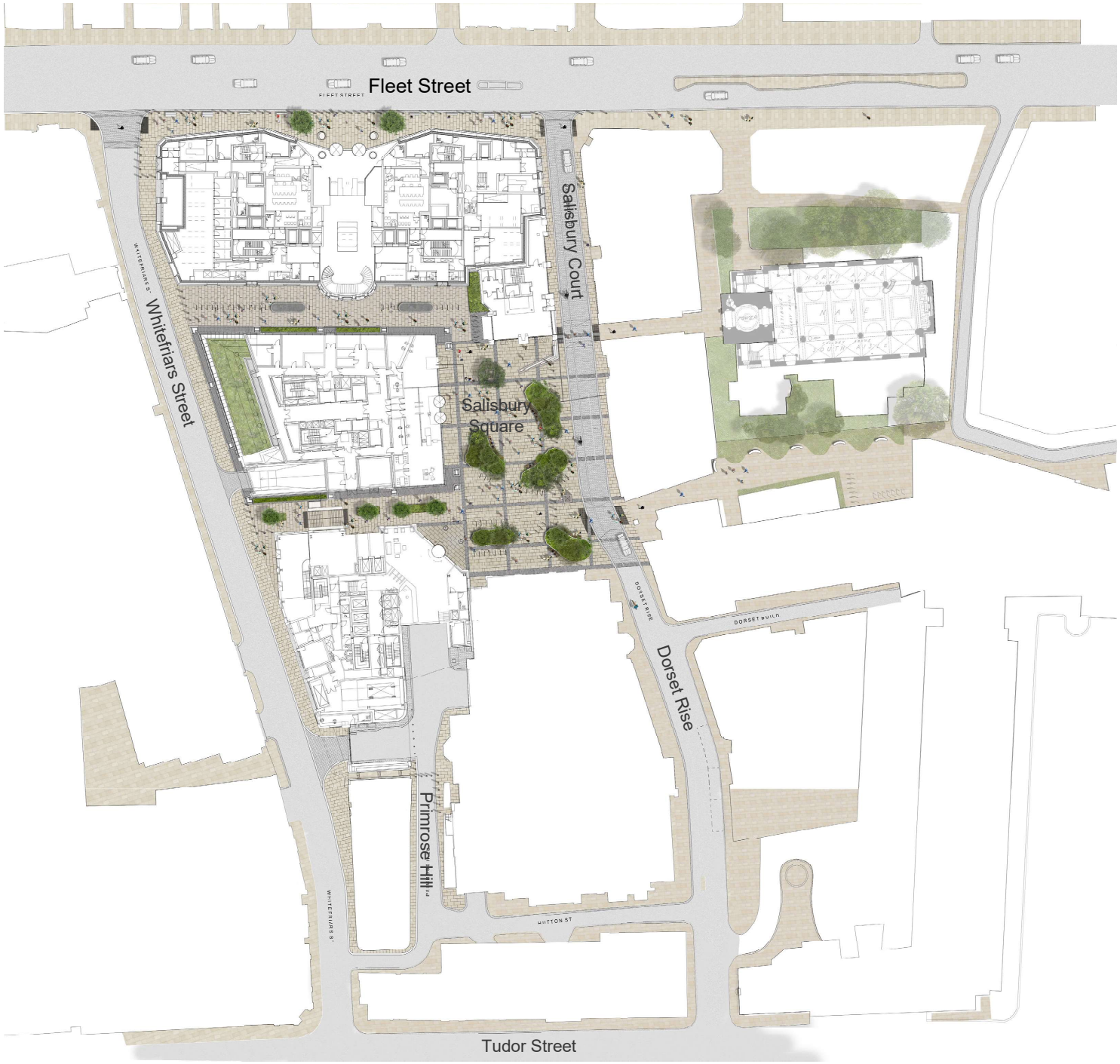
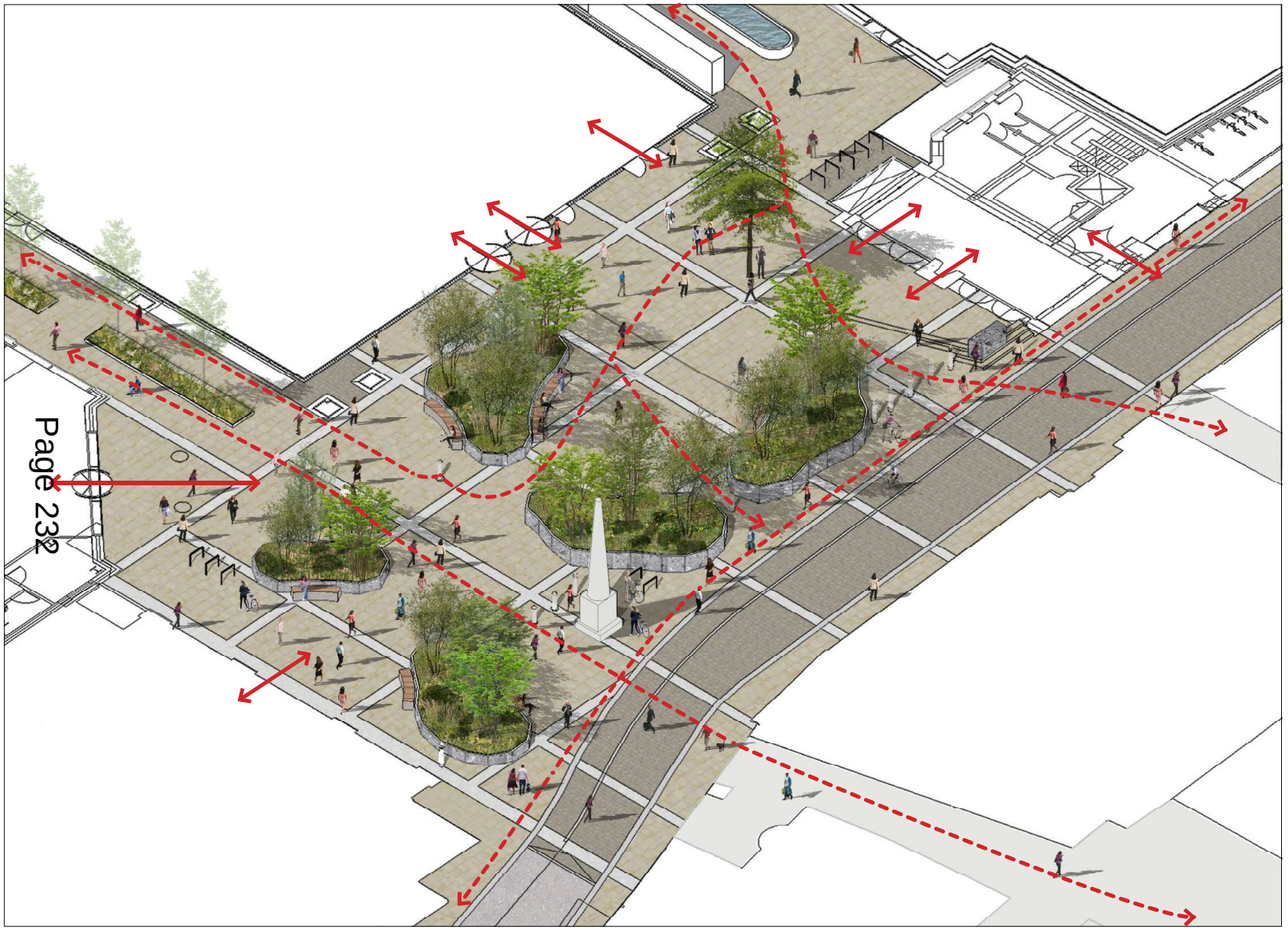
Salisbury Square Development

Public Realm and Highways scheme.

LANDSCAPE MASTERPLAN





Building entrances

Primary pedestrian circulation

EQUALITY ANALYSIS (EA) TEMPLATE

Decision Click or tap here to enter text. Date *Click or tap here to enter text.*

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.

Version Control Version:1.3
Author: Maria Curro
Last updated: 07/10/2024
Date of next review: January 2025

• 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:	Maria Curro	Contact Details:	Maria.curro@cityoflondon.gov.uk / 07864 971 573

1. What is the Proposal

The City of London Corporation (City Corporation has identified a unique opportunity to create modern facilities for both the City of London Police Headquarters and the Courts, in the heart of Fleet Street[1]. The Salisbury Square Development will not only deliver a new purpose-built legal facility and City of London Police Headquarters, it will revitalise and enhance the public spaces for those living, working and visiting the Fleet area.

Central to the Salisbury Square Development is the enhancement and enlargement of the existing Salisbury Square. The revitalised Square will see an enhanced pedestrian route and space, as well as build-on existing greening and introduce seating. The Salisbury Square Development will also deliver improvements to the pedestrian environment on Fleet Street, Salisbury Court, Whitefriars Street, and Primrose Hill.

This EQIA is specific to the highways and public realm works, as outlined in the Salisbury Square Development unilateral agreement (which is in effect a Section 278 agreement). The works are due to be completed in 2026.

The detailed design drawings have been assessed using the City of London Street Accessibility Tool (CoLSAT) and Healthy Streets (HS) Assessment prior to undertaking this assessment.

- The Healthy Streets Approach focuses on creating streets that are pleasant, safe and attractive, where noise, air pollution, accessibility and lack of seating and shelter are not barriers that prevent people (particularly our most vulnerable) from using our streets and spaces.
- The City of London Street Accessibility Tool (CoLSAT) enables street designers to easily identify how street features impact on the different needs of disabled people. The tool's key feature recognises that the needs of different groups of disabled people can be contradictory; that improving accessibility for one group may decrease accessibility for another.

These assessments were undertaken via an on-site audit and the results from the assessments have been incorporated into this EQIA.

[1] The Proposal | Salisbury Square (salisburysquaredevelopment.co.uk)

2. What are the recommendations?

The Proposed Works will include the following improvements to:

Salisbury Square: The Square will be pedestrianised and will feature the following:

- New, multi-stem trees with planting beds
- Drinking fountain
- Benches
- Bollards (both standard and retractable)
- Retention of existing and mature trees

Fleet Street:

- Extended footways at Fleet Street, with kerb line realignment to provide more space for those walking and wheeling
- Renewed footways between Whitefriars Street and Salisbury Court (Yorkstone paving slabs, as per the City Public Realm Technical Manual)
- Fleet Street plinth/benches along the boundary of the Salisbury Square Development, adjacent to Fleet Street
- City Corporation bollards adjacent to Fleet Street
- Two single stem trees adjacent to the building entrance

Salisbury Court:

- Renewed footways (Yorkstone paving slabs) and carriageway (granite setts) between Fleet Street and Dorset Rise
- Renewed raised table with tactiles at the Salisbury Court junction with Fleet Street
- Two informal crossing points, with raised table and tactile paving, providing a connection to Salisbury Square
- City of London bollards at the Salisbury Court junction with Fleet Street
- Retained one way southbound and contraflow cycling
- Two disabled bays (to be retained throughout the lifecycle of the project, or an alternative location identified during the construction phase, for use by those accessing St Bride's Church)

Whitefriars Street:

- Renewed footways (Yorkstone paving slabs) between Fleet Street and Primrose Hill
- Two new vehicle building access points (granite setts)
- Two-way working will be retained as to allow CoL Police access to the headquarters

Primrose Hill:

- Renewed footways (Yorkstone paving slabs)

- City Corporation removable bollards

It is recommended that the following are considered to improve access, inclusivity and safety:

- Setts: Setts being used in the carriageway and at raised tables will need to be monitored and maintained. Uneven, loose and/or gaps between setts, can cause issues for some users, including older people, mobility aid users, those using crutches and canes[2] and those traveling with young children and pushchairs. This is particularly important if Whitefriars Street and Salisbury Court are used by large vehicles, including refuse/servicing vehicles, which are more likely to cause damage to the carriageway.

- Kerb height: A 50mm kerb height could pose a potential trip hazard to some road users. This risk should be evaluated pre-construction and the appropriate delineation considered to reduce hazard risk.

- Bollards: The proposed bollards adjacent to Fleet Street and those demarcating pedestrianised areas within the development (including Salisbury Square and the north and south passages) should be placed at a maximum of 1.2 metres apart to enable passage of mobility aid users and those travelling with young children/pushchairs, whilst providing adequate protection for pedestrians. This recommendation also aligns with DfT guidance[3].

- Street furniture: The location of street furniture, particularly within Salisbury Square, should allow for easy passage for mobility aid users and those travelling with pushchairs. Keeping street furniture to a minimum will provide a simple, legible space which can be beneficial for those who are neurodivergent.

- Greening: Trees and planters should be well maintained as to not block the view of the street or facilitate hiding spaces and blind spots for people to lurk. Consideration should be taken to ensure that the location of the trees is a suitable distance from lighting columns so as not to cause shadows and dark spots on the street. Consideration should be given to the tree species, selecting those with minimal leaf shedding to avoid a slippery footway. This should already be covered within the City Corporation's maintenance regime.

- Cycle Parking: It is recommended that the short stay cycle parking proposed across the site should be designed to provide stands that can accommodate cargo bikes, tandems, and adaptable cycles, such as, tricycles and side-by-side cycles. This will ensure users of all abilities can visit the area by bike[2]. Ensuring the cycle parking is well lit. CCTV can also be considered to improve security for protected groups that may feel more vulnerable at night, such as women, girls, LGBTQ+ people and transgender groups.

- Disabled bays: To ensure the disabled bays are accessible to all, it is essential that dropped kerbs or a raised table are implemented alongside the disabled bays on Salisbury Court. To ensure ongoing accessibility to the disabled bays on Salisbury Court, bay use should be monitored prior to any construction works taking place, and if used, an alternative disabled bay parking provision needs to be identified during the construction period.

[2] Inclusive Mobility. A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (publishing.service.gov.uk)

[3] Inclusive Mobility. A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (publishing.service.gov.uk)

- Lighting and CCTV: Sufficient levels of lighting should be included in the design, particularly within Salisbury Square and the new passages, 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. CCTV can also be considered to improve safety.

- Construction: A CEMP or CLP should be implemented to minimise construction impacts[14]. 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.

- Road Safety Audit: A Stage 3 Road Safety Audit should also be completed on completion of the works to ensure that the improvements are safe and accessible.

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 Castle Baynard Ward. The City of London is a key commercial district, hosting the primary business district of the capital. The proposed scheme is located near St. Paul's Cathedral and the Thames and is also surrounded by key office and retail/hospitality space. The Salisbury Square Development is easily accessible via City Thameslink (4-minute walk), as well as Blackfriars London Underground station (7-minute walk).

Given the proposed works are located within a key commercial district and the area boasts a high Public Accessibility Level (PTAL) rating of 6b, those that are likely to be affected by the proposals are pedestrians, cyclists, and other non-motorised users. A large proportion of these users are likely to be of the working population commuting to their places of work, including those working at the new Salisbury Square development. The City of London estimates approximately 614,500 workers[4] travel to the borough every day, some of which will be travelling to and from Salisbury Square as their place of work. It is estimated that the development will create 400 new jobs in the City of London and support a total of 2,100 jobs as the place for justice, policing, and commercial activity.

Although a predominantly business district, several other trip generators are located within close proximity to Salisbury Square, which will attract users to the area who may also be affected by the proposed works and construction. These include places of worship, a university, and health facilities which have been detailed in the full assessment below. The site is easily accessible by sustainable modes of transport therefore users are most likely to travel to these trip generators on foot, by bike or public transport. Looking more specifically at residents, 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%)[5], suggesting that residents are also likely to benefit from the improvements.

City Thameslink Train Station is the nearest station to Salisbury Square. Blackfriars London Underground is also accessible from Salisbury Square, which provides access to the Circle and District Lines.

[4] 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
[5] https://content.tfl.gov.uk/travel-in-london-report-13.pdf

During the construction phase, some protected characteristic groups, particularly disabled and elderly/younger groups of people, may be adversely impacted if the appropriate pedestrian diversions, noise and pollution mitigation, and CLPs are not in place.

Although the works may require short term/temporary road closures, it is not considered that this will lead to access issues for those with protected characteristics. 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) 2021[6] population statistics for the City of London states a total population of 8,580 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 2021)

Age	City of London %	Greater London %
Under 5 years	2.5%	6%
5 to 15 years	3.9%	12.1%
16 to 24 years	13.8%	12.3%
25 to 64 years	65.8%	57.8%
65 years and over	14.1%	11.9%
Total	**100%**	**100%**

The figures above illustrate that the City of London has significantly fewer people under the age of 15 (6.4%) compared to Greater London (18.1%). 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.

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%

[6] https://www.nomisweb.co.uk/sources/census_2021_bulk

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. Further to this, the most recent census data (2021) shows that the City of London has a workforce much younger than the rest of the country, with 61% of workers aged between 22 and 39[7].

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:

- Fleet Street Clinic – 250 meters west of the proposed scheme.
- Octopus Clinic – 90 meters west of the proposed scheme.
- Arden University – 490 meters north of the proposed scheme.
- Kings College – 490 meters west of the proposed scheme.
- The Maughan Library – 350 meters northwest of the proposed scheme.

The following pharmacies are located near to the site:

[7] https://www.cityoflondon.gov.uk/assets/Business/city-stats-factsheet-2023.pdf

- Lloyds Pharmacy within 600m of the site
- Boots Pharmacy within 800m of the site

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***

Given the proposed works are located within a key commercial district and the area boasts a high Public Accessibility Level (PTAL) rating of 6b, the proposed improvements surrounding the development are likely to positively benefit people of all ages, but particularly elderly and younger people and people aged 25 – 50 who make up 67% of the workforce in the City of London.

Research by TfL has found that walking is the most frequently used mode of transport by older Londoners aged 65 and over[8], with 87% walking at least once a week. Looking at the census data above, a large proportion of the City of London's population (14.1%) would therefore benefit from the proposals to improve the pedestrian environment surrounding the Salisbury Square Development.

Clear, high-quality footways are particularly important for elderly people, who are more likely to be living with a long-term health condition and/or may have limited mobility and/or 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[9].

With this in mind, the proposals to renew the footways on Fleet Street, Salisbury Court, Salisbury Square, Primrose Hill and Whitefriars Street, would benefit both elderly and younger users and help to address some of the key barriers to active travel for the elderly population. This is complemented by the renewed raised table and tactile paving at the Whitefriars Street and Salisbury Court junction with Fleet

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

It is recommended that the following is considered to mitigate negative impacts:

- Setts: Setts being used in the carriageway and at raised tables will need to be monitored and maintained. Uneven, loose and/or gaps between setts, can cause issues for some users, including older people, mobility aid users, those using crutches and canes[15] and those traveling with young children and pushchairs. This is particularly important if Whitefriars Street and Salisbury Court are used by large vehicles, including refuse/servicing vehicles, which are more likely to cause damage to the carriageway. Further to this, the repurposed setts, which require significant cleaning and cutting, will need to be assessed prior to use to ensure they are suitable and do not pose a trip or slip hazard.

- Kerb height: A 50mm kerb height could pose a potential trip hazard to some road users, particularly the elderly and young. This risk should be evaluated pre-construction and the appropriate delineation considered to reduce hazard risk.

- Bollards: The proposed bollards adjacent to Fleet Street and those demarcating pedestrianised areas within the development (including Salisbury Square and the north and south passages) 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[5].

[8] Travel in London: Understanding our diverse communities 2019 (tfl.gov.uk)
[9] https://www.ageuk.org.uk/london/about-us/media-centre/facts-and-figures/
[15] Travel in London: Understanding our diverse communities 2019 (tfl.gov.uk)

Street, reinforcing pedestrian priority. The two additional raised tables with tactiles on Salisbury Court, connecting into Salisbury Square, would also provide a safer crossing point for elderly and younger users. These improvements are also likely to benefit elderly and younger users who may use these streets on their journeys to and from the sensitive receptors listed above.

Pedestrianising Salisbury Square and the renewal of the public realm will also benefit older and younger people. The proposed trees, planting and benches provides a pleasant space for people to spend time and for older people to rest, as they are more likely to have limited mobility and/or stamina. Street trees and planting can play a key role in helping to remove harmful PM^{10} particulates and NO_2 roadside emissions[10] 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[1112].

Two disabled bays are proposed on Salisbury Court, allowing for easy access to Salisbury Square for disabled people who may have limited mobility and/or long-term health conditions.

Additional seating is proposed along Fleet Street, which would provide a resting place along the major through route, again benefiting older people, disabled people or all ages and people who are more likely to have limited mobility and/or stamina.

Multiple bollards are proposed along the Fleet Street boundary, some of which overlap with the tactile paving on the western side of the Salisbury Court junction with Fleet Street. This could cause a potential pinch point / obstacle for older users with limited mobility and those travelling with young children/pushchairs. There is also potential for street clutter/obstacles on Salisbury Square near to the removable bollards. The location of the bollards, coupled with seating, planters, relocated obelisk, cycle parking, and location of the raised table (uncontrolled crossing), could pose a pinch point for mobility aid users and those travelling with pushchairs, if the appropriate widths are not maintained.

- Street furniture: The location of street furniture, particularly within Salisbury Square, should allow for easy passage for mobility aid users and those travelling with pushchairs.

- Greening: Consideration should be given to the tree species, selecting those with minimal leaf shedding to avoid a slippery footway. Street maintenance should already be covered within the City Corporation's maintenance regime.

- Disabled bays: To ensure the disabled bays are accessible to all, it is essential that dropped kerbs or raised tables are implemented alongside the disabled bays on Salisbury Court. To ensure that the disabled bays are made available during the construction phase, at Salisbury Court or at a location in close proximity.

- Cycle Parking: It is recommended that the short stay cycle parking proposed across the site should be designed to provide stands that can accommodate cargo bikes, tandems, tricycles and side-by-side cycles, to encourage users of all abilities to visit the area by bike[2], and ensure the stands are well lit. CCTV can also be considered to improve security.

- Construction: A CEMP or CLP should be implemented to minimise construction impacts[14]. 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.

- 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.

[10] https://www.london.gov.uk/sites/default/files/valuing_londons_urban_forest_i-tree_report_final.pdf
[11] https://www.unep.org/news-and-stories/blogpost/young-and-old-air-pollution-affects-most-vulnerable
[12] https://www.gov.uk/government/publications/health-matters-air-pollution/health-matters-air-pollution

Setts are proposed for the length of the Salisbury Court carriageway. Uneven and/or gaps between setts can cause issues for some users, including for wheelchair users, those using crutches or sticks, and those travelling with young children/pushchairs. This is because vehicles, particularly large vehicles, can damage the carriageway and leave an uneven surface if not maintained, leading to trips and falls. This could be a particular issue at the informal crossing points. Repurposed setts require significant cleaning and cutting therefore they may not be suitable for use, particularly if they are at risk of posing a trip or slip hazard. Renewed granite kerbs are proposed across the site. A full height kerb will be maintained on Fleet Street, except at the junctions with Salisbury Court and Whitefriars Street, where continuous crossings are proposed. This ensures older people with limited mobility and those travelling with young children, can cross the road with ease. A 50mm upstand is proposed along the length of Salisbury Court, except at the uncontrolled crossing points. A 50mm upstand could pose a trip hazard for some older and younger road users. There are some instances where the footway widths go below the recommended two meters (including on the southern section of Whitefriars Street and on Primrose Hill) which can be an issue for mobility aid users and/or those travelling with young children/pushchairs, however it is noted that this is due to the existing building line therefore opportunities for widening the footway are limited. It should be acknowledged that most 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. It should be acknowledged however that 3.7% of the City's workforce have declared themselves as having a disability[13], therefore their travel behaviour and experiences may differ. Construction:	

[13] Appendix 1 Annual Employee Profile 2020 2021.pdf (cityoflondon.gov.uk)

Several potential negative impacts on elderly and younger people have been identified if the appropriate measures are not in place during the construction phase[14]. These include: • Wheelchair and mobility aid users may find it difficult to utilise temporary ramps • Construction noise can have a negative impact on all users, particularly the elderly and young. • Construction can also generate additional dust and pollutants which can negatively impact all users, particularly the elderly and young who are more vulnerable to poor air quality **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. It should be acknowledged that a high proportion of those visiting the area are likely to be travelling to their place of work. As illustrated in Table 2, those commuting to the City of London are most likely to be between the ages of 25-49 (38% of the workforce) and are therefore not considered vulnerable to the factors listed above due to their age.	
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 762 children and young people under the age of 19 years live in the City. This is 9% 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.

[14] Transport, health and wellbeing (publishing.service.gov.uk)

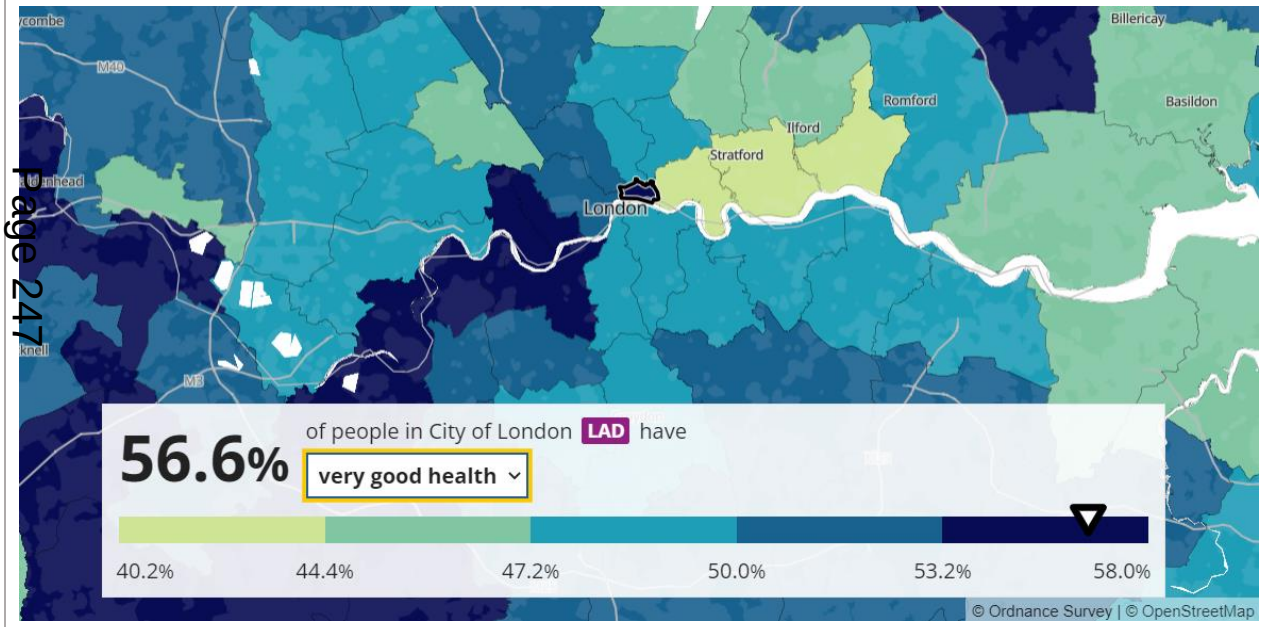
Disability

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 2021 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 2014 to 2021 showed lower scores for life satisfaction each year[16]. Looking at the City of London more specifically, 56.6% of people in the City of London described themselves as having 'very good health' (see Figure 3 below) and just 0.7% reported as having 'very bad health' (Figure 4) and 2.4% as having 'bad health' (Figure 5)[17]. As shown in the Figures below, compared to other London boroughs, the City of London has one of the highest proportions of people reporting to have 'very good health' and one of the lowest proportions of people reporting to have 'bad' and 'very bad health'.

Figure 3: Percentage of People in the City of London with 'Very good health' (Source: ONS Census data 2021)



[16] https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/datasets/disabilityandwellbeing
[17] https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandwellbeing/bulletins/disabilityenglandandwales/census2021

Figure 4: Percentage of People in the City of London with 'Very bad health' (Source: ONS Census data 2021)

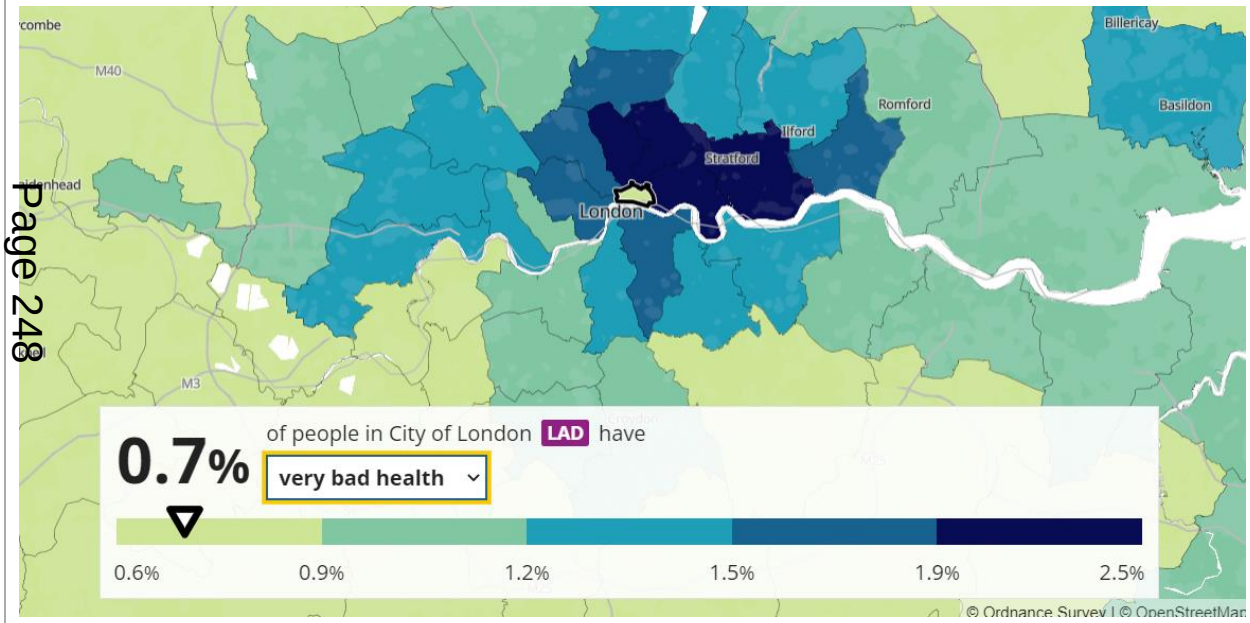
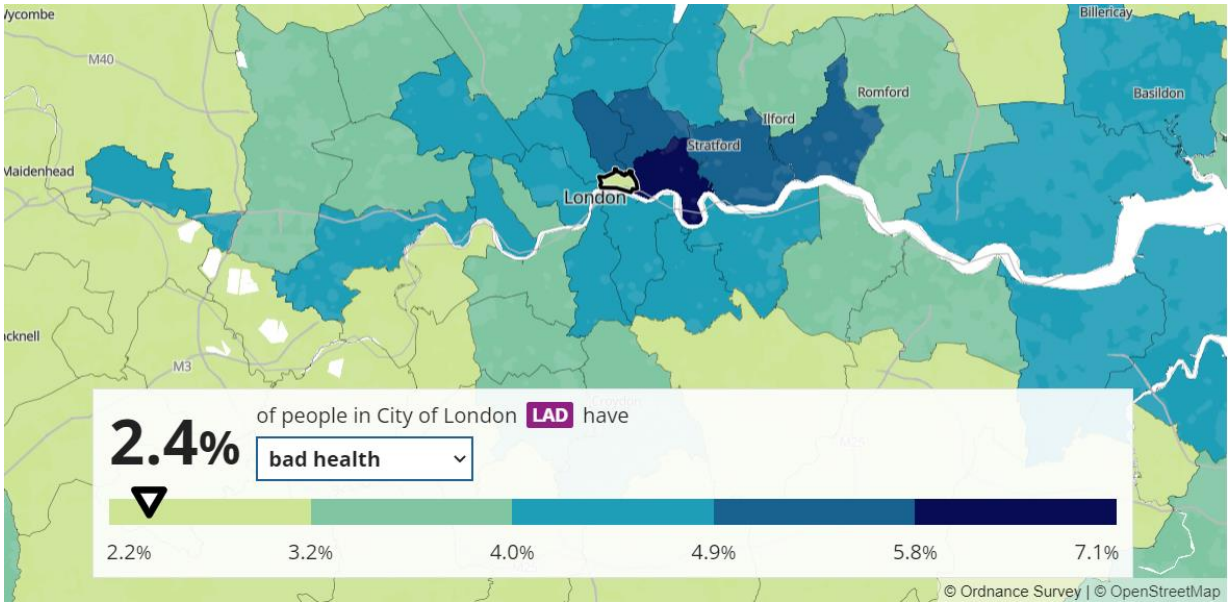
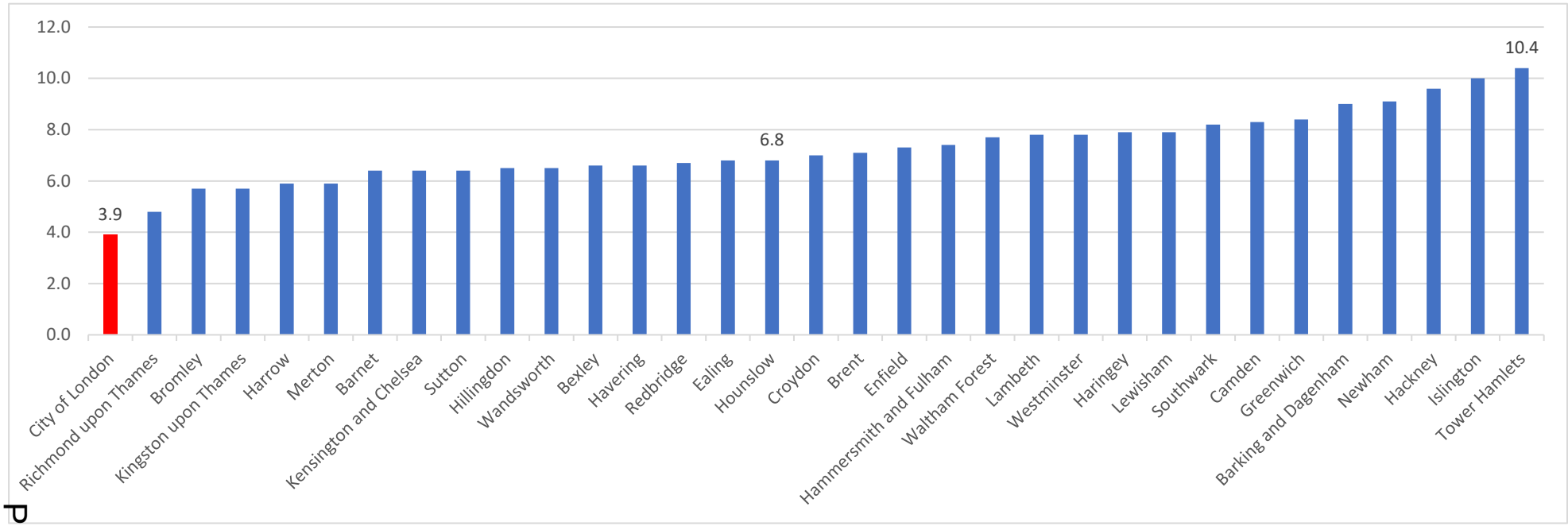


Figure 5: Percentage of People in the City of London with 'Bad health' (Source: ONS Census Data 2021)



Further to this, Figure 6 shows the percentage of the City of London residents who considered their day-to-day activities to be limited by disability or long-term illness compared to other London boroughs. The City of London compared favourably, as it has the lowest percentage at 3.9%.

Figure 6: Disabled under the Equality Act: Day-to-day activities limited a lot (Source: ONS Census 2021)



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 11.8% compared to 17.7% for England. This is considered significantly lower than the national average[18].

As mentioned above, it should be noted that this data is not considered entirely representative of the people likely to be affected by the proposed scheme given the large percentage of visitors and commuters regularly travelling to the area, which is likely to be larger than that of the local population. 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[19]. Further to this, there are over 2 million people in the UK living with sight loss[20]. 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:

- Fleet Street Clinic - 250 meters west of the proposed scheme.

[18] https://www.localhealth.org.uk/#c=report&chapter=c05&report=r01&selgeo1=lalt_2021.E09000001&selgeo2=eng.E92000001
[19] https://www.london.gov.uk/questions/2022/1716#:~:text=Andrew%20Boff%20AM%3A%20With%20approximately,900%2C000%20Londoners%20with%20neurodivergent%20conditions
[20] 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)

- Octopus Clinic – 90 meters west of the proposed scheme.

The following pharmacies are located near to the site:

- Lloyds Pharmacy within 600m of the site
- Boots Pharmacy within 800m of the site

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 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, 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 the Salisbury Square Development 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.

Further to this, the City of London holds disability data on 85% of the workforce, a group who are likely to be most affected by the proposals. 3.7% of the total workforce have declared themselves as having a disability. It should be noted however that employees are asked whether they "self-certify" as having a disability on the HR information system and similarly job applicants are asked to indicate if they consider themselves to have a disability. Therefore, it should be noted that this indicator does not necessarily accurately measure whether an employee meets the definition of "disability" under the Equality Act 2010[13].

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[21]. Further to this, walking is the main mode of travel for disabled Londoners, with 78% reporting they walk at least once a week.

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

It is recommended that the following is considered to mitigate any negative impact on people with disabilities:

- Setts: Setts being used in the carriageway and at raised tables will need to be monitored and maintained. Uneven, loose and/or gaps between setts, can cause issues for some users, including mobility aid users, and those using crutches and canes[2]. This is particularly important if Whitefriars Street and Salisbury Court are used by large vehicles, including refuse/servicing vehicles, which are more likely to cause damage to the carriageway. Further to this, the repurposed setts, which require significant cleaning and cutting, will need to be assessed prior to use to ensure they are suitable and do not pose a trip or slip hazard.

- Kerb height: A 50mm kerb height could pose a potential trip hazard to some road users, particularly those who are visually impaired and/or have limited mobility. This risk should be evaluated pre-construction and the appropriate delineation considered to reduce hazard risk.

- Bollards: The proposed bollards adjacent to Fleet Street and those demarcating pedestrianised areas within the development (including Salisbury Square and the north and south passages) should be placed at a maximum of 1.2 metres apart to easy passage for mobility aid users, whilst

[21] https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/outcomesfordisabledpeopleintheuk/2021

However, 65% of disabled Londoners consider the condition of the pavements to be a barrier to walking more frequently[22].

Research by Transport for All[23] 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 other mobility aids 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[24] 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. The following benefits have been identified with regards to the design and disabled users:

- Clear, high-quality footways are easy to navigate and provide a smooth surface free of trip hazards. This is particularly important for those who are visually impaired, and those who have limited mobility/use mobility aids.
- Uncontrolled crossing upgrades, including raised tables, provides a level surface for those with limited mobility and/or mobility aid users.
- Renewed tactile paving at the Whitefriars Street junction with Fleet Street and Salisbury Court junction with Fleet Street, and the two raised tables on Salisbury Court, benefits visually impaired users.

providing adequate protection for pedestrians. This recommendation also aligns with DfT guidance[2].

- Street furniture: The location of street furniture, particularly within Salisbury Square, should allow for easy passage for mobility aid users. Keeping street furniture to a minimum will provide a simple, legible space which can be beneficial for those who are neurodivergent.

- Disabled bays: To ensure the disabled bays are accessible to all, it is essential that dropped kerbs or raised tables are implemented alongside the disabled bays on Salisbury Court. To ensure that the disabled bays are made available during the construction phase, at Salisbury Court or at a location in close proximity.

- Greening: Consideration should be given to the tree species, selecting those with minimal leaf shedding to avoid a slippery footway. Street maintenance should already be covered within City Corporation's maintenance regime.

- Cycle Parking: It is recommended that the short stay cycle parking proposed across the site should be designed to provide stands that can accommodate cargo bikes, tandems, tricycles and side-by-side cycles, to encourage users of all abilities to visit the area by bike[2], and ensure the stands are well lit. CCTV can also be considered to improve security.

- Construction: A CEMP or CLP should be implemented to minimise construction impacts[14]. It should include measures such as suitable diversion routes with appropriate signage for any required footway closures as well as noise mitigation, which is particularly beneficial for some people with autism for example. Continued liaison with stakeholders should also be undertaken to inform the plans.

[22] https://www.cityoflondon.gov.uk/assets/Services-Environment/city-of-london-transport-strategy.pdf
[23] https://www.transportforall.org.uk/campaigns-and-research/pave-the-way/
[24] Inclusive Mobility. A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (publishing.service.gov.uk)

- Seating: Seating provision on Fleet Street and within Salisbury Square, provides a place for rest. This can be important for some disabled users who may have limited mobility and/or stamina.
- Shade, shelter and greening: Street trees and planting can play a key role in helping to remove harmful PM_{10} particulates and NO^2 roadside emissions[10] and mitigating against climate change impacts such as heating of streets (and provision of shaded areas), both of which disabled people are disproportionately affected by[1112].
- Disabled bays: The provision of two disabled bays on Salisbury Court, allows for easy access to Salisbury Square for disabled users who may require doorstep access to the development and surrounding area.

A few potential negatives have been identified with regards to the scheme design.

As noted above, the design proposes multiple bollards adjacent to Fleet Street, some of which overlap with the tactile paving on the western side of the Salisbury Court junction with Fleet Street. This could cause a potential pinch point / obstacle for those with limited mobility/mobility aid users and could lead to confusion for visually impaired users.

There is also potential for street clutter/obstacles on Salisbury Square near to the removable bollards. The location of the bollards, coupled with seating, planters, relocated obelisk, cycle parking, and location of the raised table (uncontrolled crossing), could pose a pinch point for mobility aid users, if the appropriate widths are not maintained. Street clutter can make also make a space confusing and overwhelming for those who are neurodivergent.

As noted in the section above, there are some instances where the footway widths go below the recommended two meters (including on the southern section of Whitefriars Street and on Primrose Hill) which can be an issue for mobility aid users, however it is noted that this is due to the existing building line therefore opportunities for widening the footway are limited.

Renewed granite kerbs are proposed across the site. A full height kerb will be maintained on Fleet Street, except at the junctions with Salisbury Court and Whitefriars Street, where continuous crossings are proposed. This ensures users with mobility issues can cross the road with ease. A 50mm upstand is proposed along the length of Salisbury Court, except at the uncontrolled crossing points. A

- 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.

50mm upstand could pose a trip hazard for some road users, particularly those who are visually impaired and/or have limited mobility. Repurposed setts require significant cleaning and cutting therefore they may not be suitable for use, particularly if they are at risk of posing a trip or slip hazard. **Construction:** The following potential negative impacts on people with disabilities have been identified if the appropriate measures are not in place during the construction phase[14]: • 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 some people with autism, whereby noises can be magnified and background noise can lead to difficulty concentrating[25] • Altered public realm and closures can be confusing to those with visual impairments who are familiar with the area • Construction can also generate additional dust and pollutants which negatively impact people with respiratory or long-term illnesses **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, 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.	
Key borough statistics:	The 2021 Census identified that for the City of London's population:

[25] https://www.autism.org.uk/advice-and-guidance/topics/sensory-differences/sensory-differences/all-audiences

Day-to-day activities can be limited by disability or long-term illness. In the City of London as a whole, 88% 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%). Measures on self-reported health were also collected during the 2021 census for the City of London borough. The responses were categorised into Very Bad, Bad, Fair, Good and Very Good health. • 0.7% of the population of The City self-reported as having Very Bad health – a 0.1% decrease from the 2011 census • 56.6% of the population self-reported as having Very Good health – a rise from 55% in the 2011 census	• 3.9% had a disability that limited their day-to-day activities a lot • 7.9% had a disability that limited their day-to-day activities a little Source: 2021 Census: Disability, England and Wales - Office for National Statistics (ons.gov.uk)

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*

ONS Conception Statistics, England, and Wales, 2020 provides conception numbers for the City of London. Note these numbers have been combined with the London Borough of Hackney 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%). [26]

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)[27].

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

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

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 pushchairs could also benefit from the improvements to the public realm during maternity, as the proposed works would improve the overall pedestrian environment and accessibility. It should be noted however, that the placement and positioning of bollards at the Salisbury Court junction with Fleet Street could impact accessibility, particularly for those travelling with pushchairs and young children. Similarly, poor maintenance of the setts used at the raised tables/uncontrolled crossings, may negatively impact pregnant woman who have limited mobility and/or those travelling with young children. As noted, where the footway widths go below the recommended two meters (such as the southern section of Whitefriars Street and on Primrose Hill), this could be an issue for pregnant women and those travelling with young children, however it is noted that this is due to the existing building line therefore opportunities for widening the footway are limited. The greening associated with the scheme could positively impact those who are pregnant/who have recently given birth. For example, research has shown that exposure to green space and general greening of cities is linked to decreased risk of pre-term birth[28].	• Setts: Setts being used in the carriageway and at raised tables will need to be monitored and maintained. Uneven, loose and/or gaps between setts, can cause issues for some users, including those who are pregnant or travelling with young children. This is particularly important if Whitefriars Street and Salisbury Court are used by large vehicles, including refuse/servicing vehicles, which are more likely to cause damage to the carriageway. • Bollards: The proposed bollards adjacent to Fleet Street and those demarcating pedestrianised areas within the development (including Salisbury Square and the north and south passages) should be placed at a maximum of 1.2 metres apart to easy passage for pregnant women and those travelling with young children, whilst providing adequate protection for pedestrians. This recommendation also aligns with DfT guidance[30]. • Street furniture: The location of street furniture, particularly within Salisbury Square, should allow for easy passage for pregnant women and those travelling with young children. • Greening: Consideration should be given to the tree species, selecting those with minimal leaf shedding to avoid a slippery footway. Street maintenance should already be covered within the City Corporation's maintenance regime. • Construction: A CEMP or CLP should be implemented to minimise construction impacts[14]. It should include measures such as suitable

[28] Greenness, civil environment, and pregnancy outcomes: perspectives with a systematic review and meta-analysis - PMC (nih.gov)
[30] Inclusive Mobility. A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (publishing.service.gov.uk)

Construction: 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 phase[29]. 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 and their babies. **Summary:** The improved accessibility, public realm improvements and pedestrian environment will have a positive influence on Pregnant women and families with small children. However, pregnant women may be negatively affected during the construction phase and due to some of the design elements such as the bollards, however, the potential adverse impacts would be sufficiently managed through implementation of suitable design measures discussed in the adjacent actions section.	temporary ramps and dust and pollutant mitigation, measures which are particularly beneficial for pregnant women and those using pushchairs. 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.
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%).	• 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).

[29] Inclusive Mobility. A Guide to Best Practice on Access to Pedestrian and Transport Infrastructure (publishing.service.gov.uk)

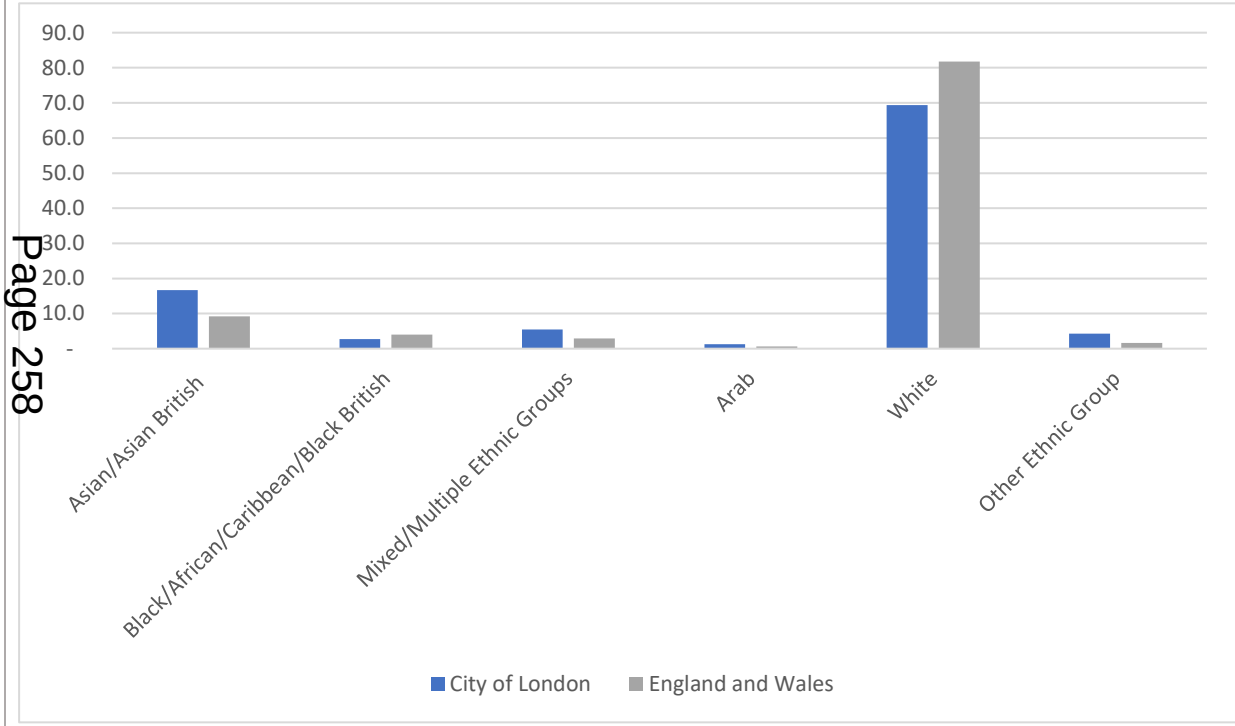
Race

Check this box if NOT applicable ☐

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

Figure 7 shows the ethnic group breakdown for the City of London as per the 2021 Census. It clearly shows that the majority of the population is White (69.4%), with the second largest ethnic group classed as Asian/Asian British (16.7%). The proportion of the population from Mixed/multiple ethnic groups, Black/African/Caribbean/Black British, Other ethnic groups and Arab are similar (5.5%, 2.7%, 4.3% and 1.3% respectively).

Figure 7: City of London Population by Ethnic Group (Source: Census 2021)



The White and Black populations are lower than the national averages for England, with differences of 12.4% and 1.3% respectively. The other ethnic group categories are higher than the national averages, with the greatest difference occurring for the Asian population which is 7.5% higher[31].

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

As noted above, this data is not considered entirely representative of all the people likely to be affected by the proposed scheme given that users are likely to be a combination of residents, commuters, and visitors. Demographics of those visiting the City of London or using the City as a commuting route are unknown, however the City Corporation holds ethnicity data on 88% of its workforce. This data shows that the City Corporation workforce is overwhelmingly white, making up 70%, compared to 7.5% Black or Black British and 5.5% Asian or Asian British[13].

Sensitive receptors

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

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 and may feel vulnerable 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.	• Lighting and CCTV: Sufficient levels of lighting should be included within Salisbury Square, and the north and south passages, 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. CCTV can also be considered to improve safety. • Greening: Trees and planters should be well maintained as to not block the view of the street or facilitate hiding spaces and blind spots for people to lurk. Consideration should be taken to ensure that the location of the trees is a suitable distance from lighting columns so as not to cause shadows and dark spots on the street.
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.	The second largest ethnic group in the resident population is Asian, which totals 16.7% - this group is fairly evenly divided between Asian/Indian at 3.7%; Asian/Bangladeshi at 3.3%; Asian/Chinese at 6.3% and Asian/Other at 3%. Asian / Pakistani only accounts for 0.4%. 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 2.7% 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.

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 2021 data shows the percentages of the population in the City of London who identify as a particular religion. They are as follows:

- No religion: 43.8%
- Christian: 34.7%;
- Religion not stated: 8.9%;
- Muslim: 6.3%
- Jewish: 2.1%;
- Hindu: 2.6%;
- Buddhist: 1.1%;
- Other religion: 0.4%; and
- Sikh: 0.1%.

The majority of the population identify as non-religious. 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 differs with the averages for England and Wales (Christian: 46.2%, No religion: 37.2% and Religion not stated: 6%). 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%.[32]

As noted above, this data is not considered entirely representative of all the people likely to be affected by the proposed scheme given that users are likely to be a combination of residents, commuters, and visitors. Demographics of those visiting the City of London or using the City as a commuting route are unknown, however the City Corporation holds religion and belief data on 83% of its workforce. This data shows that the highest proportion of the workforce is Christian (36%) and with a further 36% stating that they have None/No religion or belief[13].

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:

- Temple Church – 170 meters to the west of the site.
- St Bride's Church – 130 meters to the east of the site.
- St Dunstan-in-the-West Church – 200 meters to the northeast of the site.
- St Andrews Church – 400 meters to the north of the site.

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

- St Andrew by the Wardrobe – 400 meters to the east of the site.
- The Church of St Martin Ludgate – 350 meters to the east of the site.

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 and may feel vulnerable 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.	• Lighting and CCTV: Sufficient levels of lighting should be included within Salisbury Square, and the north and south passages, 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. CCTV can also be considered to improve safety. • Greening: Trees and planters should be well maintained as to not block the view of the street or facilitate hiding spaces and blind spots for people to lurk. Consideration should be taken to ensure that the location of the trees is a suitable distance from lighting columns so as not to cause shadows and dark spots on the street. 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, England and Wales - Office for National Statistics (ons.gov.uk)	

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 2021 reported that males comprised 55.5% of the population in the City of London, whereas females comprised 44.5%. This contrasts with the national average which shows males comprising 49% of the population and females 51%, as well as the London average which shows males comprising 49.3% of the population and females 50% For the same year, the gender split for the London region was estimated at 50.1% for males and 49.9% for females.

It should be noted that this data is not considered entirely representative of all the people likely to be affected by the proposed scheme given that users are likely to be a combination of residents, commuters, and visitors.

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 pedestrianisation of Salisbury Square and the associated improved public realm could activate the space by encouraging people to use the space for more hours of the day. This in turn can improve levels of natural surveillance and can positively impact feelings of personal safety. Maintenance of trees and planters is recommended to ensure the Square is visible from Salisbury Court.

Whilst the new passages (north and south) provide a cut through between Whitefriars Street and Salisbury Court, a lack of lighting and passive surveillance, could make these spaces feel unsafe during hours of darkness. Multi-layered lighting along with passive surveillance should be considered to increase the attractiveness of these spaces. 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[33].

Summary:

The potential adverse impact would be sufficiently managed through implementation of suitable design measures discussed in the adjacent actions section.

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

It is recommended that the following is considered to mitigate against any negative impact on women:

- Lighting and CCTV: Sufficient levels of lighting should be included in the design, particularly within Salisbury Square and the new passages, 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. CCTV can also be considered to improve safety.

- Greening: Trees and planters should be well maintained as to not block the view of the street or facilitate hiding spaces and blind spots for people to lurk. Consideration should be taken to ensure that the location of the trees is a suitable distance from lighting columns so as not to cause shadows and dark spots on the street.

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

Key borough statistics: At the time of the 2021 Census (Sex - Office for National Statistics (ons.gov.uk) population of the City of London could be broken into could be broken up into: • 4722 males (55.5%) • 3,816 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.

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 2021 survey data displays a self-perceived sexual identity overview for London's population and more specifically the City of London's population, as follows:

London:

- Heterosexual: 86.2%
- Gay or Lesbian: 2.2%
- Bisexual: 1.5%
- Pansexual: 0.4%
- Asexual: 0%
- Queer: 0.1%
- All other sexual orientations: 0%
- Not answered: 9.5%

City of London:

- Heterosexual: 79.3%
- Gay or Lesbian: 7.6%
- Bisexual: 2.3%
- Pansexual: 0.3%
- Asexual: 0.1%
- Queer: 0.1%
- All other sexual orientations: 0%
- Not answered: 10.4%

The data shows that the City of London has a slightly lower percentage of people who identify as heterosexual than London as a whole, 79.3% compared to 85.2% respectively. Conversely, the City of London has a higher percentage of people who identify as Gay or Lesbian, at 7.6% compared to 2.2% for London. This is a similar trend for those identifying as Bisexual; 1.5% for London, compared to 2.3% for the City of London.

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 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.	• Lighting and CCTV: Sufficient levels of lighting should be included within Salisbury Square, and the north and south passages, 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. CCTV can also be considered to improve safety. • Greening: Trees and planters should be well maintained as to not block the view of the street or facilitate hiding spaces and blind spots for people to lurk. Consideration should be taken to ensure that the location of the trees is a suitable distance from lighting columns so as not to cause shadows and dark spots on the street.
Key borough statistics: • Sexual orientation, England and Wales - Office for National Statistics (ons.gov.uk) • 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 2021 Census is as follows:

- Single: 48.33%;
- Married: 35.1%;
- 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: 4.69%;
- Separated: 2.38%; 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 37.9% are single and 46.9% 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: 0.4% lower;
- Widowed or surviving partner from a same-sex civil partnership: 1.4% lower;
- Separated: 0.1% lower; and
- In a registered same-sex civil partnership: 1.5% higher.

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 2021 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)

The City Corporation are uniquely placed to partner with stakeholders that span multiple sectors. As such, we can radically improve social mobility primarily across the cultural institutions we support.

Social Mobility Strategy, 2018-28 for the City of London Corporation - https://www.cityoflondon.gov.uk/assets/Business/social-mobility-strategy-2018-28.pdf

This project is a unique opportunity to create modern facilities for both the City of London Police Headquarters and the Courts, in the heart of Fleet Street. This will support the worker population in the Square Mile in the Professional Services sector but those in lower paid sectors too. Furthermore, the Salisbury Square Development will not only deliver a new purpose-built legal facility and City of London Police Headquarters, it will revitalise and enhance the public spaces for those living, working and visiting the Fleet area

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

Central to the Salisbury Square Development is the enhancement and enlargement of the existing Salisbury Square. The revitalised Square will see an enhanced pedestrian route and space, as well as build-on existing greening and introduce seating. The Salisbury Square Development will also deliver improvements to the pedestrian environment on Fleet Street, Salisbury Court, Whitefriars Street, and Primrose Hill which will bring benefits to people visiting, living or working that area.

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.

None have been identified at this time

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 Salisbury Square Development highway and public realm works will provide benefits for protected characteristics. Benefits include: improved accessibility, and comfort levels throughout the project site, the pedestrianisation of Salisbury Square, access to enhanced greening, and the availability of seating. 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 in the overall design of the scheme. Importantly, impact mitigation needs to be considered and undertaken during the construction phase. As mentioned above, the designs have been assessed using the City of London Street Accessibility Tool (CoLSAT) and Healthy Streets (HS) Assessment, both of which have been developed in consultation with key accessibility groups. In line with the City of London's existing

practices, it is advised that further designs taken into consideration future CoLSAT and HS Assessments. It is also recommended that each design iteration is assessed by the City's in-house accessibility expert to ensure all considerations are taken into account.

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:		Name:	Ian Hughes – City Operations Director	Date	05/11/2024

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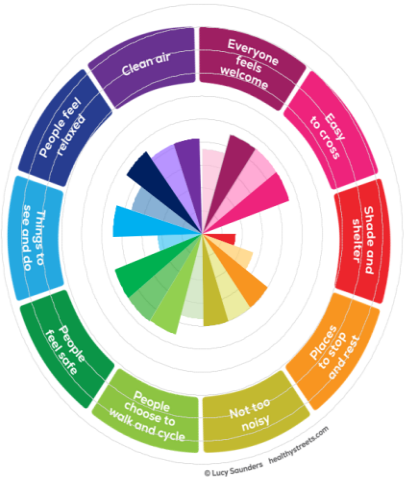
Appendix 6: Healthy Streets Assessment

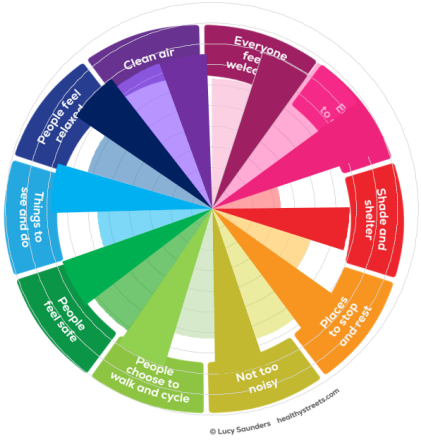
A Healthy Streets Design Check was undertaken on the current arrangements for the Salisbury Square Development highways and public realm works and the proposed design changes. The existing situation is presented in the faded colour, and the proposed is presented in the bold colour.

Healthy Streets Assessment: Fleet Street



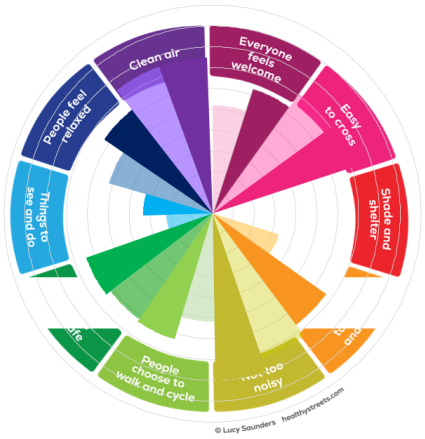
	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	33	41
Everyone feels welcome	37	46
Easy to cross	46	46
Shade and shelter	0	17
Places to stop and rest	27	40
Not too noisy	40	40
People choose to walk and cycle	37	46
People feel safe	46	46
Things to see and do	22	44
People feel relaxed	37	46
Clean air	42	42

Healthy Streets Assessment: Salisbury Court



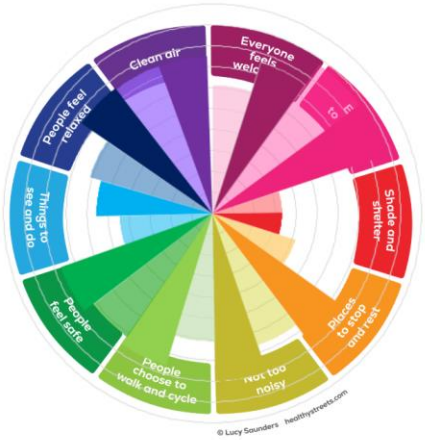
	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	63	78
Everyone feels welcome	63	80
Easy to cross	88	88
Shade and shelter	33	67
Places to stop and rest	50	75
Not too noisy	67	80
People choose to walk and cycle	63	80
People feel safe	72	77
Things to see and do	56	78
People feel relaxed	63	80
Clean air	75	75

Healthy Streets Assessment: Primrose Hill



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	49	58
Everyone feels welcome	52	63
Easy to cross	71	71
Shade and shelter	0	0
Places to stop and rest	33	67
Not too noisy	73	80
People choose to walk and cycle	52	63
People feel safe	62	64
Things to see and do	22	33
People feel relaxed	52	63
Clean air	75	75

Healthy Streets Assessment: Whitefriars Street



	Existing Layout Score	Proposed Layout Score
Healthy Streets Score	60	71
Everyone feels welcome	61	76
Easy to cross	88	88
Shade and shelter	33	33
Places to stop and rest	42	75
Not too noisy	67	80
People choose to walk and cycle	61	76
People feel safe	72	77
Things to see and do	44	56
People feel relaxed	61	76
Clean air	75	75

Appendix 7: CoLSAT Assessment

CoLSAT Summary Results Table for Option 1 (Salisbury Court & Square, Fleet Street)												
	Total 0 scores – severe accessibility issue						Total 1 scores - significant accessibility issues					
	Salisbury Court		Salisbury Square		Fleet Street	Fleet Street	Salisbury Court		Salisbury Square		Fleet Street	
	Before	**After**	Before	**After**	Before	**After**	Before	**After**	Before	**After**	Before	**After**
Electric Wheelchair user	0	**0**	0	**0**	1	**1**	2	**2**	2	**1**	0	**0**
Manual Wheelchair user	0	**0**	0	**0**	1	**1**	2	**2**	1	**0**	0	**0**
Mobility Scooter user	1	**1**	0	**0**	1	**1**	1	**1**	1	**0**	0	**0**
Walking Aid user	0	**0**	0	**0**	0	**0**	1	**1**	2	**0**	1	**1**
Person with a walking impairment	0	**0**	0	**0**	0	**0**	3	**3**	1	**2**	2	**1**
Long cane user	0	**0**	4	**0**	2	**2**	2	**0**	0	**0**	0	**0**
Guide Dog user	1	**1**	2	**0**	0	**0**	2	**2**	3	**0**	1	**1**
Residual Sight user	0	**0**	0	**0**	0	**0**	1	**1**	3	**0**	2	**2**
Deaf or Hearing impairment	0	**0**	0	**0**	0	**0**	3	**3**	2	**0**	2	**0**
Acquired neurological impairment	0	**0**	0	**0**	0	**0**	2	**2**	1	**0**	1	**1**
Autism/Sensory-processing diversity	0	**0**	0	**0**	0	**0**	2	**2**	2	**0**	1	**1**
Developmental Impairment	0	**0**	1	**0**	2	**2**	2	**2**	5	**1**	3	**3**
Total	2	**2**	7	**0**	7	**7**	23	**21**	23	**4**	13	**10**

CoLSAT Summary Results Table for Option 1 (Primrose Hill, Whitefriars Street)								
	Total 0 scores – severe accessibility issue				Total 1 scores - significant accessibility issues			
	Primrose Hill		Whitefriars Street		Primrose Hill		Whitefriars Street	
	Before	**After**	Before	**After**	Before	**After**	Before	**After**
Electric Wheelchair user	1	**1**	0	**0**	4	**4**	1	**1**

Appendix 7: CoLSAT Assessment

Manual Wheelchair user	1	**1**	0	**0**	4	**4**	0	**0**
Mobility Scooter user	2	**2**	1	**0**	1	**1**	0	**0**
Walking Aid user	0	**0**	0	**0**	2	**2**	0	**0**
Person with a walking impairment	0	**0**	0	**0**	5	**5**	5	**2**
Long cane user	1	**1**	0	**0**	2	**1**	1	**1**
Guide Dog user	1	**1**	0	**0**	2	**2**	2	**1**
Residual Sight user	0	**0**	0	**0**	4	**4**	0	**0**
Deaf or Hearing impairment	0	**0**	0	**0**	5	**4**	2	**1**
Acquired neurological impairment	1	**1**	0	**0**	3	**3**	0	**0**
Autism/Sensory-processing diversity	0	**0**	0	**0**	3	**3**	1	**1**
Developmental Impairment	2	**2**	0	**0**	4	**4**	1	**1**
Total	9	**9**	1	**0**	39	**38**	13	**8**

City of London: Projects Procedure Corporate Risks Register

Project Name:	Salisbury Square public realm and highway works	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	4.1	**Open Risks**	11
Unique project identifier:	16800474	**Total estimated cost (exec risk):**	£ 6,500,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	1.1	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification 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	Comment(s)
R1	2	(3) Reputation	GATE 1 to 5 - Delays in commencement of works is delayed.	The target date to commence works is subject to handover dates of public highways areas that are currently occupied by the development's contractor. A delay on release dates will have an impact on project construction timescales. * Change in project delivery timescales that can impact potential future tenants. * Pause to project could increased costs due to material storage.	Possible	Serious	6		N	B – Fairly Confident	* Budget and programme slack to account for delays in start time. Regular meetings are taking place with Developer's team and main site contractor (Mace) to ensure the programme is managed and contractor mobilisation periods are agreed with developers' team.		Possible	Minor	£0.00	3	£0.00	n/a	11/19/2024		Maria Herrera		8/7/22 - The scale and impact of construction lends itself to a fair score in the event of an occurrence external to the project. The project team will continue to assess and mitigate against such risk as part of its BAU processes.
R2	2	(1) Compliance/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as 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.	Possible	Minor	3		N	A – Very Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures. * Statutory consultation on traffic management orders is planned in advance.		Rare	Minor	£0.00	1	£0.00	n/a	1/16/2025		Maria Herrera		8/8/23 - The scheme is likely to require both internal consents and those from TfL due to work adjacent to the Strategic Road Network (SRN). A Working Group has also been set-up, with regular meetings with the Developer and other partners to ensure consents timeframes are well-programmed and any issues flagged in advance.
R3		(3) Reputation	GATE 1 TO 6 - issue(s) with consultation on traffic management orders and buy-in lead to project delays/ increased costs	Further time and, therefore, resource may be required if planned consultation work with stakeholders does not go as planned and complaints are raised related to the changes to traffic, parking and loading provision.	Unlikely	Minor	2		N	B – Fairly Confident	* Early engagement on the design of the scheme has been undertaken as part of the planning permission of the development. The traffic management changes, parking and loading provision are required to enable the development to operate successfully. Alternative nearby locations are being explored to ensure provision is retained in the vicinity of the site.		Possible	Minor	£0.00	3	£0.00	n/a	1/16/2025		Maria Herrera		8/8/23 - As this is a large project delivering substantial improvement to the highways conditions, there could be some opposition to the project. In line with project procedure, a statutory consultation on traffic management orders is being planned in advance.
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed.	Rare	Minor	1		N	B – Fairly Confident	* Arrange construction planning meeting with FM Conways just prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time). Material pallette for main highway works is standard as per the City Public Realm Toolkit. However, there are a number of bespoke elements and materail specification that will be subject to a separate contract, under the City's term contractor.		Rare	Minor	£0.00	1	£0.00	n/a	1/16/2025		Maria Herrera		2025 - BAU activities with the Principal Contractor will ensure that the required resources are available to meet the programme. A Working Group has been set-up to ensure that any contstruction related resourcing is available and that any issues are idenfied in advance and mititgated against.
R5	2	(2) Financial	GATE 1 TO 6 - Inaccurate or Incomplete project estimates, including baxters/ inflationary issues leads to budget increases	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Possible	Serious	6		N	B – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.		Rare	Serious	£0.00	2	£0.00	n/a	1/16/2025		Maria Herrera		8/8/23 - Standard BAU practices will help to ensure project estimates are as accurate as possible. Given the scale of the project, project costs will be reviewed regularly by the project team and senior management.

R6	2	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies do not engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Serious	**6**		N	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. Undertake early utility surveys to understand impact on works and programme.		Rare	Minor	£0.00	**1**	£0.00	n/a	2/11/2022		Maria Curro		8/8/23 - The eventual scheme estimate will include a sum for utilities alterations if required. Should these increase, the Developer would be obliged to fund any and all changes required under the terms of the S278 agreement. A Working Group has been set-up to ensure that costs are reviewed regularly and issues identified in advance. Given the scale of the project, project costs and budget are reviewed bi-weekly with senior management.
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	A CoL project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Serious	**6**		N	A – Very Confident	* Include regular meetings with the Developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	**1**	£0.00	n/a	2/11/2022		Maria Curro		8/8/23 - Whilst there is not a lot the project team can do if the Development is delayed, regular Working Group meetings with the Developer will ensure that a fair amount of notice is received should CoL works need to be reprogrammed. The terms of the S278 agreement mean that the Developer is responsible for any associated resultant costs.
R8	4	(10) Physical	GATE 4 TO 6 - Network accessibility before and during construction which cause project delay and/ or increased costs	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Minor	**3**		N	B – Fairly Confident	* Engage with the Traffic Management team at the appropriate point to both programme the works and to reserve the road space.		Possible	Minor	£0.00	**3**	£0.00	n/a	2/11/2022		Maria Curro		8/8/23 - BAU processes will ensure the required network space is allocated as required. Traffic surveys have been undertaken for Fleet Street, which show manageable levels of traffic.
R9	5	(10) Physical	GATE 5 - Unforeseen technical and/ or engineering issues identified	Late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Minor	**3**		N	B – Fairly Confident	* Undertake standard BAU surveys * Consider trial holes if required * Site visits during development's construction		Rare	Minor	£0.00	**1**	£0.00	n/a	2/11/2022		Maria Curro		8/8/23 - Given the standard nature of the work to be undertaken on site, the project team aren not expecting any surprises when they visit site. BAU surveys will ascertain if there is any cause for concern on this front, and trial holes can be used
R10		(4) Contractual/Partnership	GATE 5 - Bespoke elements in the design including raised planters and seating elements increase the project cost.	The design of the scheme includes a series of bespoke raised planters cladded in a material that sits outside the City's standard pallete. The use of this material will require additional management and liaision with third party contractor.	Possible	Minor	**3**		N	A – Very Confident	Early engagement with specialist manufacturer has been undertaken and ongoing liaison will be required to ensure the material is in line with the City's technical standards.		Rare	Minor	£0.00	**1**	£0.00	n/a	11/19/2024		Maria Herrera		8/7/22 - The principal contractor will be the term highways contractor for CoL, other sub contractors will be working under the term contract principles and procedures. Alternative options for material specification is bieng evaluated.
R11	2	(3) Reputation	GATE 1 TO 6 - issue(s) with internal engagement and buy-in lead to project delays/ increased costs	Further time and, therefore, resource may be required if planned engagement work with interna stakeholders does not go as planned.	Possible	Serious	**6**		N	A – Very Confident	* Early identification of key internal stakeholders. * Ensure senior management are up-to-date on project, so that they may inform internal stakeholders. * Internal briefing notes, project updates, etc. circulated when required. * Ensure Communications Strategy is actioned and up-to-date.	£0.00	Rare	Minor	£0.00	**1**	£0.00	n/a	8/8/2023		Maria Curro		8/8/23 - Engagement work will be required with internal stakeholders to ensure that they are fully updated on project progress, risk, etc. Communications Plan will be updated regularly to ensure the correct messaging is deveoped.

Committees: Streets and Walkways Sub Committee *[for decision]* Projects and Procurement Sub-Committee *[for information]*	**Dates:** 04 February 2025 04 February 2025
Subject: Museum of London S278 **Unique Project Identifier:** **12375**	**Gateway 4: Detailed Options Appraisal (Complex)**
Report of: **Executive Director Environment** Choose an item. **Report Author:** **James Aggio-Brewe**	**For Decision**
PUBLIC	

1. Status update	**Project Description:** Highway and public realm improvements to ensure the effective and safe operation of the new London Museum development (General Market, Poultry Market, and the Annexe building) via Section 278 obligations. As specified in the previous gateway report, this project is part of a programme that includes the *S278 project for the London Museum* and the *Smithfield Area Public Realm and Transportation project,* which is delivering the wider public realm improvements*.* Each project is reported on separately while recognising the interconnectivity between the two. **This Report:** The purpose of this report is: 1) To provide an update on the work carried out since the last Gateway report (G3 July 2024); 2) To provide an update on the next steps and timescales for delivery; and 3) To seek approval for the design and to ask that the decision on the G5 report is delegated to the Director of City Operations, subject to funding sources being agreed. **RAG Status:** Amber (Amber at last report to Committee)

	Risk Status: High (Medium at last report to committee) **Total Estimated Cost of Project (excluding risk):** £2.93m - £3.43m *Estimated total outturn cost* **Change in Total Estimated Cost of Project (excluding risk):** Decrease of **£7,000** since last report to Committee **Spend to Date:** £132,897.01 **Costed Risk Provision Utilised: £0** (of which £0 amount has been drawn down since the last report to Committee); **Slippage:** *N/A*
2. Next steps and requested decisions	**Next Gateway: Gateway 5** **Next Steps:** 1) To complete detailed design and produce pre-construction packs ready for works to start in Q2-Q3 2025. 2) Continue to engage with the Museum development legal team to get the S278 signed. 3) Work with the Museum and their construction works package to create a programme that aligns with their opening dates. 4) Continue working with Transport for London to ensure that their S278 with the Museum is consistent in its approach to ours. **Requested Decisions:** 1. Note the total estimated cost of the project at **£2.93m - £3.43m** (excluding risk); 2. Note that the Costed Risk Provision is **£0** and that any subsequent CRP will be agreed at G5 and drawn down 3. Agree the design option in Appendix 3 (outlined in sections 4 and 5) for the S278 work associated with London Museum development 4. Authorise the undertaking of the necessary statutory traffic order consultations in advance of the Gateway 5 report 5. Delegated authority to the Executive Director Environment to approve the Gateway 5 should it be needed between now and the next scheduled Streets & Walkways Sub-committee in May 2025, subject to funding being received 6. Authority to enter into a legal agreement for the S278 between CoL and the Museum. 7. Authorise a Section 8 order between CoL and TfL for CoL to carry out works on the TfL highway. 8. Authorise agreement with Islington for works on the north side of Charterhouse St

<table>
<tr><td></td><td></td></tr>
<tr><td>3. Resource requirements to reach next Gateway</td><td>Whilst there is no extra funding being requested at this gateway, please see the breakdown for the funding received from the Museum so far and how much would be needed for a delegated Gateway 5:

Funding received to date: £435,000
Further Funding required for G5: £2.5m-£3m

For recommended option 1:

<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>N/A</td><td>No further funding required</td><td>N/A</td><td>N/A</td></tr>
<tr><td>Total</td><td></td><td></td><td>£0</td></tr>
</table>

Costed Risk Provision requested for this Gateway: £0 (as detailed in the Risk Register – Appendix 2)</td></tr>
<tr><td>4. Overview of project options</td><td>4.1 This scheme proposes that the S278 works will encompass the following areas related to making the development acceptable in planning terms: widened pavements, new crossings (formal and informal), loading changes, coach and taxi ranks, cycle parking, lighting changes and security.

The options for the design are limited as the changes meet the requirements of the Museum to mitigate the developments impact on the public highway whilst balancing with the existing constraints of the area, such as the basements and tunnels and the subsequent drainage. There is therefore only one proposed design, as shown in Appendix 3 and detailed in Section 5.

4.2 The choice of materials for the pavements are still being discussed and options are as follows:

1) Yorkstone paving, as the City’s standard paving material. This is less aligned to the shared material strategy between the Museum and CoL as part of the wider public realm project, but is more cost effective

2) Granite setts would be more expensive but are more aligned to the shared material strategy between the Museum and CoL as part of the wider public realm project.</td></tr>
</table>

	3) A mixture of granite for the interface areas of the museum and yorkstone for the larger boundary area. These options have been shared with the Museum team. As this forms part of the S278 delivery there are ongoing conversations around material strategy, aesthetics and cost and how this integrates with the wider public realm interventions. A decision on material choice will be made at Gateway 5. The use of granite in this area is deemed to be appropriate and is in line with the public realm manual given the historical context of the area, and the conservation area it sits within. The choice of materials does not affect the layout presented in this report. <u>4.3 - Timescales:</u> Due to the tight programme to align with the Museum opening timetable, this report highlights some of the challenges for the S278 work and the proposed approach. The S278 works will need to be delivered in a phased approach to align with the Museum developments timeline and the subsequent release of the highway back to the City. Phase 1 will focus on works around the General Market, and providing security interventions around the whole site, ready for the General Market site to be open to the public in July 2026. Phase 2 will be to complete the remaining areas around the Poultry Market once the Museum hand over the highway to CoL (August/September 2026 start date). There is still a question over the Annex building timeframe and whether the S278 work around this site can be carried out in tandem with the remaining Museum S278 works. Engagement with City Surveyors will continue to ensure programme alignment where possible. In order to meet the current timeline for Phase 1 for the London Museum to open in July 2026, construction work needs to have started at the end of July 2025. This is challenging as there is a three-month lead in time with our term contractor once orders are placed to procure materials, programme gangs, get permits and agree road closures, etc. There are also currently long procurement times for yorkstone and granite setts (up to 20 weeks) due to supply issues. There are even longer procurement times for the HVM casting (up to 40 weeks). To mitigate these challenges, the Gateway 5 needs to be agreed, and funding received by April 2025.

	The development has indicated that the first tranche of highway release back to the City is scheduled for July 2025, so this is the earliest that meaningful construction work can start on the S278 changes. If there are any delays in releasing the public highway back to the City, then it is unlikely that the S278 work will be complete by the time the museum opens in July 2026, assuming the opening date remains fixed. More information on the risks of delivery can be found in Section 6 – Risks. **4.4 - Outstanding work:** Between this gateway and the next we will be producing a full detailed design encompassing the whole development area (both Phase 1 and Phase 2) prepared by colleagues in the Highways engineering team, with engagement and collaboration from the Museum and their principal contractors and architects, as well as TfL as for improvements on their highway. This is planned for completion in early April 2025. The design will use the City's COLSAT tool to assess the accessibility and inclusion of the design and an EQIA test of relevance (equalities analysis) will be undertaken and any further mitigation fed back into the design. A Healthy Streets Design Check will also be carried out. Some of the boundary of the Museum interfaces with TfL highway, although the majority is on City managed highway. In discussions with the Museum and TfL, it has been determined that it would be sensible to have one contractor for all the work. TfL and CoL have agreed in principle for CoL to carry out the S278 works on the TfL highway. To formalise this, we would need to sign a legal agreement (Section 8 agreement) with TfL to carry out the works on their highway. We will also need to have formal consultation with Islington on the plans for the S278. The design will also require a number of traffic management order changes which will require statutory public consultation (see Appendix 4). It is requested that the statutory consultation on the traffic orders starts ahead of the Gateway 5 report, and that, unless there are objections which require member consideration, that the Orders can be dealt with under existing delegations. Whilst a lot of the work outstanding has already begun and a substantial amount of work has been completed, there is still a lot to do to get to the Gateway 5 in April 2025. Officers are working proactively and constructively with the Museum and their lead contractors, as well as City Surveyors, and other stakeholders to ensure that our programmes align and that we are working effectively and collaboratively together.

	Ensuring that the build is done in the most time and cost-effective way, such as finding efficiencies from economies of scale on the materials. By using areas that are already closed off as part of the wider Museum development there will be savings on prelims costs. Where we can find more efficient and collaborative ways of working with the development we will use them. **4.5 - Smithfield Area Public Realm Scheme** The wider public realm scheme is still on track. A public realm design for the first phase being finalised, this will ingrate with the S278 design. The announcement that the market traders will be leaving the Smithfield site after 2028, subject to relevant approvals, aligns well with the Museum build and public realm projects phasing. A full design and a Gateway 4 report for the first phase of the wider public realm scheme is expected July 2025.
5. Recommendation	The recommended design widens the pavements around the Museum development, specifically Charterhouse St, East Poultry Avenue and, West Smithfield to increase comfort, accessibility and safety for people walking and wheeling, and enhance the visitor experience on arrival at the Museum. A new formal crossing will be added to Charterhouse St, with an informal crossing on East Poultry Avenue. These will provide much needed additional crossing points for people walking and wheeling to the Museum, particularly for those coming from Farringdon or Barbican stations, and for other people travelling through the area. Crossings will be raised to pavement height where practicable to provide a level route for people walking and wheeling. It will be necessary to install security measures on the public highway on West Smithfield in front of West Poultry Avenue (which will be stopped up for the Museum atrium and entrance area). Security measures will also need to be installed on Hart's corner (which is on TfL land) and on East Poultry Avenue. The need for these security measures has been assessed and approved by the Public Realm Board and it is considered necessary that they are accommodated on the public highway. Catenary lighting is planned for West Smithfield, as the waterproofing of the basement and the subsequent removal of the power by the development makes traditional street lighting impossible. Lighting on other streets (Charterhouse St, East Poultry Avenue) will be fixed to the building façade when possible.

	The design proposes that 80 cycle parking spaces will initially be provided on Smithfield St together with parking for dockless cycles and hired e-scooters. This location will provide convenient parking near the museum entrance without imposing on the public realm. Cycle parking usage will be monitored and further cycle parking provided in the surrounding area if needed. In the longer-term parking may be relocated as kerb-side space in the Smithfield area is released for other uses when loading bays for the meat market are no longer required. Coach parking will be provided in East Poultry, but to accommodate the opening of the General market building in July 2026, there is a need to provide a temporary location until East Poultry can be finalised as part of our Phase 2 S278 works. The location for the temporary parking will be confirmed for the Gateway 5 report. A taxi rank and two additional disabled parking bays will be provided on the northern side of Charterhouse St. A loading/waiting bay on Snow Hill is required for deliveries to the loading bay ramp which serves both the Museum and the new office development on Charterhouse St and provides 24-hour access for Network Rail. The ramp can only accommodate one vehicle at a time, and so a waiting area is required to prevent vehicles waiting to access the ramp from blocking the carriageway.
6. Risk	The main risks of this project are : 1) The Museum development timelines for handing over the public highway are delayed, this would delay the City's programme to start work. With the programmed opening date of the Museum General Market still in July 2026, if the City term contractors cannot progress work on the site by mid-August 2025 there is a very high risk of the works not being completed for the General Market building opening. 2) The S278 legal agreement being finalised and funding being paid in a timely manner (before end April 2025). The effect of this not happening would be that the project cannot progress until this is done, and with long procurement times the ability to 'make up time' would be very difficult. Therefore, there is a high risk of the S278 works not being completed for the General Market building opening.

	There is a reputational risk if the risks above result in delays and the Museum opening to the public without the associated S278 changes being completed. Other elements of risk to the design and the build are the structures underneath the highway and the risks working in and around those structures. This could lead to longer programme times if there are any issues identified. Lead in times for some materials is also a major risk as there are currently long lead times on yorkstone (up to 20 weeks), and also for HVM (up to 40 weeks). Ensuring early procurement would mitigate this risk, however this is reliant on the S278 legal agreement and funding being completed. The lead in times will be closely monitored. Further information is available in the Risk Register (Appendix 2).
7. Procurement strategy	Our procurement strategy will be to use City term contractor, FM Conway, to carry out the City construction work as per the usual arrangements on a scheme such as this. Should any other contractors be needed for specialist work such as HVM installation, this would be sub-contracted through FM Conway as necessary and in line with their schedule of rates. All other commissions will be undertaken following standard procurement rules.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Design Drawing
Appendix 4	Traffic Order Map

Contact

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Telephone Number	

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Project Coversheet

[1] Ownership & Status

UPI: 12375
Core Project Name: Museum of London S278
Programme Affiliation (if applicable):
Project Manager: James Aggio-Brewe
Definition of need: To carry out the S278 for the Museum of London development. Highways and footway changes to create a safe, functional environment for the ongoing operation of the Museum, discharging our duty as the highway authority.
Key measures of success:

1) **Scope clearly defined for the S278 and agreed between the Museum and the City of London.**
2) **To provide a safe, and functional environment for the new Museum of London to operate effectively.**

Expected timeframe for the project delivery: Phase 1 completed for Jun 2026, Phase 2 completed for early 2028

Key Milestones:
G5 – Q1 2025/Q2 2025
Start Phase 1 construction: Jul 2025
Phase 1 construction complete: Jun 2026
Start Phase 2 construction: June 2026
Phase 2 construction complete: Jan 2028

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

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
The museum development is a high-profile piece of work, and whilst this forms a small part of it we do need to make sure all stakeholders are aligned in terms of messaging to the public.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Costed Risk Against the Project:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 17/01/23):

- Total Estimated Cost (excluding risk): £5m-£10m
- Resources to reach next Gateway (excluding risk): £100k
- Spend to date: N/A

- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: Q4 2025

Scope/Design Change and Impact:

'Options Appraisal and Design' G3 report (as approved by PSC 15/07/24):

- Total Estimated Cost (excluding risk): £5m-£10m
- Resources to reach next Gateway (excluding risk): £335k
- Spend to date: £100k
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: Completion for Jun 2026 pre-General Market opening.

Scope/Design Change and Impact:

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

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

Scope/Design Change and Impact:

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

City of London: Projects Procedure Corporate Risks Register

Project name: *Museum of London S278*

Unique project identifier: *12375*

Total est cost (exc risk) *£5000000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**9.1**
Avg risk post-mitigation	**7.7**
Red risks (open)	**0**
Amber risks (open)	**7**
Green risks (open)	**0**

Corporate Risk Matrix score table

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

Costed risks identified (All)	£50,000.00	1%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£50,000.00	1%	*" "*
Costed risk post-mitigation (open)	£50,000.00	1%	*" "*
Costed Risk Provision requested	£50,000.00	1%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	**6.0**	£0.00	0	1	0
(2) Financial	1	**12.0**	£0.00	0	1	0
(3) Reputation	0	**0.0**	£0.00	0	0	0
(4) Contractual/Partnership	2	**8.0**	£25,000.00	0	2	0
(5) H&S/Wellbeing	0	**0.0**	£0.00	0	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	0	**0.0**	£0.00	0	0	0
(9) Environmental	0	**0.0**	£0.00	0	0	0
(10) Physical	3	**10.0**	£25,000.00	0	3	0

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Museum of London S278	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 50,000	**Average unmitigated risk**	9.1	**Open Risks**	7
Unique project identifier:	12375	**Total estimated cost (exc risk):**	£ 5,000,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	7.7	**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	3	(10) Physical	Further Delays to the construction of the General or Poultry Market	This will result in delays in CoL receiving possession of the footways and highways and therefore delay the implementation of the S278	Possible	Major	12	£0.00	N	B – Fairly Confident	Regardless of if this happens for this gateway the work being carried out won't be affected by this.	£0.00	Possible	Major	£0.00	12	£0.00	N	05-Apr	Ian Hughes	James Aggio-Brewe		
R2	3	(10) Physical	Ground investigations/trial holes uncover issues for lighting columns or bollards	Any issues will need to be mitigated by re-design or further trial holes which will increase the cost	Possible	Serious	6	£25,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	This can't really be mitigated we would have to accept the cost post-mitigation	£0.00	Possible	Serious	£25,000.00	6	£0.00		05/04/24	Ian Hughes	James Aggio-Brewe		
R3	4	(2) Financial	Delays in receiving the funding from the Museum as we had at Gateway 2	If the funding is not provided by the Museum promptly then the S278 work will slip	Possible	Major	12	£0.00	N	C – Uncomfortable	Early engagement with the Museum	£0.00	Unlikely	Serious	£0.00	4	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R4	4	(1) Compliance/Regulatory	Finding an interim area for coach parking should the handover of the footways around the Poultry Market be delayed	We would have to repurpose a loading bay or potentially put in another crossing on West Smithfield to mitigate a temporary location	Possible	Serious	6	£0.00	N	B – Fairly Confident	This will potentially add cost but at this stage we wouldn't be able to put a cost to it given the uncertainty around the extent of the problem	£0.00	Possible	Serious	£0.00	6	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R5	4	(4) Contractual/Partnership	Engagement from the Museum around the S278	There will be parts of the work at this gateway where CoL and MoL will have to work collaboratively. This has been challenging so far and should this continue we will be delayed in completing the detailed design	Likely	Serious	8	£25,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Whilst CoL can and has made every attempt to improve this, ultimately we cannot mitigate this issue fully however we can improve communication and plan in regular sessions with the Museum	£0.00	Possible	Serious	£25,000.00	6	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R6	5	(10) Physical	Unexpected road closures due to utility works or urgent construction	Should this occur during a period of surveys or during MoL construction this may delay the project	Possible	Major	12	£0.00	N	B – Fairly Confident	Regular engagment with the Highways team will help to mitigate this but ultimately utilities can do as they please from a legislative perspective	£0.00	Possible	Major	£0.00	12	£0.00		05-Apr	Ian Hughes	James Aggio-Brewe		
R7	4	(4) Contractual/Partnership	Legal agreement being signed and finalised in a timely manner	If this isn't completed we cannot start the works and there would be a delay to the work	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Early engagement with the Museum and with their legal team to get the conditions signed off	£0.00	Unlikely	Major	£0.00	8	£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
R52								£0.00				£0.00			£0.00		£0.00						
R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
R55								£0.00				£0.00			£0.00		£0.00						
R56								£0.00				£0.00			£0.00		£0.00						
R57								£0.00				£0.00			£0.00		£0.00						
R58								£0.00				£0.00			£0.00		£0.00						
R59								£0.00				£0.00			£0.00		£0.00						
R60								£0.00				£0.00			£0.00		£0.00						
R61								£0.00				£0.00			£0.00		£0.00						
R62								£0.00				£0.00			£0.00		£0.00						

R63								£0.00				£0.00			£0.00		£0.00						
R64								£0.00				£0.00			£0.00		£0.00						
R65								£0.00				£0.00			£0.00		£0.00						
R66								£0.00				£0.00			£0.00		£0.00						
R67								£0.00				£0.00			£0.00		£0.00						
R68								£0.00				£0.00			£0.00		£0.00						
R69								£0.00				£0.00			£0.00		£0.00						
R70								£0.00				£0.00			£0.00		£0.00						
R71								£0.00				£0.00			£0.00		£0.00						
R72								£0.00				£0.00			£0.00		£0.00						
R73								£0.00				£0.00			£0.00		£0.00						
R74								£0.00				£0.00			£0.00		£0.00						
R75								£0.00				£0.00			£0.00		£0.00						
R76								£0.00				£0.00			£0.00		£0.00						
R77								£0.00				£0.00			£0.00		£0.00						
R78								£0.00				£0.00			£0.00		£0.00						
R79								£0.00				£0.00			£0.00		£0.00						
R80								£0.00				£0.00			£0.00		£0.00						
R81								£0.00				£0.00			£0.00		£0.00						
R82								£0.00				£0.00			£0.00		£0.00						
R83								£0.00				£0.00			£0.00		£0.00						
R84								£0.00				£0.00			£0.00		£0.00						
R85								£0.00				£0.00			£0.00		£0.00						
R86								£0.00				£0.00			£0.00		£0.00						
R87								£0.00				£0.00			£0.00		£0.00						
R88								£0.00				£0.00			£0.00		£0.00						
R89								£0.00				£0.00			£0.00		£0.00						
R90								£0.00				£0.00			£0.00		£0.00						
R91								£0.00				£0.00			£0.00		£0.00						
R92								£0.00				£0.00			£0.00		£0.00						
R93								£0.00				£0.00			£0.00		£0.00						
R94								£0.00				£0.00			£0.00		£0.00						
R95								£0.00				£0.00			£0.00		£0.00						
R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

City of London: Projects Procedure Corporate Issues Log

Project Name: Museum of London S278

Unique project identifier: 12375

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

City of London: Projects Procedure Corporate Assumptions Lo

Project Name: Museum of London S278

Unique project identifier: 12375

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

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

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

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

City of London: Projects Procedure Corporate Dependencies

Project Name: Museum of London S278

Unique project identifier: 12375

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

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

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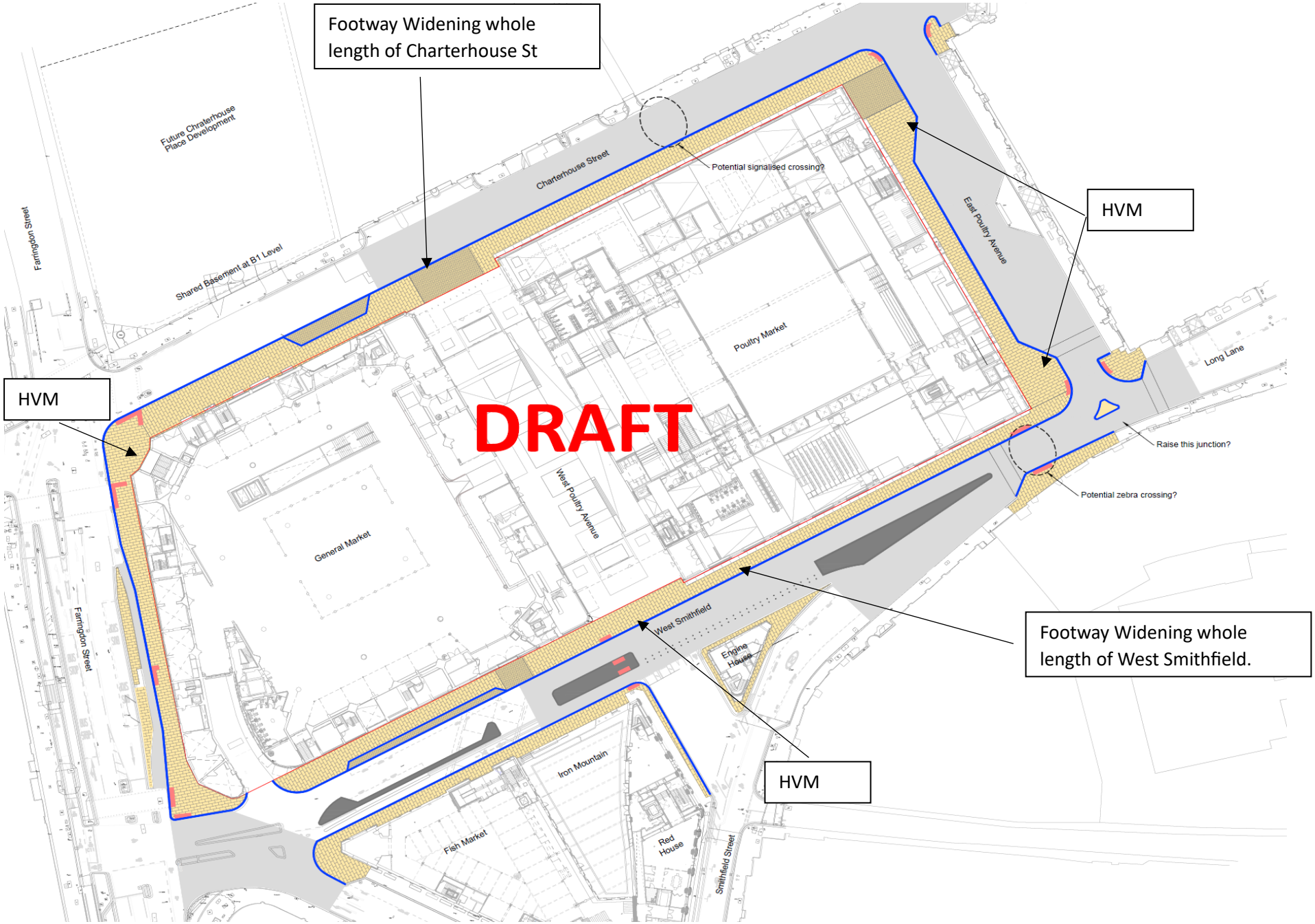
Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)

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

APPENDIX 3 – S278 DESIGN DRAWING



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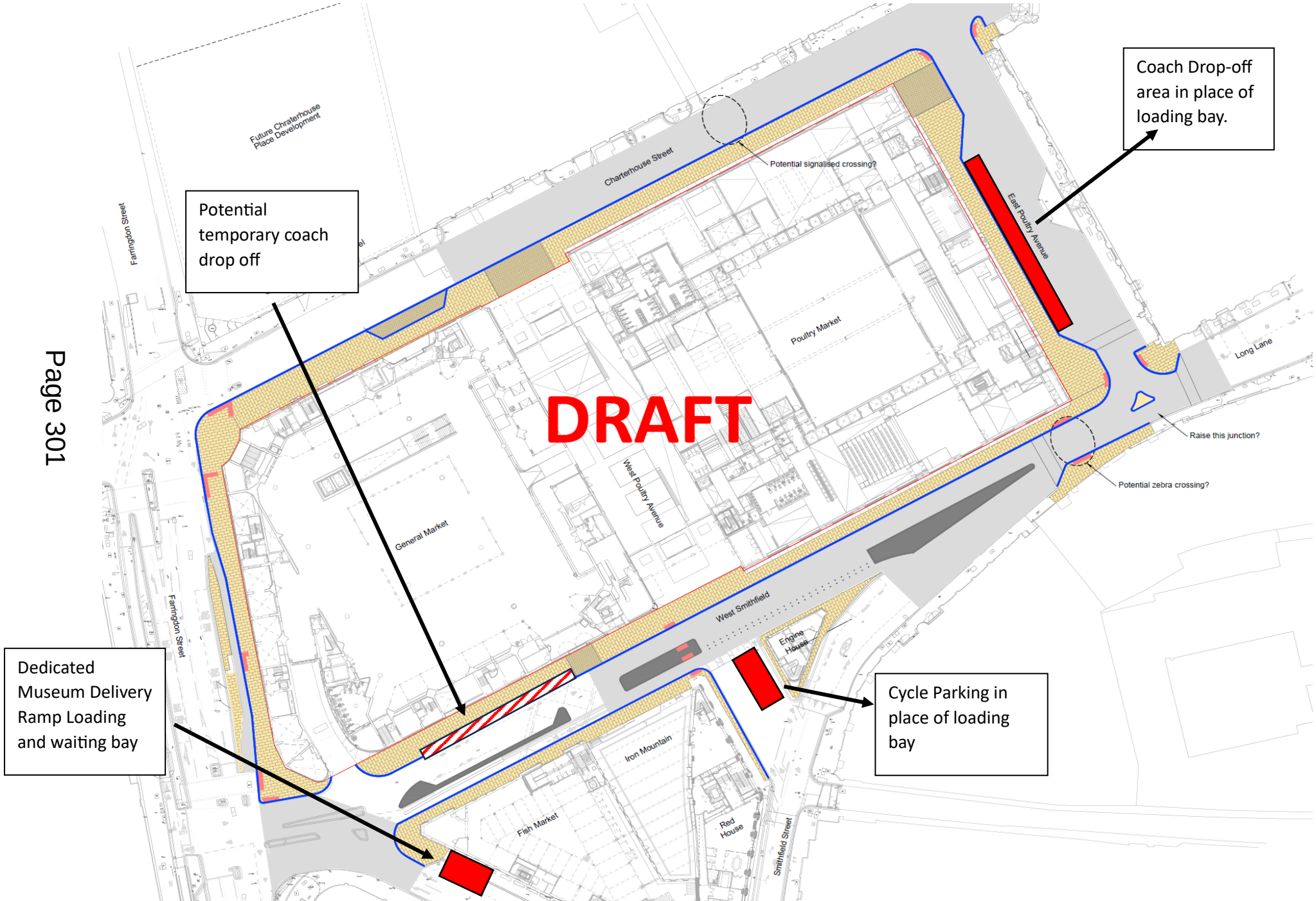
Appendix 4 – Traffic Order Map



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Committees: Streets & Walkways Sub *[for decision]* Projects & Procurement Sub *[for information]*	**Dates:** 4 February 2025 4 February 2025
Subject: Moor Lane Environmental Enhancements **Unique Project Identifier:** 9441	**Gateway 3/4** Regular **Issue Report**
Report of: Executive Director Environment **Report Author:** Tom Noble, Transport & Public Realm Projects	**For Decision**
PUBLIC	

1. Status update	**Project Description:** Public realm enhancements in Moor Lane to provide greening and an improved pedestrian environment. The project was paused in January 2024 in order to 'reset' the approach to the design of the scheme, with a more collaborative process involving local stakeholders, including residents, being endorsed. The pause in the project also allowed for options for traffic movement in Moor Lane to be considered as part of the Bunhill, Barbican & Golden Lane Healthy Neighbourhood Plan (HNP). This report provides an update on the outcomes of the HNP public consultation in respect of Moor Lane; a separate report on the wider results of the consultation will be submitted for consideration in May 2024. **RAG Status:** Amber (Amber at last report to committee) **Risk Status:** Medium (High at last report to committee) **Total Estimated Cost of Project (excluding risk):** £1,560,000 (excluding Area A which was fully funded through a Section 278 agreement) **Change in Total Estimated Cost of Project (excluding risk):** No change since last report to Committees. **Spend to Date:** £414,836 **Costed Risk Provision Utilised:** Not applicable. **Slippage:** The project has been paused since January 2024, resulting in slippage to the original programme.
2. Requested decisions	**Next Gateway:** Gateway 3/4 - Options Appraisal (Regular)

Requested Decisions:

1. Authorise officers to work with the project Working Group to procure consultants to develop a design for Moor Lane based on a closure to through movement of motor vehicles (see section 4 of this report for more details);
2. Authorise the budget adjustment related to staff costs and fees to be actioned as outlined in section 3 below and in Appendix 3.

3. Budget

Appendix 3 and the table below contain breakdown of funds required to progress the scheme's design. Re-allocation of funds from Contingency and Works budgets to Fees and Staff Costs budgets is being requested as part of this report. This is shown in the Resources Required column of the table.

The current approved budget is £1,560,000. Expenditure to date is £414,836.

Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Staff costs	290,486	10,000	300,486
Fees	142,245	30,755	173,000
Works	1,011,650	-24,000	987,650
Contingency*	16,755	-16,755	0
Planting Maintenance	86,483		86,483
Highway Maintenance	12,381		12,381
TOTAL	**1,560,000**	**-**	**1,560,000**

Costed Risk Provision requested for this Gateway: None.

4. Issue description

4.1 In May 2023 a Gateway 5 report for Moor Lane was approved. This report gave authority to implement a design for public realm improvements in Moor Lane.

4.2 In September 2023 a Gateway 5 progress report was approved. This report noted that resident representatives from Willoughby House, which overlooks Moor Lane, had expressed dissatisfaction with the approved design and had requested that the project be paused. Officers committed to a 'reset' of communication and engagement for the project, and also to undertake a review of the existing design including obtaining external, independent assessments. A full copy of the September 2023 report is included in the background papers of this report.

4.3 In January 2024 an Issue report for Moor Lane was approved. This report noted that options for more transformative change in Moor Lane were reliant on changes to traffic management

for the street, and that such changes should be considered as part of a review of traffic management across the wider area through the HNP process. A full copy of the January 2024 report is included in the background papers of this report.

4.4 The January 2024 report also gave authority for the project to revert to the Gateway 3/4 Options Appraisal stage, to allow for a review of the scheme's objectives and revise the design in collaboration with local stakeholders through a project Working Group. The Working Group includes local residents, Ward Members, and representatives from local businesses and the Culture Mile BID. The Group has met twice to date, to agree terms of reference and discuss items for the development of a new consultancy brief for the design of the project.

4.5 A public consultation on the HNP ran during November and December 2024. The consultation proposed four options for traffic management in Moor Lane, these are summarised below and also shown in Appendix 4:

- Option 1: One way southbound for motor vehicles, with two-way access retained for cycles. This option would allow for footway widening along Moor Lane;
- Option 2: Closure to motor vehicles at the junction with Fore Street, with two-way access retained for cycles and access for servicing permitted from Silk Street. This option would allow for the creation of a new public space at the southern end of Moor Lane;
- Option 3: Closure to motor vehicles at the junction with Silk Street, with two-way access retained for cycles and access for servicing permitted from Fore Street. This option would allow for the creation of a new public space at the northern end of Moor Lane;
- Option 4: Retaining the existing traffic operation (i.e. two-way for motor vehicles, except evenings and weekend when the road will be closed to through traffic). This option would allow for some footway widening in Moor Lane but less than in Option 1.

4.6 Whilst the wider data from the consultation is still being assessed, responses to the specific proposals for Moor Lane have been reviewed. The percentage of responses in support of each option were as follows:

- Option 1: 7.9%
- Option 2: 33.2%
- Option 3: 43.7%
- Option 4: 15.3%

4.7 Many of the respondents indicating preference for Option 2 also suggested they would support Option 3, and vice versa.

	This indicates an overall preference for the closure of Moor Lane to through vehicle traffic.
5. Proposed next steps	5.1 On the basis of the consultation responses, officers are proposing to recommence the project and the design process, based on a closure of Moor Lane to through vehicle traffic. A brief for design services is being drafted and will shortly be ratified by the Working Group. It is intended to complete this procurement process before the next Streets and Walkways committee in May, and a Gateway 3/4 Options Appraisal report will be submitted to committee in due course. 5.2 There will be further public consultations and engagement, including statutory traffic order consultation, as the project progresses. 5.3 A Progress report setting out more details of the governance of the project, including programme and roles and responsibilities, will be submitted to May committees.

Background papers

- Gateway 5 Progress report (approved by S&W sub-committee on 26 September 2023)
- Gateway 5 Issue report (approved by S&W sub-committee on 30 January 2024)

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Finance tables
Appendix 4	Plans showing the four options for traffic management in Moor Lane as contained in the Bunhill, Barbican & Golden Lane Healthy Neighbourhood Plan consultation

Contact

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Appendix 1

Project Coversheet

[1] Ownership & Status

UPI: 9441
Core Project Name: Moor Lane Environmental Enhancements
Programme Affiliation (if applicable): Bunhill, Barbican & Golden Lane Healthy Neighbourhood
Project Manager: Andrea Moravicova

Definition of need:
Moor Lane has been earmarked as an area for improvement for several years. A scheme was developed and approved in 2011, which resulted from extensive consultation and proposed the creation of a linear park along Moor Lane. The proposals were to be funded by the Section 106 agreement for the Milton Court development and approval was granted to implement the scheme on site. However, the scheme was paused in light of the emerging 21 Moorfields development which is now complete.

A revised design for the scheme was approved at Gateway 5 in May 2023, however local stakeholders subsequently objected to the approved design, whilst still supporting the overall ambition to enhance the street.

In January 2024 an Issue report for the project was approved. This gave authority for the project to revert to Gateway 3/4 (Options Appraisal), allowing for a review of the objectives of the project and a revised set of design options to be produced.

Key measures of success:

- To improve the experience, accessibility and safety of walking, wheeling, and cycling in the area by aligning the public realm in Moor Lane with the City Public Realm Supplementary Planning document and Trasport Strategy.
- Introduce greening and where appropriate sustainable urban drainage on Moor Lane in line with the objectives of the Climate action Strategy.
- To create a public realm that is attractive, inclusive, and resilient.

Expected timeframe for the project delivery:
Implementation of Area A (eastern footway and carriageway) was completed in early 2024. Implementation of Area B is now expected in 2026.

Are we on track for completing the project against the expected timeframe for project delivery?
The project is currently on track against the 'reset' programme, as endorsed in the January 2024 report.

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:

The project is part of the Barbican Area Streets & Walkways Enhancement Strategy and was approved as one of the strategy's high priority schemes by the Court of Common Council in 2008 following a public consultation exercise.

In July 2011 an evaluation report was approved by Members to implement environmental enhancements on Moor Lane.

Approval was granted to progress to detailed design stage, seek relevant permissions and implement the scheme. A budget of £1,391,136 was made available following the report approval.

Evaluation report – approval for implementation (as approved by Street & Walkways Sub-committee 18/07/11)*:

- Total Estimated Cost (excluding risk): £1.55M
- Resources to reach next Gateway (excluding risk): £1.45M
- Spend to date: £257,526
- Estimated Programme Dates: Works were intended to commence in 2012.

Scope/Design Change and Impact: Create a linear park, with trees and planters, along the west footway on Moor Lane.

*It should be noted that the evaluation report approved in 2011 predated the current Gateway reporting procedure.

Gateway 3 - Issue report (as approved by Project Sub-committee on 30 November 2020 and Streets and Walkways Sub-committee 1 December 2020)*

- Total Estimated Cost (excluding risk): £1.7-£2.2M
- Resources to reach next Gateway (excluding risk): £230,382 (£128,566 from approved Section 106 budget and £101,816 funded through 21 Moorfields Section 278 agreement)
- Spend to date:
- Costed Risk Against the Project:
- Estimated Programme Dates:
    - Design review & surveys: Dec 2020 - Mar 2021
    - Consultation: Mar – May 2021
    - Detail design: Jun – Sept 2021
    - Gateway 4/5: Sept 2021
    - Construction package: Oct 2021– Feb 2022
    - Phased implementation (minimum 6 months): Spring 2022 – late 2022/Early 2023

Scope/Design Change and Impact: The design aligns with the brief described within the Evaluation report, whilst considering the stakeholders' feedback to date, the changing context of the area and the development of the site at 21 Moorfields. The scope was increased to include the Section 278 works to east footway adjacent to the 21 Moorfields development.

An increase to the overall project budget has been incurred due to the revised scope, although this increase is fully funded through a Section 278 agreement.

*Upon approval of the 2011 report, officers were given authority to proceed with detail design and implement the scheme, however, several modifications required to the scheme outlined in the issue report, officers considered the existing scheme to be at Gateway 3 stage. It was, therefore, proposed that the next report to Members is a Gateway 4/5, outlining the detail design and requesting authority to start work.

Gateway 4c-5 – Detailed Design & Authority to Start Work Area A (as approved by Streets and Walkways sub-committee on 5 July 2022 and Operational Property and Projects sub-committee in August 2022)
Total Estimated Cost (excluding risk):

- Total Estimated Cost (excluding risk): £2,958,680
- Resources to reach next Gateway (excluding risk): £1,448,680 (to implement S278 works)
- Spend to date: £364,588
- Costed Risk Against the Project: £50,000
- Estimated Programme Dates:
    - Sign S278 Agreement and receipt of funds: July 2022
    - Procurement of materials following sign-off of the construction package: July 2022*
    - Submit traffic management plan / permits: July 2022
    - Construction package for Area A: August 2022
    - Phased implementation (minimum 6 months): October 2022**
    - Gateway 5 report related to Area B:
    - Snagging in Area A: June / July 2023
    - Gateway 6 outcome report for both phases (Area A & Area B): December 2023

**Subject to signing the Section 278 Agreement and receipt of funds from Developer. The lead in times for procuring materials are 12-16 weeks.*
***Subject to changes to the Developer's programme and site release.*

Scope/Design Change and Impact:
Some changes to design were made to incorporate greenery to the east footway design without compromising the security requirements of the development.

Gateway 4-5 – Detailed Design & Authority to Start Work Area B (as approved by Streets and Walkways sub-committee on 23 May 2023 and Operational Property and Projects sub-committee ion 5 June 2023)
Total Estimated Cost (excluding risk):

- Total Estimated Cost (excluding risk): £2,958,680
- Spend to date: £ £350,000 (Area B)
- Costed Risk Against the Project:
- Estimated Programme Dates:
    - Finalise construction package for Area B: June 2023
    - Procurement of materials following sign-off of the construction package: June 2023

- Submit traffic management plan / permits: August 2023
- Phased implementation: September 2023 – April 2024
- Snagging in Area B: May 2024
- Gateway 6 outcome report for both phases (Area A & Area B): September 2024

Scope/Design Change and Impact:
Delays in the development programme delayed the start of implementation of the S278 works (Area A) by approximately ten months.

Gateway 5 Progress report (as submitted to Streets and Walkways sub-committee 26 September 2023)
Reporting period: May 2023 – September 2023
Update on activities undertaken to date in relation to Area B (west footway on Moor Lane). These mainly involved discussions on the design and greening with representatives of Willoughby House and the Heron, and the Barbican Association. It also highlighted the next steps, which included further discussion on greening with local stakeholders, and development of greening proposals in consultation with the City's Garden's team and a consultant.

Gateway 5 Issue report (as submitted to Streets & Walkways sub-committee on 30 January 2024
Reporting period: September 2023 – January 2024

- Approved incorporation of Area B of the Moor Lane Environmental Enhancement project within the Barbican, Bunhill and Golden Lane (BBGL) Healthy Neighbourhood Plan programme.
- Agreed to revert the project to Gateway 3/4 Options Appraisal stage to review the scheme's objectives and revise the designs in collaboration with local stakeholders through the Working Party.
- Endorsed consideration of traffic management to Moor Lane that could provide opportunities for further greening of the street through the BBGL Healthy Neighbourhood Plan.
- Resources required to reach the next Gateway (excluding risk): £85,000 (met from within the existing project budget).

Total anticipated on-going commitment post-delivery [£]:
Details of maintenance costs will be set out as part of the next Gateway report.

Appendix 2

City of London: Projects Procedure Corporate Risks Register

Project name: *Moor Lane Environmental Enhancements*
Unique project identifier: *9441*
Total est cost (exc risk) *£1560000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**8.5**
Avg risk post-mitigation	**5.0**
Red risks (open)	**0**
Amber risks (open)	**10**
Green risks (open)	**2**

Corporate Risk Matrix score table

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

Costed risks identified (All)	£40,000.00	3%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£40,000.00	3%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£0.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	2	**10.0**	£0.00	0	2	0
(2) Financial	4	**8.8**	£40,000.00	0	3	1
(3) Reputation	2	**10.0**	£0.00	0	2	0
(4) Contractual/Partnership	1	**6.0**	£0.00	0	1	0
(5) H&S/Wellbeing	0	**0.0**	£0.00	0	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	0	**0.0**	£0.00	0	0	0
(9) Environmental	2	**4.5**	£0.00	0	1	1
(10) Physical	1	**12.0**	£0.00	0	1	0

		Extreme	Major	Serious	Minor
Issues (open)	1	**Open Issues**	0	0	1	0
All Issues	1	**All Issues**	0	0	1	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Moor Lane Environmental Enhancements	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	8.5	**Open Risks**	12
Unique project identifier:	9441	**Total estimated cost (exc risk):**	£ 1,560,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.0	**Closed Risks**	10

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	Project is not delivered to agreed timeline due to technical issues that arise either in design or construction phase	If security measures on Moor Lane are not completed prior to the occupation of 21 Moorfields, their tenant will not be able to occupy the building.	Possible	Serious	6	£0.00	N		A programme will be developed taking the security requirements into account and the implementation will be phased to ensure compliance with the development's programme.	£0.00	Possible	Minor	£0.00	3	£0.00		13/09/2020		Andrea Maravicova	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R2	5	(2) Financial	Developer does not agree to full costs of the scheme	This will either extend the project timeline as negotiations would take longer or reduce the project scope to align with agreed costs	Possible	Serious	6	£0.00	N		As the design develops, the likely cost of the scheme will be established. The scope of the 'Area A' works will be financed by the Section 278 agreement (where works are required to mitigate the impact of the 21 Moorfields development).	£0.00	Unlikely	Minor	£0.00	2	£0.00		13/09/2020		Andrea Maravicova	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R3	5	(4) Contractual/Partnership	Delays in supply, issues in productivity or resource	Negative impact on project delivery, both monetarily and timewise, causing potential delays to programme and increasing costs.	Possible	Serious	6				Engaging with suppliers and term contractor to programme works and procure materials well in advance, allowing for at least 16 weeks lead in times. Regular monitoring of supply chain via existing meetings with principal contractor.		Unlikely	Serious	£0.00	4	£0.00				Andrea Maravicova		
R4	5	(10) Physical	Unforseen technical and / or engineering issues identified	Late identification of any engineering or technical issues will disrupt delivery and may increase costs and timelines	Possible	Major	12				Undertake standard surveys and trialholes, visit sites during development construction		Unlikely	Serious		4	£0.00				Andrea Maravicova		
R5	5	(2) Financial	The full cost of the project is unknown	If the costs are not ascertained soon enough in the project process, the design might exceed the available project budget	Possible	Major	12	£0.00			As the design develops, the likely cost of the scheme will be established. The scope and design of the project will be tailored to ensure the scheme can be financed from the available project budget. Additional sources of funding will be explored.	£0.00	Possible	Serious	£0.00	6	£0.00		14/09/2020		Andrea Maravicova		
R6	5	(3) Reputation	Stakeholders object to the amended scheme	The City would not be delivering a scheme that is supported by the local community, and it would not therefore be responsive to their needs. A redesign would be required which could impact on the programme and budget.	Possible	Serious	6	£0.00			Consultation will be undertaken with stakeholders as part of the project process and the design will be adapted if required. Consultation was previously undertaken in 2011 and local stakeholders were supportive of the proposals. The Meanwhile Moor Lane scheme implemented in Autumn 2020 is gathering feedback from users and will inform the permanent scheme.	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/10/2020		Andrea Maravicova	01/02/2024	This risk has materialised and has been moved to Issues. Additional risk regarding stakeholder involvement has been added (R20).
R7	5	(9) Environmental	The existing Moor Lane design must be significantly reduced in scope to accommodate 21 Moorfields development requirements	The scheme would not fully be delivering on the previously approved objectives of the scheme, missing an opportunity to deliver an environmentally resilient, biodiverse scheme.	Possible	Serious	6	£0.00			Both the 21 Moorfield highway requirements and Moor Lane designs for the Western footway were reviewed together as one scheme by the relevant City officers. The technical feasibility and levels design will be progressed accordingly.	£0.00	Possible	Serious	£0.00	6	£0.00		14/09/2020		Andrea Maravicova		
R8	5	(4) Contractual/Partnership	The expiry of the contract with the City's term contractor in 2022 could cause an increase in the cost of works	If a new term contractor is selected with higher rates, the cost of the works would increase	Likely	Major	16	£0.00			A tender process will be undertaken, where a new contractor will be appointed. Notice will be given of any cost implications as soon as possible in the procurement process.	£0.00	Likely	Serious	£0.00	8	£0.00		15/09/2020		Giles Radford	01/07/2022	New highways term contract is now in place and new rates have been agreed, which will be factored into future project budgets.
R9	5	(3) Reputation	LUL object to the scheme on the basis of the scheme being located over their infrastructure	The project design would require further amendment, impacting project programme	Possible	Major	12	£0.00			LUL will be consulted as soon as possible in the design process to ensure the design is developed in accordance with their requirements	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/09/2020		Andrea Maravicova		

R10	5	(3) Reputation	Delays to public realm works starting on site due to 21 Moorfields construction delays	The implementation of the project would be delayed	Possible	Minor	3	£0.00			Implementation of the project is co-ordinated to align with the developer's programme. Delays in developer's construction were clearly communicated and accounted for in the revised programme.	£0.00	Possible	Minor	£0.00	3	£0.00		14/09/2020		Andrea Moravcova	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R11	5	(5) H&S/Wellbeing	A new national lockdown due to COVID-19 delays the programme, through an inability to carry out necessary surveys or trial holes	delay to programme	Possible	Serious	6	£0.00			follow guidance and undertake new ways of working as necessary.	£0.00	Possible	Minor	£0.00	3	£0.00		15/09/2020	Giles Radford	Andrea Moravcova	01/01/2022	COVID-19 measures no longer in place.
R12	5	(2) Financial	The developer does not agree to commuted sums required for the s278	The cost of maintaining the s278 area post completion will increase and need to be funded by the City	Likely	Major	16	£0.00			The developer will be made aware of the maintainence implications of the s278 works, the HVM maintenance costs will need to be funded by the developer at a minimum	£0.00	Possible	Major	£0.00	12	£0.00		07/07/2021		Tom Noble/PM	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R13	5	(4) Contractual/Partnership	The developer does not agree to the terms on the s278 agreeement	The programme will be delayed whilst the agreement takes longer to negotiate	Possible	Major	12	£0.00			Respond to the developer in a timely manner on comments and progress negotiations on elements directly if needed	£0.00	Possible	Serious	£0.00	6	£0.00		08/07/2021		Tom Noble/PM	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R14	3	(9) Environmental	s278 scope: Lack of utility information due to no PAS 128 survey information causes delays to programme and cost increases due to unexpected clashes found after the detailed design process	The programmme will be delayed to redesign the relevant area and liaise with utilities, and also increases the project cost due to the re-doing of design/approvals or diversion of utilities necessary	Likely	Extreme	32	£0.00			Trial holes and site investigation to be carried out prior to implementation, utility clashes based on current information to be design as soon as possible	£0.00	Likely	Major	£0.00	16	£0.00		09/07/2021		Tom Noble/PM/Engineer	07/05/2022	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R15	3	(1) Compliance/Regulatory	s278 scope: Lack of utility information due to no PAS 128 survey information causes H&S issues on site during implementaition	A H&S incident occurs on site, causing a legal dispute on liability and whether Principal Designer duties have been fulfilled	Possible	Extreme	24	£0.00			Wording to be included in the s278 agreement to make the developer aware of the risks and limit the City's liability were possible, site investigations to be carried out prior to implementation	£0.00	Unlikely	Extreme	£0.00	16	£0.00		15/07/2021		Ben Manku/Giles Radford	07/05/2022	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R16	5	(9) Environmental	SUDS scheme not feasible due to underground constraints	The SUDS scheme would either have to be removed from the project scope or a redesign of the SUDS would be required which could impact project programme and costs	Possible	Minor	3	£0.00	N		SUDS will form part of the design brief for the updated options, and will be considered alongside other potential enhancements. Climate resilience will be a key requirement of the brief.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/02/2022		Andrea Moravcova		
R17	5	(2) Financial	SUDS design costs more than anticipated	The SUDS scheme would either have to be removed from the project scope or a redesign of the SUDS would be required which could impact project programme and costs	Possible	Minor	3	£0.00			SUDS will form part of the design brief for the updated options, and will be considered alongside other potential enhancements. Climate resilience will be a key requirement of the brief.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/02/2022		Andrea Moravcova		
R18	5	(2) Financial	Underground conditions / depths will require changes to design	The proposal to plant trees or other greenery is affected by insuficient depths or presence of underground utilities undetected through standard surveys and design will need to be revised.	Likely	Serious	8	£40,000.00	N		Known utility routes have been considered in the design, additional trial holes and site investigation have been undertaken prior to implementation. The new design brief will require the consideration of these constraints.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/02/2022		Andrea Moravcova		
R19	4	(2) Financial	Costs of new design options exceed available budget	The new design options exceed the available project budget, requiring a 'scaling back' of the project.	Possible	Major	12	£0.00			The current budget will be communicated to respondents to the design brief but consultants will be encouraged to explore all options. Additional sources of funding will be explored.	£0.00	Possible	Major	£0.00	12	£0.00		03/12/2024		Tom Noble		
R20	4	(3) Reputation	Local stakeholders do not support the new scheme	The new design for the scheme is not supported by local stakeholders resulting in further delays and reputational damage	Likely	Serious	8	£0.00	N		A Working Group comprising local stakeholders has been established to steer the project. All key decisions will be endorsed by this Group before being approved by S&W sub-committee.	£0.00	Possible	Serious	£0.00	6	£0.00		03/12/2024		Tom Noble		
R21	4	(1) Compliance/Regulatory	Approvals not granted for proposals on non-highway land	Design proposals for project areas which are not public highway are not approved by the relevant land owner, leading to reduced scope and lower impact of the scheme	Possible	Major	12	£0.00	N		Representatives from the Barbican Estate Office sit on the Working Group, reducing the risk of designs for non-highway land not being supported.	£0.00	Unlikely	Major	£0.00	8	£0.00		03/12/2024		Tom Noble		
R22	4	(1) Compliance/Regulatory	Changes to traffic operation are not approved	Proposals to restrict through vehicle traffic are not approved leading to a significantly reduced scope	Unlikely	Major	8	£0.00	N		Consultation through the HNP have indicated support for vehicle restrictions which reduces the risk that objections are received when Traffic Orders are submitted	£0.00	Rare	Major	£0.00	4	£0.00		03/12/2024		Tom Noble		

City of London: Projects Procedure Corporate Issues Log

Project Name: Moor Lane Environmental Enhancements

Unique project identifier: 9441

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/ Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01	R6	(3) Reputation	Stakeholders object to the amended scheme	The City would not be delivering a scheme that is supported by the local community, and it would not therefore be responsive to their needs. A redesign would be required which could impact on the programme and budget.	Serious	Officers have agre	01-Feb-24	Gillian Howard	Tom Noble		In progress	£ -		

Appendix 3

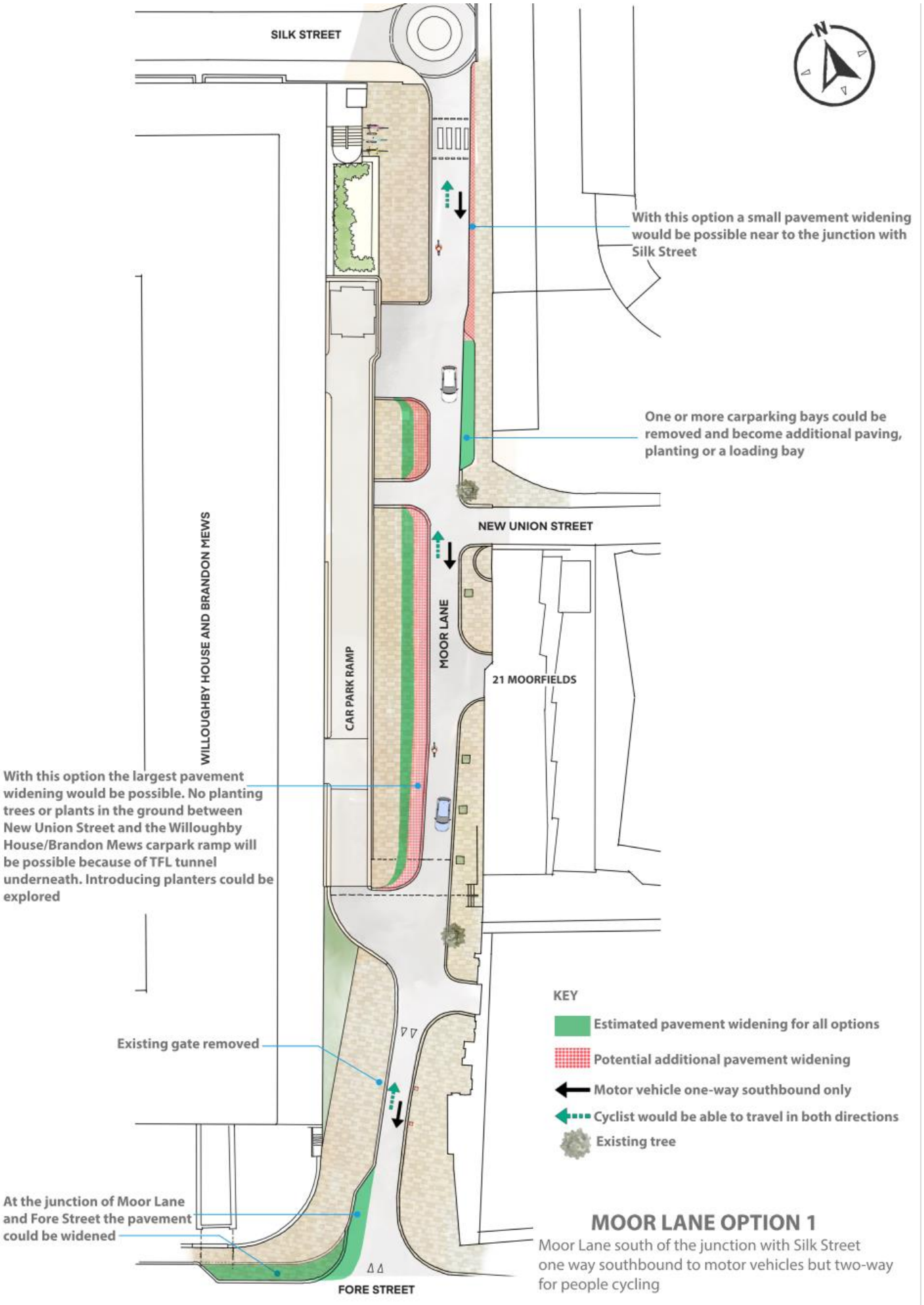
Table 1: Expenditure to Date - Moor Lane S106 - 16100237			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	91,000	53,256	37,744
Legal Staff Costs	2,000	52	1,948
Open Spaces Staff Costs	6,759	1,401	5,358
P&T Staff Costs	190,727	164,130	26,597
Fees	136,245	80,515	55,730
Traffic Orders	6,000	-	6,000
Drainage Works	111,000	-	111,000
General Works	679,324	106,972	572,352
Lighting Works	40,000	8,510	31,490
Planting	181,326	-	181,326
Contingency	16,755	-	16,755
Open Spaces Maintenance	86,483	-	86,483
DES Maintenance	12,381	-	12,381
TOTAL	**1,560,000**	**414,836**	**1,145,164**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	91,000		91,000
Legal Staff Costs	2,000		2,000
Open Spaces Staff Costs	6,759		6,759
P&T Staff Costs	190,727	10,000	200,727
Fees	136,245	30,755	167,000
Traffic Orders	6,000		6,000
Drainage Works	111,000		111,000
General Works	679,324		679,324
Lighting Works	40,000	(24,000)	16,000
Planting	181,326		181,326
Contingency	16,755	(16,755)	-
Open Spaces Maintenance	86,483		86,483
DES Maintenance	12,381		12,381
TOTAL	**1,560,000**	**-**	**1,560,000**

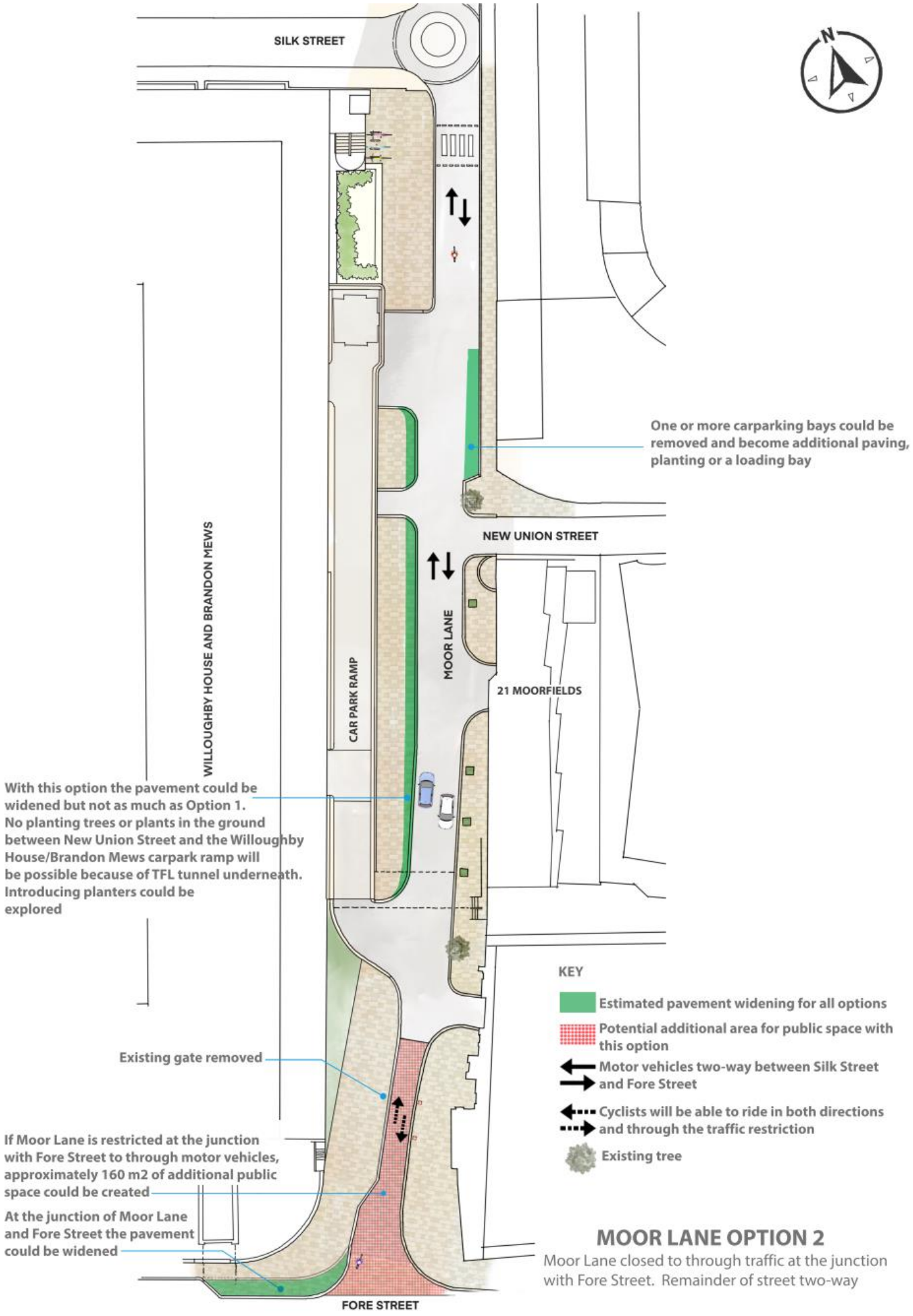
Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
S106 - Telephone Exchange - 07/00092/FULL - LCE	300,000	-	300,000
S106 - Milton Court - 06/01160/FULEIA - LCE	1,150,000	-	1,150,000
CAS - Cool Streets and Greening Programme	110,000	-	110,000
Total Funding Drawdown	**1,560,000**	**-**	**1,560,000**

Appendix 4

Moor Lane Option 1



Moor Lane Option 2

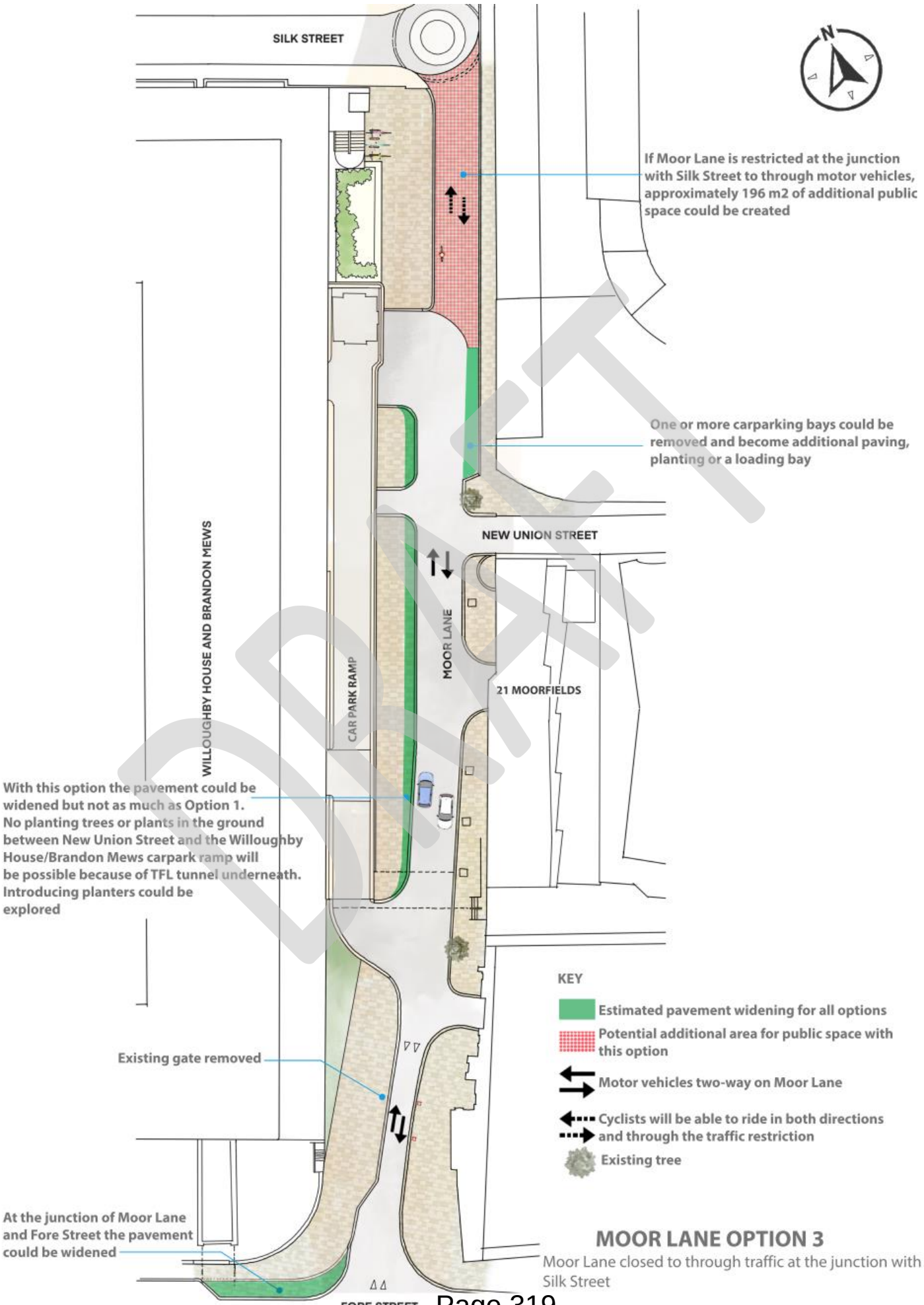




Moor Lane looking north

At the junction of Moor Lane and Fore Street, a traffic restriction could create additional pavement space and planting

Moor Lane Option 3



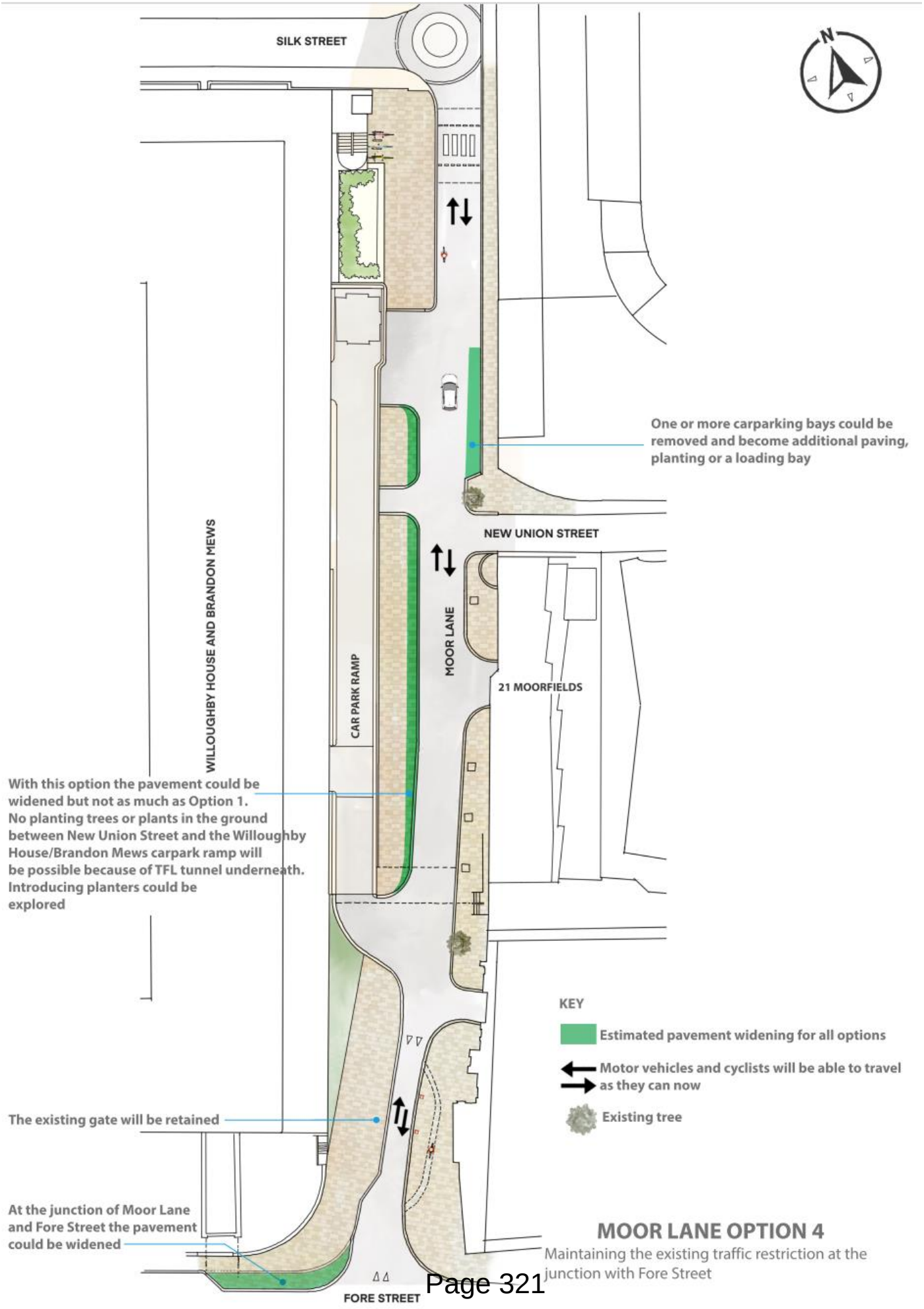
DRAFT



Moor Lane looking south

At the junction of Moor Lane and Silk Street a traffic restriction could create additional space for people walking and wheeling

Moor Lane Option 4



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Background documents

Committees: Streets and Walkways Sub - *for information*	**Dates:** 26 September 2023
Subject: Moor Lane Environmental Enhancements **Unique Project Identifier:** *9441*	**Gateway 5** Regular **Progress Report**
Report of: **Interim Executive Director Environment** **Report Author:** Gillian Howard	**For Information**
PUBLIC	

1. Status update	**Project Description:** Public realm enhancements in Moor Lane to provide greening and an improved walking environment, with the creation of a "linear park" and widened footways. A Gateway 3 Issue Report, approved in December 2020, gave authority to incorporate Section 278 works on the eastern side of Moor Lane, as part of the 21 Moorfields development, into the scope of the original project. Since that decision, officers have considered both elements of the project simultaneously to develop the design as whole. The implementation, however, will be phased to: • align the delivery of works to the eastern footway (referred to as Area A in this report), funded through a Section 278 contribution, to the developer's timeline; • finalise the design proposals for the western footway (referred to as Area B in this report) following the public consultation at the end of 2021. Construction of the

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	western footway will commence once the design is finalised. The Gateway 4c-5 report for Area A was approved in July 2022. We are under a legal obligation to deliver these works, which will start in October. The Gateway 5 for Area B was approved in May 2023. This included a delegation for the Director City Operations, in consultation with the Chairman and Deputy Chairman of the Streets & Walkways Sub Committee, to decide on the final planting scheme. This report provides an update on recent activity and the next steps for Area B. **RAG Status:** Amber (amber at last report to Committee) **Risk Status:** High (medium at last report to committee) **Total Estimated Cost of Project (excluding risk): £**2,968,680 The total cost for Area A, funded through Section 278 agreement, is estimated at £1,508,680. The total budget for Area B, funded through Milton Court Environmental Improvement Works (Section 106) payment and Climate Action Strategy Cool Streets programme, is set at £1,560,000 **Spend to Date:** TBC **Costed Risk Provision Utilised:** £0.
2. Key points to note	**Next Gateway: Gateway 6** Discussions on the design of Area B are ongoing with representatives of the residents of Willoughby House and the Heron, and the Barbican Association (referred to as 'residents' representatives' in the remainder of this report). As the last report to the Committee (May 2023) highlighted, this is a location with significant constraints. The central portion of Moor Lane has sub-surface constraints relating to restricted depths and loading limits on the Underground structure and utilities at a shallow depth. These constraints mean that street trees are not viable in this section of the street. This applies across the entire width of Moor Lane not just under the current or proposed areas of paving. To provide additional greenery without impacting the Underground structure the design for Area B (western footway) proposed to widen the pavement by a minimum of 1.5 metres and install modular planters, modelled on the design of the existing Moor Lane community garden.

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	The existing community garden at the northern end of Moor Lane (the Clean Air Garden, also referred as the Pot Garden), which is on Barbican Estate land, was recommended to be retained with some modifications. Further discussions surrounding maintenance were still required. The final elements of the design relating to the greening were agreed to be delegated to the Director City Operations in consultation with the Chairman and Deputy Chairman of the Streets & Walkways Sub Committee once discussions with residents' representatives had concluded. Greening proposals are being developed in consultation with the City Garden's team and a consultant. These aim to introduce species of trees and lower-level planting that will support biodiversity, be climate resilient and provide year-round interest. No alterations to traffic movement in the street were proposed as part of these proposals, with the carriageway width kept to minimum of 6 metres. This is required to accommodate two-way traffic and access to off street premises, including the Willoughby House car park (particularly when the gate is closed between Moor Lane and Fore Street). Potential changes to traffic movement on Moor Lane are being considered as part of the development of the Healthy Neighbourhood Plan for the area. If an access restriction beyond the current timed closure is proposed, then this will be subject to the usual assessment and consultation before a decision is taken. The Gateway 5 approved at the May committee aimed to enable efficiency savings to be made by coordinating delivery of Area B improvements alongside the delivery of the Area A S278 scheme for the development at 21 Moorfields. The S278 works were anticipated to start in September at the time but will now start in October.
3. Reporting period	***May 2023 to September 2023***
4. Progress to date	Area A 1. The Area A S278 scheme (the eastern side of the street) is due to start construction in early October 2023, subject to the developer releasing the required highway. Work is expected to complete in March 2024. 2. The City is in legal contract to deliver the approved design that was agreed in July 2022. Materials and infrastructure have been procured and utilities are programmed.

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	3. Area A is not covered by this progress report. Area B 4. A meeting with the resident representatives took place in May to progress the discussion on planting outlined in the Gateway 5. Focus turned more towards bringing forward bigger changes in the Clean Air Garden which required further trial holes to be undertaken to establish what opportunity there might be and how this might impact the proposals for the public highway. 5. Following that meeting, the resident representatives requested to meet with the Town Clerk. This meeting took place in late July. Residents' representatives have also written to Officers and several Members, including the Chairman of Streets & Walkways and the Chairman of Policy & Resources. 6. Residents' representatives have expressed overall dissatisfaction with the proposed design. Their concerns go beyond the types of planting which had been previously understood to be the remaining outstanding issue given the constraints of the street. 7. The recommendation to retain the Clean Air Garden/Pot Garden with some modifications to its look and feel is also considered to not go far enough. 8. Residents' representatives have requested to pause and reset the project that would include a different design approach led by an external design team. 9. This request has not been agreed to. Instead, it was agreed that the communication and engagement of the project would be reset and the current design reviewed to ensure it is the best and most appropriate scheme. 10. The approach to the design review is currently being finalised but will include independent advice. 11. The design review will also consider the potential closure of Moor Lane to through traffic, with local access retained, and whether this would alter the design approach. 12. The design review will establish what, if any, options there are that might allow taller trees or greater planting in a way that is deliverable, sustainable, and maintainable in the longer term. 13. Trial holes within the Clean Air Garden were undertaken over the summer to inform Officers understanding of what might be possible within this area. They discovered that the old car park ramp is still in situ meaning that the depth available changes across the site with the slope of the old ramp. This will need to be factored into any future proposals. 14. With the design of the western footway under review, the ability to make efficiency savings by coordinating the

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	construction work with Area A is no longer possible. At best, work to the western footway will follow on from the work associated to the S278 development work, which is expected to be completed in March 2024. 15. Note that any potential changes to traffic movements or improvements beyond the current scope of the project, if identified, are unfunded and would need to be delivered as part of the implementation of the wider Healthy Neighbourhood Plan.
5. Next steps	1. A site meeting with residents' representatives has been arranged for early October to discuss the Clean Air Garden/Pot Garden and understand exactly what the issues with the current garden are, and what the ambition for its future is. 2. The outcome from this meeting will enable Officers to establish improvements that might be possible and how they might interact with the proposed design for the public highway. 3. This will also inform the design review which is expected to be completed by early-November. 4. A meeting with residents' representatives will be arranged for mid-November to present and discuss the results of the design review. 5. Depending upon the outcome of this progress meeting a report will be prepared for Member consideration on a proposed way forward for the project. This is most likely to be in January 2024 committee cycle.

Contact

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Background Document

Committees: Streets and Walkways Sub Committee *[for decision]* Project and Procurement Sub-Committee *[for information]*	**Dates:** 30 January 2024 12 February 2024
Subject: Moor Lane Environmental Enhancements **Unique Project Identifier:** *9441*	**Gateway 5** Regular **Issue Report**
Report of: Interim Executive Director Environment **Report Author:** Andrea Moravicova Policy and Projects, City Operations	**For Decision**
PUBLIC	

1. Status update	**Project Description:** Public realm enhancements in Moor Lane to provide greening and an improved pedestrian environment, with the creation of a "linear park" and widened footways. The implementation of the project has been phased to: • align the delivery of works to the eastern footway (referred to as Area A in this report), funded through a Section 278 contribution, to the developer's timeline; • finalise the design proposals for the western footway (referred to as Area B in this report) following a public consultation at the end of 2021. Construction of the western footway will commence once the design is finalised. The Gateway 5 report for Area A was approved in July 2022, and the works are now being implemented with completion scheduled for end of March 2024. The Gateway 5 report for Area B was approved in May 2023, but following further engagement the delivery of this has been paused. A new way forward is being proposed in this report. This report provides an update on the progress of the project and seeks approval to revise the design for Area B. **RAG Status:** Amber (Amber at last report to Committee) **Risk Status:** High (High at last report to committee) **Total Estimated Cost of Project (excluding risk):** *£2,968,680* The total cost for Area A, funded through Section 278 agreement, is

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	estimated at £1,508,680 (including costed risk provision of £100k). The total budget for Area B, funded through Milton Court Environmental Improvement Works (Section 106) payment and Climate Action Strategy Cool Streets programme, is set at £1,560,000 **Spend to Date:** £398,907 **Costed Risk Provision Utilised:** £0 (of which £0 amount has been drawn down since the last report to Committee); **Slippage:** Implementation of Area B was expected to commence in March 2024, following completion of the works at Area A. However, the design and implementation of Area B has now been delayed, to allow for further engagement with local stakeholders and to ensure that the proposals align with other measures being developed in the local area relating to the Healthy Neighbourhood Plan for Bunhill, Barbican and Golden Lane area.
2. Requested decisions	**Next Gateway:** Gateway 3/4 - Options Appraisal (Regular) **Requested Decisions:** 1. Approve that the existing design for Area B (approved in May 2023) is not constructed. Instead that the project reverts to the Gateway 3/4 Options Appraisal stage, to allow revision of the proposed design in line with the Healthy Neighbourhood programme and consideration of traffic management changes along Moor Lane. 2. Note that this will put the delivery of this project within the Bunhill, Barbican and Golden Lane Healthy Streets Neighbourhood programme. 3. Agree the formation of a working party made up of local stakeholders, including residents, occupiers and developers, the Culture Mile BID and a small number of ward Members to enable a collaborative and more co-productive approach to developing the revised design. Governance of the project and decision making will remain with Streets and Walkways Sub Committee. 4. Note that a further report detailing how the working party will work and the development of the project milestones will follow in due course. 5. Authorise the budget adjustment related to staff costs and fees to be actioned as outlined in section 3 below and in Appendix 3. 6. Note the current total estimated cost of the project (areas A and B) at *£2,968,680* (excluding risk).
3. Budget	Appendix 3 and a table below contain a breakdown of funds required to review the scheme's objectives and re-design Area B. It also indicates the implementation budget, based on known highway conditions and primarily utilising a palette of materials consistent with the City's

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	standards. Expenditure to date is £398,907. Some of these costs may become abortive; this will be assessed and reported on in more detail in the next report. The costs of Area A are envisaged to be unaffected as this is outside the scope of the review. **Resources Required to reach the next Gateway** | Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
---	---	---	---
Staff costs	255,486	35,000	290,486
Fees	92,245	50,000	142,245
Works	1,011,650		1,011,650
Contingency*	101,755	-85,000	16,755
Planting Maintenance	86,483		86,483
Highway Maintenance	12,381		12,381
TOTAL	**1,560,000**	**-**	**1,560,000**	 ******Contingency sum was approved as part of the 2011 report and included within the budget since. Costed risk provision is separate to the approved contingency sum.* **Costed Risk Provision requested for this Gateway: £0**
4. Issue description	• Since the approval of the progress report in September 2023, officers have undertaken a review of various elements of the design for Area B. This included an independent panel reviewing the approved current design; an initial assessment of possible changes to traffic management options, (which will need to be considered in the context of the emerging Bunhill, Barbican & Golden Lane (BBGL) Healthy Neighbourhood Plan); and a review of existing utility infrastructure and the possibility of diverting apparatus. • The results of this review were reported back to local stakeholders at a meeting on 6 December 2023 (see presentation in Appendix 2). Following the completion of this work Officers concluded that the potential opportunity for further greening if the traffic management of the street were changed. However, this cannot be considered in isolation and would be incorporated within the wider Barbican, Bunhill and Gloden Lane Healthy Neighbourhood Plan that is currently in development. • At the stakeholder progress meeting, it was agreed to propose to restart the design process for Area B, with a view to delivering a more ambitious greening scheme in Moor Lane as part of the Healthy Neighbourhood plan. • It was acknowledged by attendees of the meeting that by taking this approach, detailed design development for Area B can only

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	commence upon completion of the BBGL Healthy Neighbourhood Plan (currently expected to report in May 2024 on proposals to go out to Public Consultation). This is to ensure that any traffic management proposals put forward as part of the design are aligned with the objectives of the Plan and work together with other priority areas. • Officers have also agreed to establish a working party to guide the design process. This will include local residents, occupiers and developers, Ward Members and the Culture Mile BID. • Whilst work on the BBGL Neighbourhood Plan continues, the working party will be established, agreement of scope of work and plans as to how to take this forward will be established. A further report to Members setting out the detailed revised proposal and costs will follow.
5. Options	**Option 1** (recommended) • Incorporate Area B of the Moor Lane Environmental Enhancement project within the Barbican, Bunhill and Golden Lane Healthy Neighbourhood Plan programme. • Revert the project to Gateway 3/4 Options Appraisal stage to review the scheme's objectives and revise the designs in collaboration with local stakeholders through the Working Party. • Consider traffic management to Moor Lane that could provide opportunities for further greening of the street through the BBGL Healthy Neighbourhood Plan. **Option 2** • Continue with implementation of existing design.

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Background document

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Committees: Streets and Walkways Sub-Committee *[for decision]* Projects Procurement Sub-Committee *[for Information]*	**Dates:** 04 February 2025 04 February 2025
Subject: Cripplegate House, 1 Golden Lane S278 Public Realm and Highway Works **Unique Project Identifier:** 12434	**Gateway 3/4: Options Appraisal (Regular)**
Report of: Executive Director Environment **Report Author:** Leila Ben-Hassel – Transportation and Public Realm Projects, City Operations	**For Decision**
PUBLIC	

1. Status update	**Project Description:** The public realm and highways works proposed aim to accommodate the new development at 1 Golden Lane whilst improving the walking environment in its direct vicinity, taking into consideration recent public realm schemes in the area as well as the emerging Bunhill, Barbican and Golden Lane Healthy Neighbourhood Plan. **RAG Status:** Green (Green at last report to Committee) **Risk Status:** Low (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** £500,000 - £1m. **Change in Total Estimated Cost of Project (excluding risk):** reduced from the cost range at Gateway 2 of £650,000 to £1.5m. **Spend to Date:** £14,973. **Costed Risk Provision Utilised:** N/A. **Slippage:** the below issues have affected the design programme, however they will not affect the overall programme to deliver the S278 works by the development's practical completion date (est. 1st quarter 2026). • Issues affecting the below highway structures (coal vaults) were identified. These had to be assessed by the CoL Structures Team and a way forward agreed with

	the building owner before progressing the S278. This took longer than anticipated. • Timescales to finalise the S278 agreement set out in S106 agreement did not factor the work required to manage traffic order changes on Brackley Street. CoL Planning Obligations Team are aware and an extension to produce the S278 agreement in line with the new programme has been agreed.
2. Next steps and requested decisions	**Next Gateway:** Gateway 5: Authority to Start Work. **Next Steps:** • Appoint traffic consultant and undertake further site investigations; • Develop detailed design; • Undertake consultation on proposal, including traffic changes. **Requested Decisions:** 1. That additional budget of **£25,000** (developer contribution to be invoiced) is approved for detailed design work, stakeholder engagement and traffic management changes to reach the next Gateway; 2. Note the total estimated cost of the project at **£500,000-£1m** (excluding risk); 3. That Option 1 is approved to reach the next gateway, as detailed in this report; 4. Approve the statutory consultation on the proposed traffic orders in advance of the Gateway 5 report, including making Brackley street one-way, loading and waiting changes, and changes to parking bays as set out in this report; 5. Agree that if a Costed Risk Provision is required at the next gateway, it is to be approved and drawn down via delegation to the Chief Officer.
3. Resource requirements to reach next Gateway	The initial evaluation and design payment from the developer of £25,000 is not sufficient to cover costs to reach the next gateway. The developer has been advised of this and has agreed to make an additional payment of £25,000. These additional fees and officers' time will cover costs for the traffic order process, consultation, finalising the design, including utility investigations and surveys, as well as project management. Budget required to progress recommended option to the next Gateway is set out in the table below and further information is available in Appendix 3, Finance Tables.

Item	Reason	Funds/ Source of Funding	Cost (£)
P&T Staff Costs	• Manage project team including consultants; • Manage design development to complete detailed design; • Oversee finalisation of S278 Agreement; • Stakeholder engagement; • Manage consultation on traffic management changes • Produce reports for necessary approvals	Developer/ S278	£10,000
Env Staff Costs	• Produce detailed design drawings; • Attend project team meetings • Liaison with consultants and utilities' companies	Developer/ S278	£8,000
Fees	• Traffic consultant to undertake COLSAT and EQIA and produce traffic management orders incl. formal consultation • Additional survey and trial holes to inform detailed design	Developer/ S278	£7,000
Total			£25,000

	Costed Risk Provision requested for this Gateway: 0 (as detailed in the Risk Register – Appendix 4)
4. Overview of project options	There is only one option to progress that has been informed by the need to mitigate the impact of the development on the highway as well as aspirations set out at planning stage. The design has also been informed by site constraints and the emerging Healthy Neighbourhood Plan for the area. Details of the design are provided in the Option Appraisal Matrix in Appendix 1 and in the preliminary General Arrangement Drawing in Appendix 5, and are summarised as follows: • Re-landscaping the space on the east side of the development facing Golden Lane in order to provide an enhanced public realm. This will include retaining and protecting the existing trees and their roots. • Additional tree(s) and greening in the vicinity of the development (subject to favourable underground conditions). • Re-paving around the development in York stone, in line with the City Public Realm Toolkit. • Pavement widening where feasible on Brackley Street to accommodate additional footfall from the building's new entrance. • Introducing a raised table at the junction of Brackley Street and Viscount Street and new crossing points. • Introducing one-way traffic west-bound (instead of two-way) on Brackley Street, in order to provide more space for on-street loading and enable pavement widening. Two-way cycling will be maintained. • Adjustments to parking bays and new disabled parking bay in the vicinity of the site, ideally on Fann Street or Viscount Street.
5. Recommended option	Option 1 – see matrix below in Appendix 1.
6. Risk	The overall risk of the project with the recommended option is low. The project's main risks are: • <u>Lack of support from stakeholders for the proposals, including the traffic changes to Brackley Street</u> Initial consultation on the design principles has taken place at the planning stage and through the public consultation on the Bunhill, Barbican, Golden Lane Healthy Neighbourhood Plan. To date, support has been received for the proposed traffic change along Brackley Street. However, a more detailed consultation is planned at the next stage along with a statutory consultation on the traffic orders. Officers will take on board comments received and will adapt the design if required.

	• Utilities constrain the scope of additional greening Radar and topographic surveys have been carried out and additional investigations will be undertaken by officers including trial holes to ensure that any proposed additional greening is deliverable and sustainable in the long run. Further information is available in the Risk Register (Appendix 4) and Options Appraisal. No Costed Risk Provision (CRP) is sought at this stage. The Gateway 5 report is to be approved under delegated authority. An estimated CRP of up to £80,000 may be required at that next gateway, subject to further site investigations and design work.
7. Procurement approach	• Most of the design work will be undertaken in-house by officers. • A Traffic Consultant will be appointed through the existing consultant framework and/or Request For Quotation. • The works will be undertaken by the City's highway term contractor.

Appendices

Appendix 1	Options Appraisal Matrix
Appendix 2	Project Coversheet
Appendix 3	Finance Tables
Appendix 4	Risk Register (for recommended option)
Appendix 5	Preliminary General Arrangement Drawing

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Appendix 1 - Options Appraisal Matrix

Option Summary	*Option 1*
1. Brief description of option	The proposed public realm and highways works aim to accommodate the new development at 1 Golden Lane whilst improving the walking environment in its direct vicinity. The design will fit in with other public realm schemes in the wider area to provide harmony and stronger identity in the area. The proposed option also takes into account the emerging Bunhill, Barbican and Golden Lane Healthy Neighbourhood plan as well as the aspirations of the developer set at planning stage. .
2. Scope and exclusions	**Proposed scope:** • Public realm enhancements at the front (east) side of the building to include a new pavement-level planter with CorTen trim and new paving in line with City Public Realm Toolkit; • New planting at the junction of Brackley St and Viscount St subject to feasibility established by trial holes – if not feasible, it is proposed to plant a tree in the nearest appropriate spot in the vicinity of the development; • Making Brackley Street one way west-bound subject to the outcome of the traffic order process and maintain two-way cycling; • Relocate parking bays in Brackley St from the north kerbside to the south kerbside. • Pavement widening at the junction of Brackley St and Viscount Street; • New seating; • Lighting enhancements if needed (subject to review of developer's lighting strategy); • New disabled parking space in the development's vicinity (as per S.106 agreement); • Relocation of existing cycle parking on Golden Lane to provide more space for walking and wheeling and provision of additional cycle parking.

Option Summary	*Option 1*
	Exclusion: Any remedial works to building vaults affecting the highway if deemed necessary are to be undertaken by the developer as per the requirements of CoL Structures Team.
Project Planning	
3. Programme and key dates	**Overall project**: the S278 Public Realm and Highways Works connected to 1 Golden Lane Development ARE anticipated to be completed by spring 2026. **Key dates:** • design including any additional surveys: February - April 2025 • S278 draft agreement: Spring 2025 • Traffic Management assessment and consultation: Summer 2025 • Construction Package: Summer - Autumn 2025 • Gateway 5 (Authority to Start Work) - Autumn 2025 (approval delegated to Chief Officer) • Works on site: early 2026 (subject to development's programme)
4. Risk implications	Overall project option risk*:* Low The overall risk of the project with the recommended option is low. Further information is available in the Risk Register (Appendix 4) and Options Appraisal (Appendix 1). The main risks are: • Lack of support from stakeholders for the proposals, including the traffic changes to Brackley Street. Initial consultation on the design principles has taken place at the planning stage and through the public consultation on the local healthy neighbourhood plan. To date, no objections have been received. However, a more detailed consultation is planned at the next stage along with a statutory consultation on the traffic orders. Officers will take on board comments received and will adapt the design if required.

Option Summary	*Option 1*
	• Utilities constrain the scope of additional greening. Radar and topographic surveys have been carried out and additional investigations will be undertaken by officers including trial holes to ensure that any proposed additional greening is deliverable and sustainable in the long run.
5. Stakeholders and consultees	Internal consultees: • CoL Highways including Lighting team • CoL Legal Services • CoL Structures Team • CoL City Gardens • CoL Planning • CoL Street Space Planning External consultees: residents and businesses in the vicinity. Please note that the proposed traffic change along Brackley Sreet has been included in the Bunhill, Barbican, Golden Lane Healthy Neighbourhood Plan consultation which closed on 20th December. Statutory consultation on the detail of the traffic changes will still need to be undertaken as described in this report.
6. Benefits of option	The public realm and highways works in the vicinity of the 1 Golden Lane development will aim to deliver the following benefits: • New building well-integrated into the City's Highway; • Improved public realm, including additional greening; • Improved environment for people wheeling and walking.

Option Summary	*Option 1*
7. Disbenefits of option	*None*
Resource Implications	
8. Total estimated cost	Total estimated cost (excluding risk): £500,000-£1m Total estimated cost: (including risk): £580,000-£1.1m
9. Funding strategy	S278 funding from developer/owner of 1 Golden Lane, including future maintenance costs. Please refer to Table 3 in Appendix 3 for further information.
10. Investment appraisal	*NA*
11. Estimated capital value/return	*NA*
12. Ongoing revenue implications	Maintenance costs of proposed additional greening will be established ahead of Gateway 5 by City Gardens based on agreed detailed planting design. Any additional cleansing or highways maintenance costs will also be included in the S278 project budget.
13. Affordability	All costs externally funded via S278, including any additional maintenance.
14. Legal implications	• The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway. Timescales set out in the S106 agreement are not deliverable in line with necessary work associated to the S278 agreement. An extension will be issued to the developer to align with the revised programme.

Option Summary	***Option 1***
	• In exercising functions as traffic authority, the City Corporation are required to comply with the duty in Section 122 of the Road Traffic Regulation Act 1984 which requires the traffic authority in exercising its functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to: (a) the desirability of securing and maintaining reasonable access to premises (b) the effect of amenities of any locality (c) national air quality strategy (d) public service vehicles (e) any other relevant matters The City Corporation also have a network management duty as the local traffic authority to secure the expeditious movement of traffic and in preforming that duty may take any action which the City Corporation consider will contribute to securing the more efficient use of the road network or the avoidance, elimination or reduction of road congestion or other disruption to the movement of traffic (S.16 Traffic Management Act 2004). Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to: - Eliminate unlawful discrimination, harassment and victimisation - Advance equality of opportunity and - Foster good relations between those who share a protected characteristic (i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not.

Option Summary	*Option 1*
15. Corporate property implications	*NA*
16. Traffic implications	The scope of the project developed in line with the associated Section 106 agreement, includes proposed changes to traffic management orders to improve informal loading opportunities for all occupiers along the building's frontages as a new building entrance is proposed at the corner of Brackley and Viscount streets. Brackley Street is a narrow street with low-level traffic and parking dispersed along both kerb lines. With the new building entrance, it is anticipated that pedestrian and vehicular movement may increase. During the concept design development of the S278 Highways Works, officers considered the City's emerging Healthy Neighbourhood Plan for the Bunhill Barbican and Golden Lane area. A proposal to explore making Brackley Street one-way westbound was included as part of the Healthy Neighbourhood Plan consultation which closed on 20th December. Making Brackley street one-way alongside the relocation of its parking bays from the north kerb to the south kerb will further enable informal on-street servicing for local occupiers, including Cripplegate House, 1 Golden Lane. The indicative results of the Healthy Neighbourhood Plan consultation indicate support for the proposal. Further consultation with occupiers in the vicinity, including residents will be undertaken at the next stage. It is proposed to make Brackley Street one way west-bound with associated pavement widening, raised table crossing and amended parking bay layout to provide a comfortable pedestrian environment whilst accommodating the needs of the new development and area.

Option Summary	*Option 1*
17. Sustainability and energy implications	Sustainable Urban Drainage Systems (SUDs) are proposed to be included as part of the new planting, subject to feasibility. The existing trees will be retained and protected. The new planting bed will include climate resilient plants.
18. IS implications	*NA*
19. Equality Impact Assessment	A full Equality Impact Assessment will be undertaken as part of the assessment of changing the traffic one way westbound in Brackley Street ahead of finalising the design and ahead of gateway 5.
20. Data Protection Impact Assessment	*NA*
21. Recommendation	Recommended

Appendix 2 – Project Control Sheet

Project identifier			
[1a] Unique Project Identifier	12434	**[1b] Departmental Reference Number**	N/A
[2] Core Project Name	Cripplegate House, 1 Golden Lane S278 Public Realm and Highway Works		
[3] Programme Affiliation *(if applicable)*	N/A		

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

Description and purpose
[7] Project Description
The project will deliver changes to the public highway in the vicinity of the development at 1 Golden Lane. The project is fully funded by the developer through Section 278 agreement. The scope of the project is defined in the associated Section 106 agreement and includes, but is not limited to: • Walking improvements around the development

- Provision of raised table at the Brackley and Viscount streets junction
- Footway extension in conjunction with the raised table at the junction of Brackley and Viscount streets
- Relaying of the footways adjacent to the development in Brackley Street, Golden Lane and Viscount Street in the City of London standard material palette.
- Provision of dropped kerbs on Brackley and Viscount streets in line with servicing strategy
- Changes to traffic management orders to improve loading opportunities along the building's frontages.
- Public realm improvements to Cripplegate Street and Golden Lane
- Other changes deemed necessary as part of the development.

The next steps to reach Gateway 5 include:

- finalising Section 278 agreement.
- Redesign and detailed design of approved option
- Consultation on proposed traffic changes
- Traffic changes assessment and TMO process

[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)?

A planning permission to redevelop a grade II listed office building at 1 Golden Lane (22/00202/FULMAJ) was granted on 23 January 2023.

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

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

[9] What is the link to the City of London Corporate plan outcomes?					
Corporate Plan Outcome 3: A Leading Sustainable Environment Corporate Plan Outcome 4: Flourishing Public Spaces					
[10] What is the link to the departmental business plan objectives?					
Providing an enhanced environment for all users.					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	**Sustainability:** Essential for business continuity	N	**Improvement:** New opportunity/ idea that leads to improvement	Y

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
1) Improvements to walking and wheeling conditions in the vicinity of the development.
2) Improvements of public realm in the vicinity of the development by ensuring that the material palette used aligns with the City Public Realm toolkit
3) Accommodate servicing requirements of the development by making necessary adjustments to the highway.

[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
No
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: 500,000 Upper Range estimate: 1,000,000 The broad cost range reflects the options for the public realm improvements to Cripplegate Street and Golden Lane.
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Commuted sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways and will be covered for a period of 20 years as per Section 278 projects' standard.
[16] What are the expected sources of funding for this project?
The project will be fully funded by the developer through Section 278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Timetable is tied to the development timeline – the highway work is expected to be complete in line with practical completion of the development

Project Impact:
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?
No

[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Darshika Patel
Chamberlains: Procurement	N/A
Communications	N/A
External	None

Appendix 3: Finance Tables

- **Table 1: Expenditure to Date: 1 Golden Lane S278 - 16800490**

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	5,000	1,687	3,313
P&T Staff Costs	10,000	13,287	(3,287)
P&T Fees	10,000	-	10,000
TOTAL	**25,000**	**14,973**	**10,027**

- **Table 2: Resources Required to reach the next Gateway**

Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	5,000	8,000	13,000
P&T Staff Costs	10,000	10,000	20,000
P&T Fees	10,000	7,000	17,000
TOTAL	**25,000**	**25,000**	**50,000**

- **Table 3: Revised Funding Allocation**

Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
Section 278	25,000	25,000	50,000
Total Funding Drawdown	**25,000**	**25,000**	**50,000**

Appendix 4: Risk Register

The Risk Register is appended separately

Appendix 5: Preliminary General Arrangement Drawing

The preliminary General Arrangement Drawing is appended separately

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City of London: Projects Procedure Corporate Risks Register

Project Name:	1 Golden Lane Cripplegate House S278 Public Realm	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	5.3	**Open Risks**	4
Unique project identifier:	12434	**Total estimated cost (exc risk):**		**Total CRP used to date**	£ -	**Average mitigated risk score**	4.5	**Closed Risks**	0

General risk classification											Mitigation actions						Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification 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	(4) Contractual/Partnership	The owner does not pay the additional Design and Evaluation costs in a timely manner and it delays the finalisation of S278 agreement beyond extension	This would delay the project programme and put the developer in breach of their obligations	Possible	Serious	6				Close engagement with owner's representatives		Possible	Serious		6	£0.00		15/01/2025	Leila Ben-Hassel	Leila Ben-Hassel		
R2	4	(9) Environmental	underground utilities impede scope of additional greening	This would create a missed opportunity to maximise greening in the scheme	Possible	Minor	3				Surveys have already been undertaken - trial holes will be undertaken to identify suitable locations for additional greening, the scope of which is already covered by the existing budget	£0.00	Possible	Minor	£0.00	3	£0.00	0	15/01/2025	Leila Ben-Hassel	Leila Ben-Hassel		
R3	4	(1) Compliance/Regulatory	Objections to the statutory consultation on the traffic orders to make Brackley Street one-way westbound.	This risk is low as the initial feedback of the consultation on the Bunhill, Golden Lane and Barbican Healthy Neighbourhood Plan indicate strong	Possible	Serious	6	£0.00			Officers will undertake additional informal egagement to promote the benefits of the proposal and minimise the risks of objections during the statutory consultation		Possible	Serious	£0.00	6	£0.00		15/01/2025	Leila Ben-Hassel	Leila Ben-Hassel		
R4	4	(2) Financial	Works costs exceed budget due to unforeseen underground issues and/or inflationary pressures	would impact on budget and programme	Possible	Serious	6	£0.00				£0.00	Possible	Minor	£0.00	3	£0.00		15/01/2025	Leila Ben-Hassel	Leila Ben-Hassel		
R5								£0.00				£0.00			£0.00		£0.00						
R6								£0.00				£0.00			£0.00		£0.00						
R7								£0.00									£0.00						
R8								£0.00									£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
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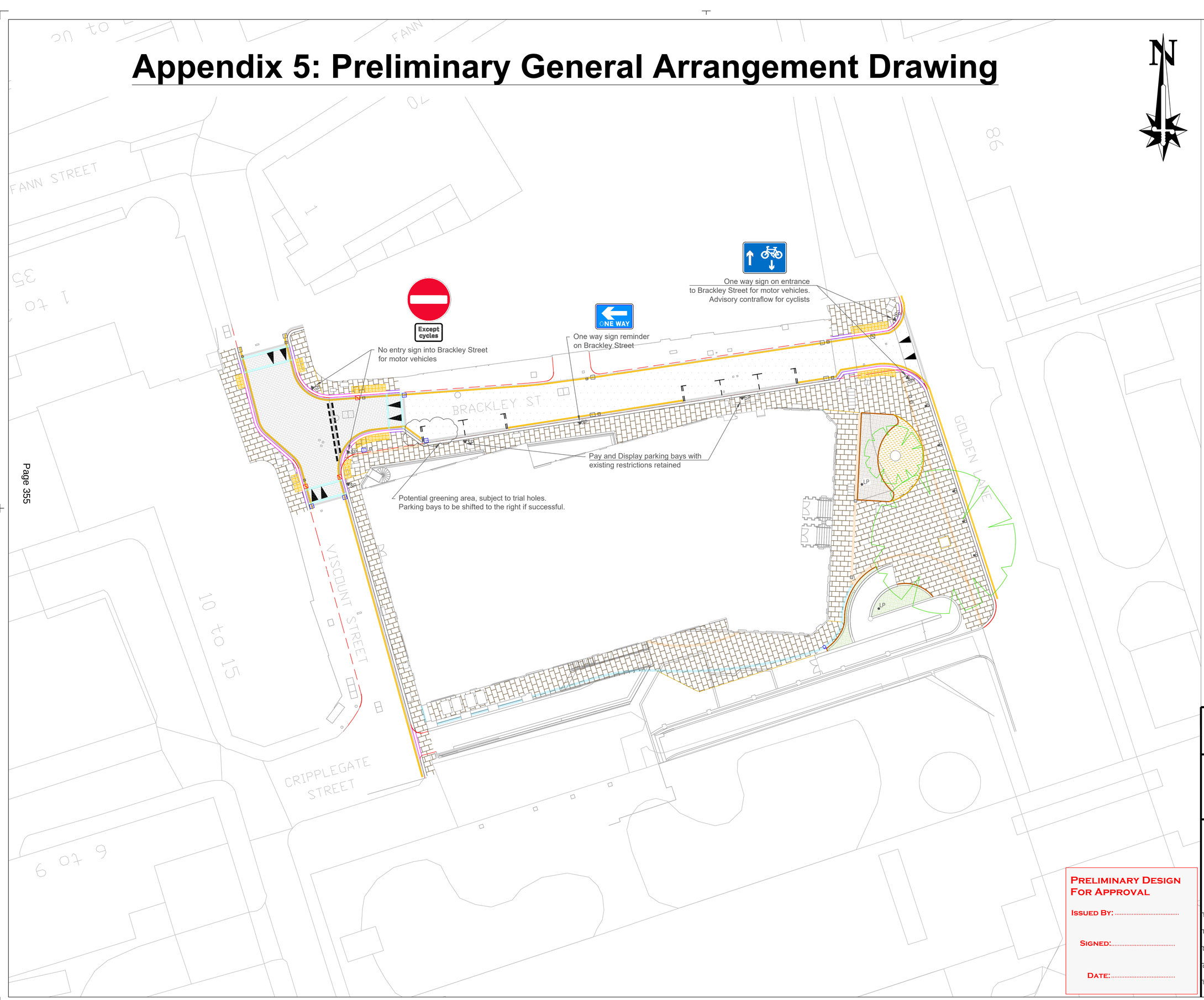
R99								£0.00				£0.00			£0.00		£0.00					
R100								£0.00				£0.00			£0.00		£0.00					

Appendix 5: Preliminary General Arrangement Drawing



NOTES

1. Drawing based on topographical survey received from Velocity (Feb 2023) drawing no. GLD-VEL-XX-XX-DR-D-950101-B
2. The proposed design in the area bounded in red has not been verified by the City of London due to access restrictions from ongoing development.
3. No information to be scaled from this drawing.
4. Works shall comply with current City of London specification for highway works.
5. Exact location and number of dropshaft / gullies will be determined in detailed design stages and will be subject to a drainage survey.
6. Brackley Street to be made one-way westbound (maintaing two-way cycling), with parking bays moved from the north footway to the south, subject to consultation and successful outcome of traffic order change process.
7. Existing street trees to remain and roots protected.
8. Extent and depths of planting areas subject to trial hole investigations.

KEY

- Position of existing kerb line
- Proposed 300mm x 200mm fine picked silver grey granite kerb -125mm upstand
- Proposed 300mm x 200mm fine picked silver grey granite kerb - 0mm upstand
- Proposed 300mm x 200mm fine picked silver grey granite kerb - transitional kerb
- Proposed 150mm x 200mm fine picked silver grey granite kerb - 0mm upstand
- Proposed HRA carriageway resurfacing
- Proposed 225mm x 50mm mastic channel
- Proposed raised 2 colour mix granite sett table with mid-grey border
- Proposed 63mm thick yorkstone paving, 600mm wide, varying lengths to be laid perpendicular to adjacent kerb
- Proposed 63mm thick yorkstone tactile paving
- Proposed 300mm yorkstone channel
- Proposed hauraton channel
- Proposed sign post, bollards & street lighting
- Proposed line marking
- Existing gully & drop shaft connection into sewer
- Proposed new gully / catchpit
- Removal of existing gully
- Proposed planted corten steel bed
- Proposed permeable resin

Preliminary Design For Approval

Issued By: .....

Signed: .....

Date: .....

PROJECT:

1 GOLDEN LANE

TITLE:

PRELIMINARY GENERAL ARRANGEMENT

CLIENT:

Highway Design and Construction

Environment Department
PO Box 270
Guildhall
London
EC2P 2EJ

Tel: 020 7606 3030

City of London

Sheet: SHEET1OF1	
Date: JAN'25	
Designed by: GT	
Checked by: --	
Scale & Drawing Size: 1:200@A1	Revision: B
Drawing No: 100-16800490-GA	

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City of London Corporation Committee Report

Committee(s): Streets and Walkways Sub Committee – For Decision	**Date:** 04/02/2025
Subject: City Cluster Area – programme update report	**Public report:** For Decision
This proposal delivers Corporate Plan 2024-29 outcomes. • Leading Sustainable Environment • Vibrant Thriving Destination • Flourishing Public Spaces	
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: Executive Director, Environment Department	Katie Stewart
Report author: Transport & Public Realm projects, City Operations, Environment Department	Maria Herrera

Summary

This report provides an update on the delivery of the City Cluster programme. Since its adoption in 2019, the programme has delivered on the outcomes of the Corporate Plan, Transport Strategy and Climate Action Strategy. Funding from Section 106 contributions, CIL and external sources has been secured to create an outstanding environment and improve the way that streets and spaces can support the local economy and the Destination City initiative.

The delivery of the programme has been divided into three workstreams as follows:

1. Pedestrian priority and traffic reduction,
2. Wellbeing and climate resilience
3. Activation and engagement

Since the last update report in September 2023, significant progress has been made. Below are the key highlights:

- The Jubilee Gardens enhancement scheme has been completed, with a 75% increase in planting, sustainable drainage and new seating and railings, including an additional entrance. The removal of a central elevated section of the space has created a fully accessible public garden, providing an amenity for all user groups.
- The St Andrews Undershaft Churchyard, Creechurch Lane and Lloyds Avenue enhancement schemes have all been approved with construction scheduled for 2025.
- The Leadenhall Street Transformation project is at public consultation stage; with construction planned to start in Autumn 2025.
- The Fenchurch area healthy streets plan has been initiated and is being developed.
- Officers have worked closely with the Eastern City BID to develop a number of future proposals that are detailed in this report.

Recommendation(s)

Members are asked to:

1. Note and approve the content of this programme update report.

2. Approve the allocation of programme funding of £45,000 from the S106 obligation of 40 Leadenhall Street for staff costs for the management of the City Cluster programme for the next reporting period.

3. Approve the allocation of programme funding of £40,000 from the S106 obligation of 40 Leadenhall Street to develop and deliver the 'City Views' project in partnership with the Eastern City BID and the London Festival of Architecture.

4. Approve the updated funding strategy for the programme as set out in Appendix 2.

5. Note the planned initiation of the Lombard Street/Birchin Lane junction improvements project, fully funded by the Eastern City BID.

6. Note that a feasibility study will be undertaken to assess improvements to the churchyard at St. Botolph's Bishopsgate to address anti-social behaviour and introduce climate resilience measures, funded from the programme management budget.

7. Note that a number of small-scale seating and planting improvements are proposed to be carried out across the area, in partnership with the ECBID, as detailed in this report.

Main Report

Background

1. The City Cluster Vision (CCV) was adopted by Committees in May 2019 and provides a framework for the transformation of the streets and public realm of the area. Projects have been developed under the three workstreams: 1) Pedestrian priority and traffic reduction, 2) Wellbeing and Climate Resilience, and 3) Activation and Engagement. The workstreams support the delivery of the Transport Strategy, Climate Acton Strategy and Destination City initiative.

2. Officers have developed the projects within the workstreams in close collaboration with Ward Members, stakeholders, and the EC BID, through the establishment of a Programme Board. Regular updates have been provided throughout the process to ensure the scope of the workstreams is in line with programme objectives and strategic priorities.

Current Position

3. A Programme Board meeting took place in October 2024, to review and update the Board on the following items:

- The design and progress of the Leadenhall Street Transformation project which included information on the public consultation exercise which will take place between December 2024 - February 2025.

- Presentation of the completed relandscaping scheme in Jubilee Gardens, which is due to open to the public in January 2025.

- Review of the design to improve Lloyds Avenue by relocating payment parking in the vicinity and introducing rain gardens along the street.

- Update on the status of the Creechurch Lane area project. Officers informed the Board of the upcoming statutory consultation on Traffic Management Orders to enable the improvements in Creechurch Lane to be implemented. This consultation is planned to be undertaken in Spring 2025.

- Update on the status of St Andrew's Undershaft church garden improvements which, subject to receiving Faculty Consent, is scheduled to commence construction in Summer 2025.

- The Fenchurch Area Healthy Streets Plan (HSP) was initiated in March 2024. A draft plan is currently being prepared which is being informed by area analysis, surveys, data collection and Healthy Streets checks. The plan is due to be submitted to committees in Summer 2025 for approval to undertake a public consultation on the proposals. A final plan is expected to be adopted by December 2025.

- The EC BID launched their public realm strategy in October. Collaboration between CoL and the BID will ensure that the delivery of projects is coordinated across the area and meets stakeholders' needs.

- Transport for London (TfL) are currently working on the feasibility design for Bishopsgate and further information on timescales for delivery will be provided this year. Regarding the proposals for Monument junction, these will aim to make the junction safer for pedestrians and people cycling to and through the City. Proposals would include the following:
    - Significantly increase pedestrian space and simplify the crossing at the junction with Gracechurch Street and Eastcheap
    - Provide a new signalised pedestrian crossing at King William Street's northern arm and a new pedestrian crossing on the Cannon St arm
    - Provide protection for cycles joining the junction from King William Steet via a new cycle gate
    - Improve numerous crossings around the junction

- TfL are now at the final stages of modelling the proposed changes to understand their effect on the highway network and if any further changes to the design are required. A public consultation on Monument Junction is planned to be undertaken in spring 2025.

- Further details on the Programme update are included in section 5 and Appendix 1 of this report.

4. The following section is a summary of the progress to date and status of live projects:

4.1 Pedestrian priority and traffic reduction workstream

Project	**Update**
Leadenhall Street Transformation project Improvement of this key route to include more space for people walking and wheeling, improved crossings, greening and public realm enhancements, including historic interpretation.	The design of the scheme is being developed considering historical references of the area, functional requirements, traffic movement and underground restrictions to determine the locations for greening and seating. A Gateway 3 report was approved by this committee in November 2024. A public consultation exercise is currently underway, which finishes on 9 February 2025. This consultation is linked with the Aldgate to Blackfriars cycle route consultation as Leadenhall is part of this strategic cycle route.
St Mary Axe Pedestrian priority measures and public realm improvements	This project is currently on hold due to the developments in the area, particularly 1 Undershaft, which will need due consideration in future streetscape planning.
Area wide security project Projects to incorporate appropriate security measures into the streets and public realm across the area.	CCTV cameras have been installed at key locations. Additional physical measures in the Lime Street area are currently being explored.
Creechurch Lane Area Pavement widening, accessibility improvements and planting, to introduce a permanent scheme in place of temporary measures.	A public consultation on the scheme took place in October, with overall positive feedback received. The next step is to progress with the Statutory consultation on Traffic management orders planned to be undertaken in spring 2025.

4.2 Wellbeing and Climate Resilience workstream

Project	Update
St Andrews Undershaft Churchyard improvements. Changes to layout, new planting beds incorporating rainwater harvesting, increased greening, accessibility improvements and additional seating.	Planning permission was received in December 2024 and faculty approval is expected to be obtained by early 2025. Construction is planned to commence in Summer 2025.
Tree planting across the area	A total of twelve trees have been planted in the area in 2023-24. More trees are being planted between February - March 2025
Lloyd's Avenue enhancement scheme Widened pavements and introducing rain gardens and seating as part of the Cool Streets and Greening programme.	A public consultation on the scheme took place in October 2024, with overall positive feedback received. A Gateway 4 report was approved by committees in November, which will enable the project to move forward. The next step is to progress with the Statutory consultation on Traffic management orders planned to be undertaken in spring 2025.

4.3 Activation and Engagement workstream

Project	Update
Sculpture in the City Installation of artwork across the City Cluster area along with school and community workshops and site-specific activities.	The 13th Edition of Sculpture in the City was delivered in July 2024, with a total of ten artworks installed. The legacy of this project is reflected in the ongoing positive working partnership with local stakeholders and business community. The project was delivered by the Destination City and Transport & Public Realm Projects teams.
Eastern City BID collaborative work.	The local business community and the Eastern City BID delivered a series of activities and site-specific interventions during the summer and winter to promote the area, attract visitors and workers. Events included outdoor screens to watch sports events, workshops, Christmas markets, interactive installations with light and music, amongst others.

4.4 Completed projects: Since the last programme report in 2023, the following projects have been completed.

Jubilee Gardens enhancements	Relandscaping, including climate resilient planting and seating, new entrance, and railings.
Green streets and seating	The installation of seating and planters with a flexible, modular design across the area and is part-funded by the Eastern City BID.
Bevis Marks SuDs pilot project	Sustainably drained planters with permeable paving, resilient planting, and seating as part of a pilot project for the Cool Streets and Greening programme.
6-8 Bishopsgate Section 278	An area of footway widening, and reconstruction work as part of the S278 contribution is now complete.
40 Leadenhall Street Section 278	Repaving, tree planting and highway improvements around the new development on Leadenhall Street, Billiter Street, Fenchurch Street and Fenchurch Buildings.
Bevis Marks cycle route	A dedicated cycle lane has been introduced.

4.5 Progress related to current Section 278 projects

1 Leadenhall Street: A S278 scheme on Leadenhall Street and Whittington Avenue. The scope of the project includes delivery of the Leadenhall Street concept design in the proximity of the development with Whittington Avenue being raised and paved with granite setts to provide an enhanced walking environment. Following delays to the development, S278 works are now due to start in February 2025 and complete in the Autumn.

Proposals

5. The City Cluster programme will continue to deliver on the objectives of the Transport Strategy and Climate Action Strategy and support the Destination City growth strategy. The following is a summary of the future projects and opportunity areas that will be developed in 2025-26:

Project	**Proposal**
St Botolph without Bishopsgate Churchyard.	This green space is the largest churchyard in the City Cluster and an important pedestrian route connecting Bishopsgate and Old Broad Street. There are various issues with antisocial behaviour due to the layout of the churchyard. There are also opportunities to explore

	replacing the existing water feature and introducing climate resilience measures. It is proposed to undertake a feasibility study to define the issues and opportunities to improve the Churchyard. This initial work will be done in-house by officers and will be funded from the programme management budget. The initiation of any future project will be subject to confirming funding sources.
City Views	In partnership with the Eastern City BID, this is a project designed to better signify the various destinations across the area, whilst also providing public seating and wayfinding information. The project is planned to be developed with the London Festival of Architecture (LFA) and delivered in 2025. The aims of the project are to: – Better signify the four public viewing platforms and other 'hidden' destinations at street level and communicate their free and public access for all. – Promote walking routes and connections between attractions to support Destination City objectives and growth agenda. - Encourage visitors to spend more time in the area and provide public seating. This project is proposed to be funded in partnership with the Eastern City BID, with the City contributing £40K from the City Cluster programme funding (S106). Matching external funding from the Eastern City BID has been secured, and additional sources will also be explored. The project will be delivered by the CoL Environment department, in collaboration with the Eastern City BID and the LFA teams.
Lombard Street/ Birchin Lane improvements	This proposal will include a raised carriageway on Lombard Street, at the junction with Birchin Lane to provide more space and comfort for people to walk and wheel. The improvements will also address the issue of narrow footways along this very busy route. This project is to be funded by the Eastern City BID and delivered by CoL.
Seating and planting improvements	Seating and planting improvements will be introduced on key pedestrian routes and spaces. Fenchurch Street

	station plaza and Fen Court have been identified as sites which need improvement, along with Eastcheap. These improvements will be funded by the Eastern City BID and CoL through existing project budgets.
London Wall – Camomile Street corridor	Improvements are being looked at for the corridor and gyratory, which includes improvements to safety and opportunities to provide more space for people walking and wheeling, as well as the potential for a new public space in the area. This project is as at the feasibility stage and details on the scope and funding strategy will be presented to Committees at a future date.
Fenchurch Area Healthy Streets Plan (HSP)	The draft plan will be presented to committees in the summer and a public consultation exercise will follow this. Priority projects will be developed following completion of the HSP in late 2025. Funding to deliver the HSP projects is yet to be determined. A Community Infrastructure Levy capital bid is likely to be requested to implement the priority projects.

Corporate & Strategic Implications

6. The City Cluster is identified as a Key Area of Change in the *City Plan 2040* This area of the City will experience the largest increase in working population due to current and projected developments.

7. *The City of London Corporate Plan (2024 – 2029)* outcomes of relevance to the City Cluster Programme are as follows:

   - Corporate Outcome 2 – Leading Sustainable Environment
   - Corporate Outcome 3 – Vibrant Thriving Destination
   - Corporate Outcome 4 – Flourishing Public Spaces

8. *The City's Transport Strategy (2024)* outcomes of relevance to the Programme are as follows:
   - Outcome 1: The Square Mile's streets are great places to walk, wheel and spend time
   - Outcome 2: Street Space is used more efficiently and effectively.
   - Outcome 3: The Square Mile is accessible to all.
   - Outcome 4: People using our streets and public spaces are safe and feel safe.
   - Outcome 5: Improve the experience of riding cycles and scooters in the City.

9. *The Climate Action Strategy* was adopted in 2020 and sets out how the City will achieve net zero, build climate resilience and support sustainable growth

over the next two decades. A key deliverable is the Cool Streets and Greening programme which focusses on improving climate resilience in the public realm.

10. *The Destination City initiative* has recently been re-defined as the growth strategy for the City. Future priorities relevant to the City Cluster Programme are to:
    - Improve pedestrian connectivity between places.
    - Enable a consistently lively and animated ground floor experience.
    - Create an enhanced public realm which is inclusive and welcoming.
    - Encourage more footfall between Friday and Monday.

Financial implications

11. The programme is funding from a mix of sources including S106, CIL, S278, TfL and external contributions. Since the last progress report in autumn 2023, a capital bid for CIL funding was approved in November 2023 to allocate £5.9m towards the delivery of the City Cluster programme. This successful bid will primarily enable the implementation of the flagship project for the area, which is the Leadenhall Street Transformation scheme.

12. This report seeks to drawdown funds from the approved Programme funding allocation to continue the delivery of projects in the area. A total of £85k is being requested to continue the management of the Programme and initiate the City Views project in partnership with local stakeholders. For further detail please see Appendix 2.

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

14. The City publishes an Infrastructure funding statement annually which includes a statement of the infrastructure projects or types of infrastructure which the City intends will be, or may be, wholly or partly funded by CIL. Where proposals for works within the City Cluster programme fall within the scope City of London Infrastructure List, CIL funds may be used towards such works. Furthermore, the removal of regulation 123 of the CIL regulations 2010, that restricted pooling of S106 and CIL contributions now allows local authorities to combine CIL and 106 revenues towards the same infrastructure project or item.

15. Future capital bids will be explored for the continuation of the Programme at the right time.

Resource implications

16. The programme is managed by officers in the Transportation and Public Realm Projects team, with input from the Highways and City Gardens teams as required. An allocation of staff costs is required to continue managing the programme, details are included in the funding tables in Appendix 2.

Legal implications

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

Risk implications

18. The top three programme risks are as follows:

Risk	**Implications**	**Response**
Future funding is not secured for the delivery of medium and long-term projects	At present, funding has been secured to deliver the short-term projects (2023-2027), and the key Leadenhall Street Transformation scheme. Funding for future years (beyond 2027) is uncertain and is subject to future capital bids and allocation of S106 contributions from the local area.	Additional funding sources are being investigated. Officers are working with stakeholders to support the funding of the workstreams.
Delivery timescales are delayed	Projects will need to be coordinated with the on-going developments in the area. This will impose various programme constraints.	On-going communication with developers and contractors is essential, as is the need for flexibility in the programme.
Lack of stakeholder support	The public consultation on the Transport Strategy and individual projects highlighted strong overall support to deliver the initiatives. Other area specific public consultation exercises are	Ongoing communication updates are shared via the Programme Board, and with stakeholders through the public consultation exercises.

	being undertaken as projects get developed.	Project updates are regularly shared with local Ward newsletters, the EC BID, and occupiers.

Equalities implications

19. As projects progress, project specific Healthy Streets Checks, CoLSAT assessments and Equality Impact assessments are undertaken to ensure the projects are complaint with CoL standards and improve the quality of the streets and spaces for all.

Climate implications

20. The Programme supports the aims for the Climate Action Strategy and helps to deliver projects set out in the Cool Streets & Greening programme. The programme delivers on two of the aims of the Climate Action Strategy:

Aim two	To build climate resilience: 1) 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 2) Reduce the risk of flooding through developing sustainable rain and surface water management policies, resulting in a connected system of water recycling, sustainable urban draining and rainwater management measures
Aim three	To champion sustainable growth: 1) Enhance greening and biodiversity across our public realm and open spaces. 2) Reduce pollution and increase the resilience of the Square Mile

Security implications

21. An area wide security project has been developed as a separate workstream and is funded by specific S106 contributions. Reporting on the progress of the project is undertaken via the City's Security Board.

Conclusion

22. The City Cluster programme is delivering a welcoming and attractive street environment to support the City Cluster. The programme will ensure the streets and spaces are high-quality, safe, and inclusive. The ability to place the City Cluster as a destination beyond the working hours, welcoming visitors and workers alike remains a key aim of the programme.

Appendices

- Appendix 1: Programme update (Programme Board presentation)
- Appendix 2: Funding tables

Background Papers

City Cluster Area – programme update Streets and Walkways Sub Committee	26 September 2023

Report Author:
Maria Herrera: maria.herrera@cityoflondon.gov.uk
Environment Department – Transport and Public Realm projects.

Appendix 2. Funding tables.

Table 1: Spend to Date - 16800412: City Cluster Vision - Phase 1 (programme development and management)			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
P&T Staff Costs	119,000	116,539	2,461
Env Servs Staff Costs	3,922	3,921	1
P&T Fees	71,078	67,507	3,571
TOTAL	**194,000**	**187,967**	**6,033**

Table 2: Resources Required to reach the next Gateway - City Cluster Vision - Phase 1 (programme development and management)			
Description	**Approved Budget (£)**	**Additional Resources Required (£)**	**Revised Budget (£)**
P&T Staff Costs	119,000	45,000	164,000
Env Servs Staff Costs	3,922	-	3,922
P&T Fees	71,078	-	71,078
TOTAL	**194,000**	**45,000**	**239,000**

Table 3: Revised Funding Allocation - City Cluster Vision - Phase 1 (programme development and management)			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**

S106 - Pinnacle - LCEIW - 06/01123/FULEIA	82,000	-	82,000
S106 - 6 Bevis Marks - LCEIW - 09/00450/FULMAJ	50,000	-	50,000
S106 - 40 Leadenhall Street - LCEIW - 13/01004/FULEIA	62,000	45,000	107,000
TOTAL	**194,000**	**45,000**	**239,000**

Table 4: Resources Required - City Views Project	
Description	**Resources Required (£)**
P&T Fees	20,000
Works	20,000
TOTAL	**40,000**

Table 5: Funding Allocation - City Views Project	
Description	**Funding Adjustments (£)**
S106 - 40 Leadenhall Street - LCEIW - 13/01004/FULEIA	40,000
TOTAL	**40,000**

City Cluster Area Programme Board

30 October 2024
10:00 - 11:30

Guildhall North Wing;
Ground floor room No. 2

MS teams

Agenda:

	Item	Time
1	Leadenhall Street Transformation	25 min
2	Programme Update	25 min
3	Area updates	10 min
4	Eastern City – BID update	10 min
5	AOB	5 min

1. Leadenhall Street transformation





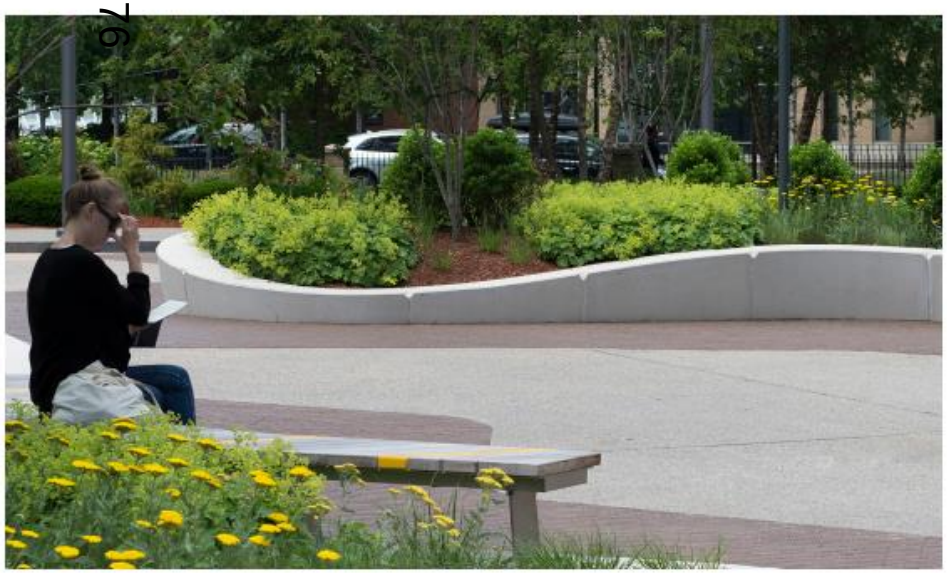

KEY
Potential Tree Planting, subject to verification
Potential Tree Planting and/or planters, subject to verification
Existing tree
LEADENHALL STREET
BILLITER STREET

Planters - Smooth Flowing Forms

Gentle radii / organic transitions / natural forms









High Quality Materials

Granite edges / timber seating tops / metal armrests / anti-skate details





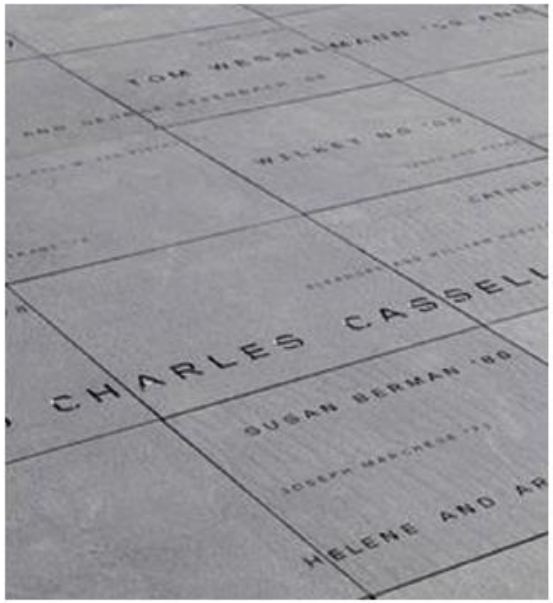


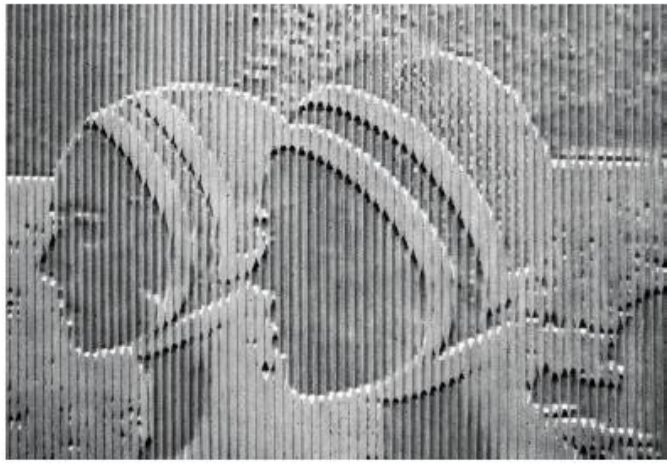


Expressed through a variety materials and reliefs

Micro-etching, natural stone inlays, metal inlays, metal casting, timber carving, routing

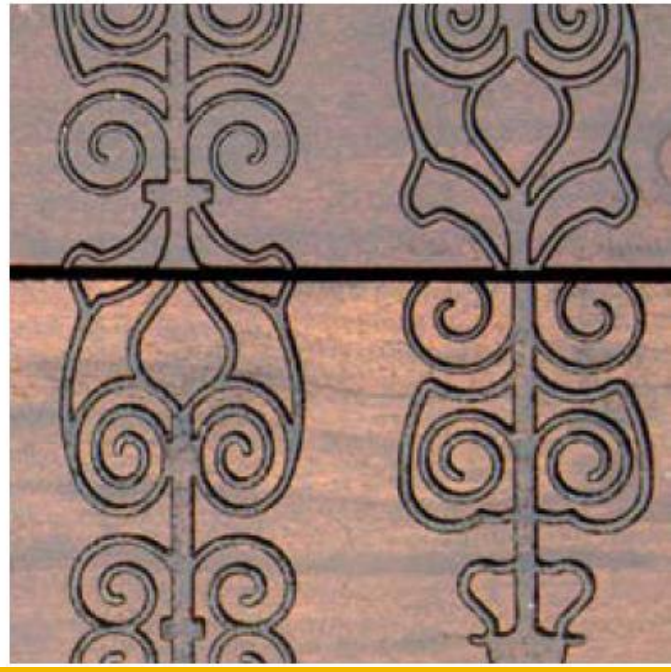












The Alleyways

Highlighting the hidden and revealing the forgotten

Option - Integrated in the paving









Name . Date . Different surface treatment

Public Consultation :

- 'Main Hub' Consultation webpage hosting the latest design information, with link to a response questionnaire
- On-street information totems
- Informative drop-in sessions in the local area
- Leaflet distribution



Example . Information totem.

Enlivening Leadenhall

Leadenhall Street Transformation Project







www.cityoflondon.gov.uk/projectnamehere

CITY OF LONDON

EASTERN CITY

Enlivening Leadenhall

Leadenhall Street Transformation Project











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Please visit our website or scan the QR code for further details.

www.cityoflondon.gov.uk/projectnamehere

CITY OF LONDON

EASTERN CITY

Leadenhall Street – outline programme

Under construction

6-8 Bishopsgate *complete*

40 Leadenhall street – *complete*

1 Leadenhall (incl Whittington Avenue) – 2025

November 2024

Options appraisal report approval of:

-Outline design

- Consultation strategy

January - February 2025

Public Consultation:

-Webpage

-Drop-in sessions

-Leaflet

(duration 6 weeks)

Summer 2025

Detailed Design Approval & Authority to Start Work

-Detailed design

-Construction programme

-Update to stakeholders

Autumn 2025

Construction Start

Following completion of work at 1 Leadenhall

to be delivered in phases.

2. Programme Update

Jubilee Gardens

Jubilee Gardens – Previous site condition



Jubilee Gardens – Plan







St Andrews Undershaft

St Andrews Undershaft – aerial view



Creechurch Lane Area

Creechurch Lane– Proposed improvements



Lloyd’s Avenue improvements

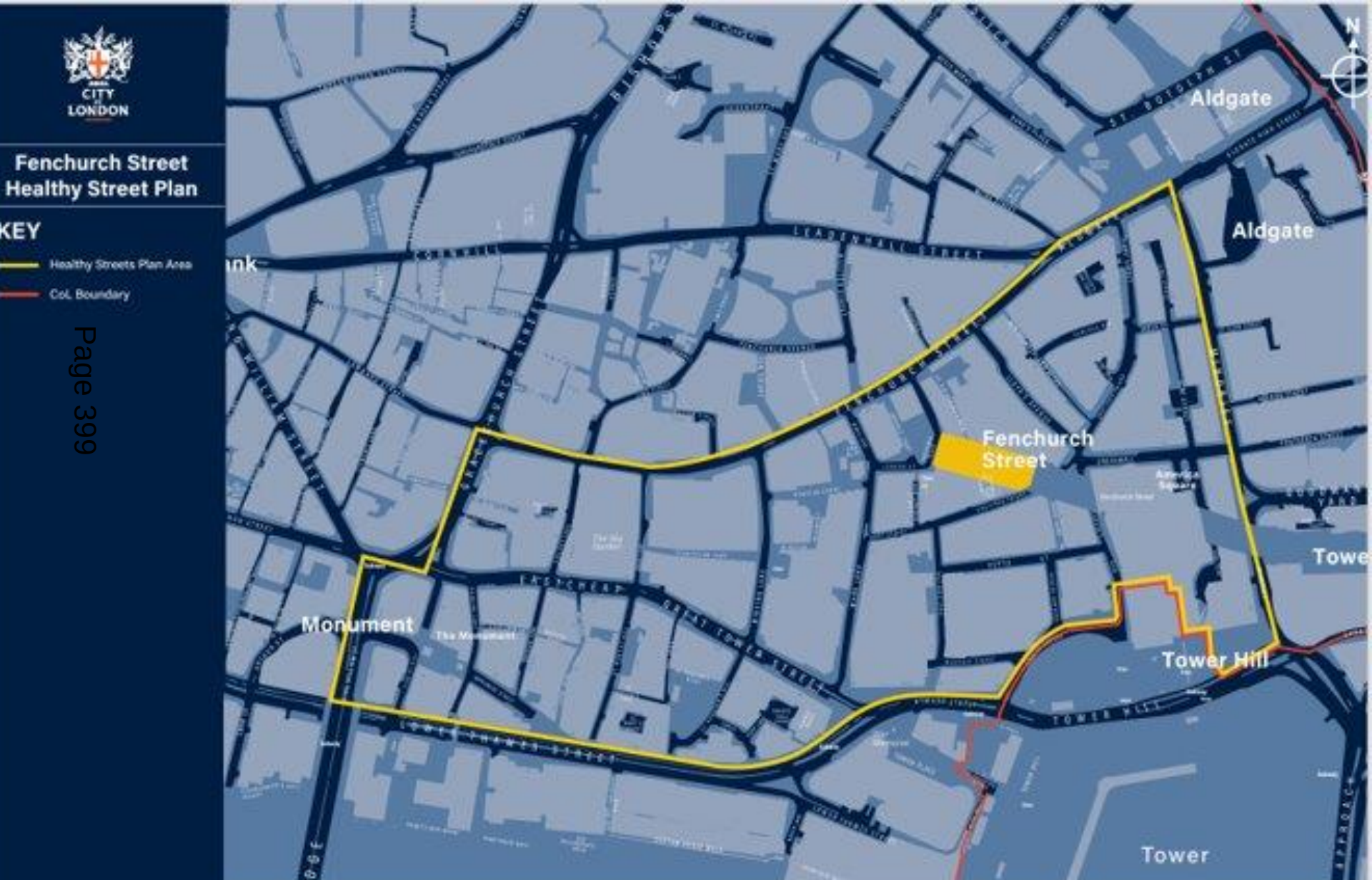
Lloyds Avenue– Current site condition




COFFEE
FOOD



Fenchurch Area Healthy Streets Plan


CITY OF LONDON
Fenchurch Street Healthy Street Plan
KEY
Healthy Streets Plan Area
CoL Boundary
N
Aldgate
Aldgate
Fenchurch Street
Monument
Tower Hill
Tower

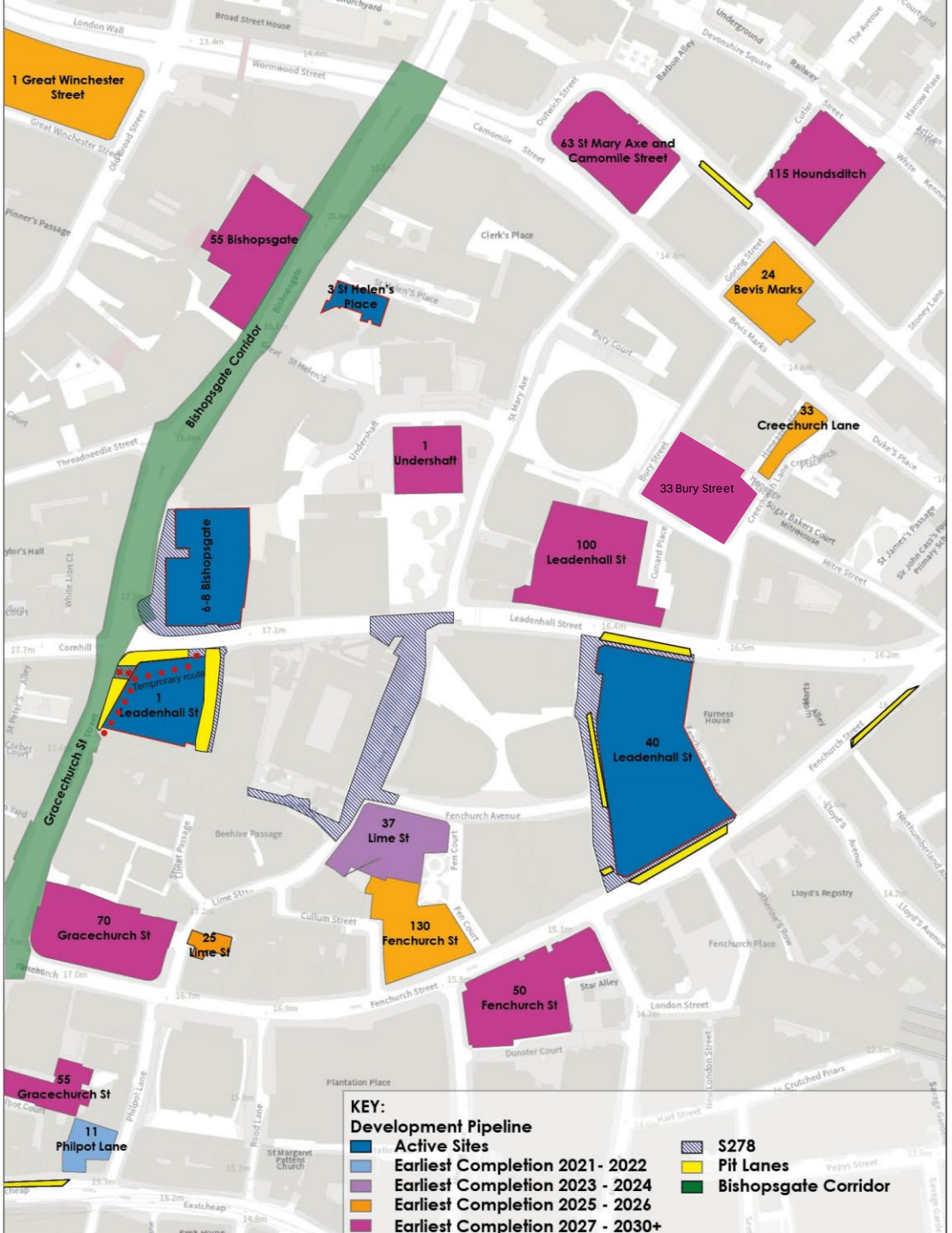
Fenchurch HSP - Outline Programme:

- Current status - Data collection, Healthy Streets checks, Draft Plan preparation.
- May 2025 – Draft plan presented for programme board review
- September 2025 – Public consultation on the draft plan
- December 2025 – approval of the plan.

3. Area updates

- Transport for London
- Development pipeline
- Planning policy update

City Cluster Area



4. Eastern City BID update

A Public Realm Vision for the Eastern City

October 2024

EASTERN CITY

Publica

CHRISTINA NORTON

NRP NORMAN ROURKE PRYME

Donald Insall Associates

Why public realm and why now?

- **Alignment with business and environmental priorities**
  The public realm is both affected by the changing climate, and must play a role in helping to achieve net zero. Creating an inviting public realm supports local business priorities by contributing to ESG goals and creating an inclusive, diverse, and welcoming place.

- **More workers, more visitors**
  More workers are returning to the office, with more workers joining them as various development schemes reach completion. Through the Corporation's Destination City programme, and with increasing attention given on supporting cultural uses, more visitors, both international and local, will come to the City for non-work activities.

- **An evolving street network**
  The City of London Corporation, and Transport for London, are undertaking projects that will decongest the streets and meaningfully transform public space across the BID area. This Vision complements ongoing plans and projects, connecting the dots, and filling in the gaps between these various studies.

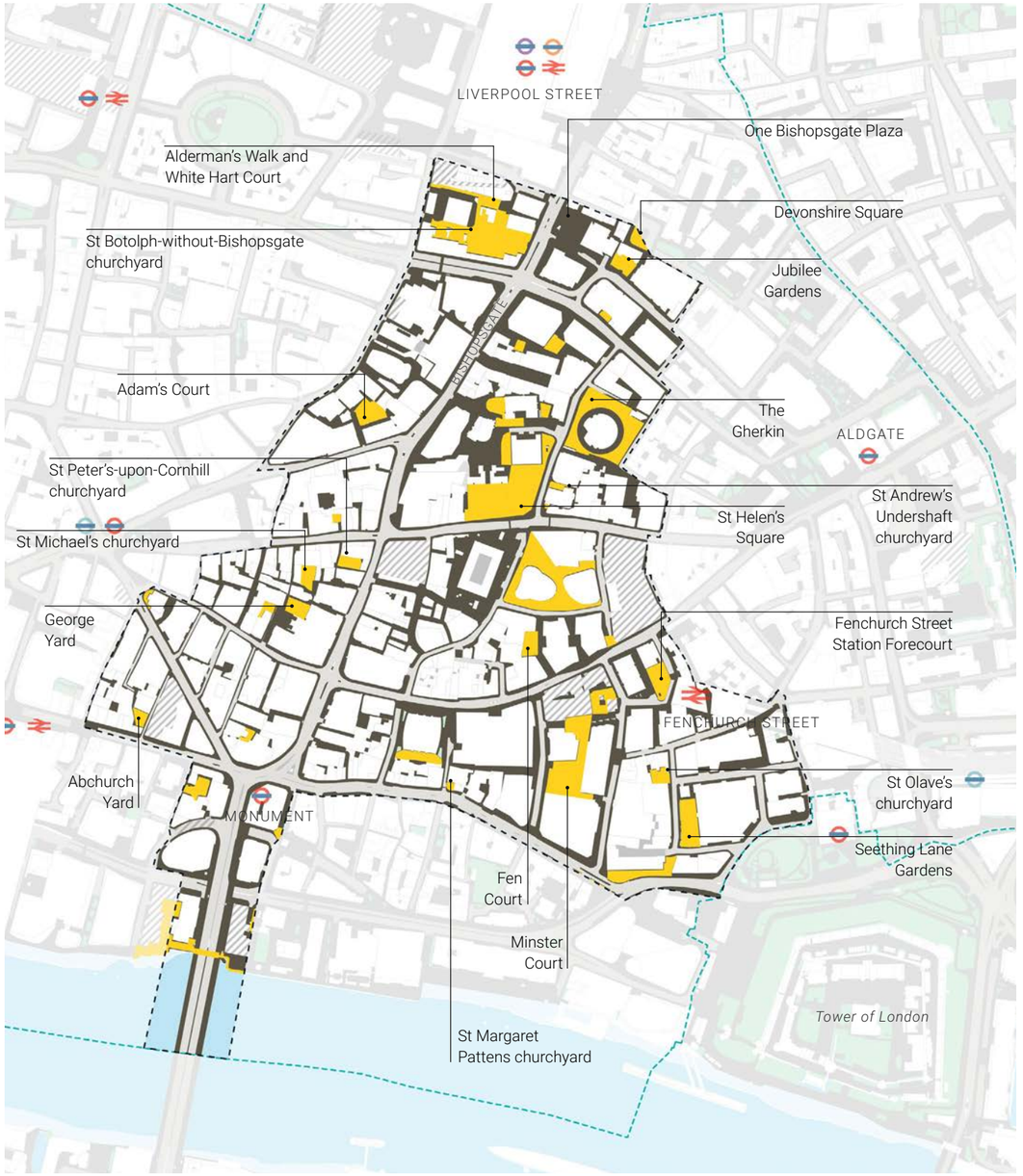


fig. 1 The public relam network across the EC BID area

All public realm (pavements, general open spaces)

City of London-defined open spaces

About the project

Evidence base

PUBLIC AND STAKEHOLDER ENGAGEMENT

HERITAGE RESEARCH

TRANSPORT ANALYSIS

POLICY AND CONTEXT ANALYSIS

ON-SITE RESEARCH

SPATIAL ANALYSIS

The Public Realm Vision

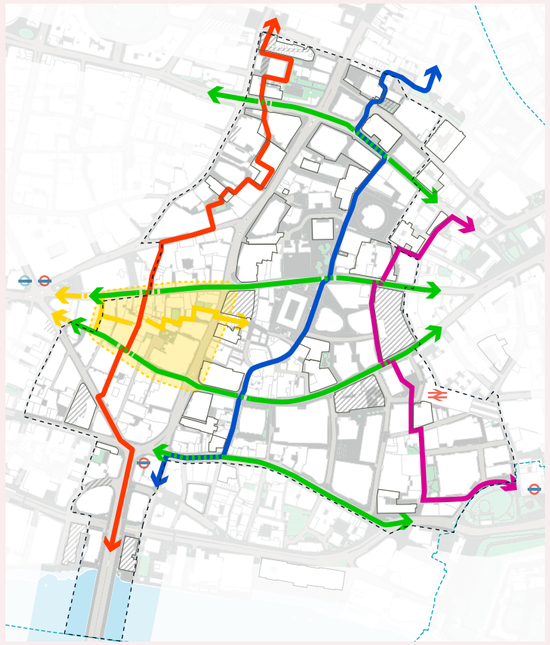
AIMS AND GUIDING PRINCIPLES

RECOMMENDATIONS FOR AREA-WIDE PROJECTS



PROJECT FAMILIES

PRIORITY SPATIAL PROJECTS



We envision a future public realm of the Eastern City defined by:

Aims

Welcoming spaces.

Resilient trees and planting.

Lively uses and activity.

Intuitive navigation.

Historic character and lighting.

A mobility environment that is accessible for all.

A safe and inclusive neighbourhood.

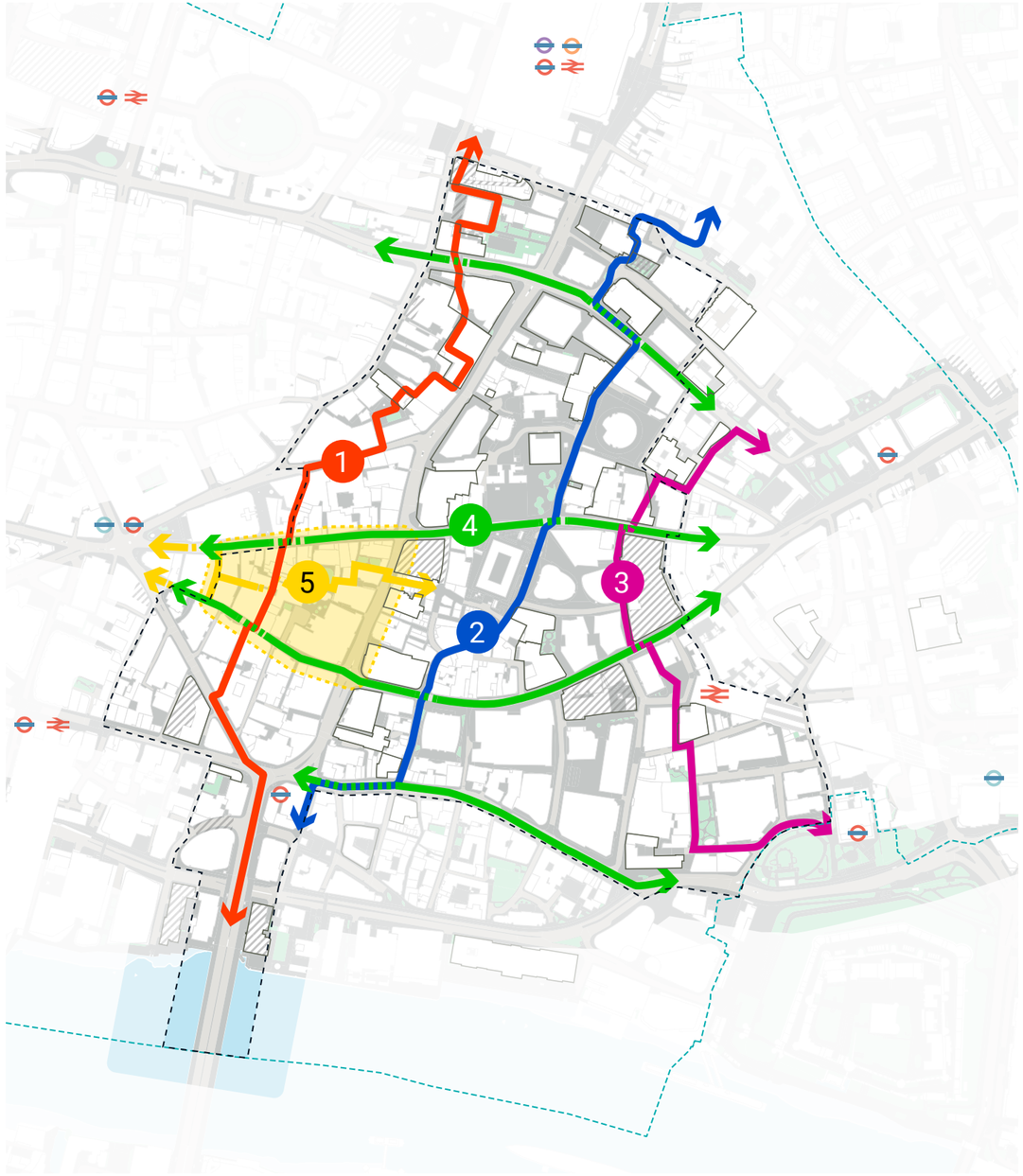
Promote streets and spaces where all users feel safe and share in a sense of belonging.



Project families

- Five families of projects focusing on different routes through the Eastern City area.
- Priority projects have been highlighted and selected through an analysis of what's already being funded or delivered by the City or by private developers, and those interventions that would have a high-impact on the quality of the public realm across the BID area.

1. The route from London Bridge to Liverpool Street, running north to south on the western side of Gracechurch Street and Bishopsgate.
2. The route from Monument to Spitalfields, running north to south on the eastern side of Gracechurch Street and Bishopsgate.
3. The southeastern gateways of the area, connecting Aldgate, Tower Hill, the Tower of London, and the riverfront to the Eastern City area.
4. The east-west routes that run through the area, connecting Aldgate to Bank and Fleet Street beyond.
5. The area's historic core, the remaining blocks of medieval courts, Victorian shopfronts and the alleyways that connect them.



London Bridge to Liverpool Street

Provides an alternative north-south route using historic lanes and alleyways to provide a more pleasant journey between two important transit hubs.

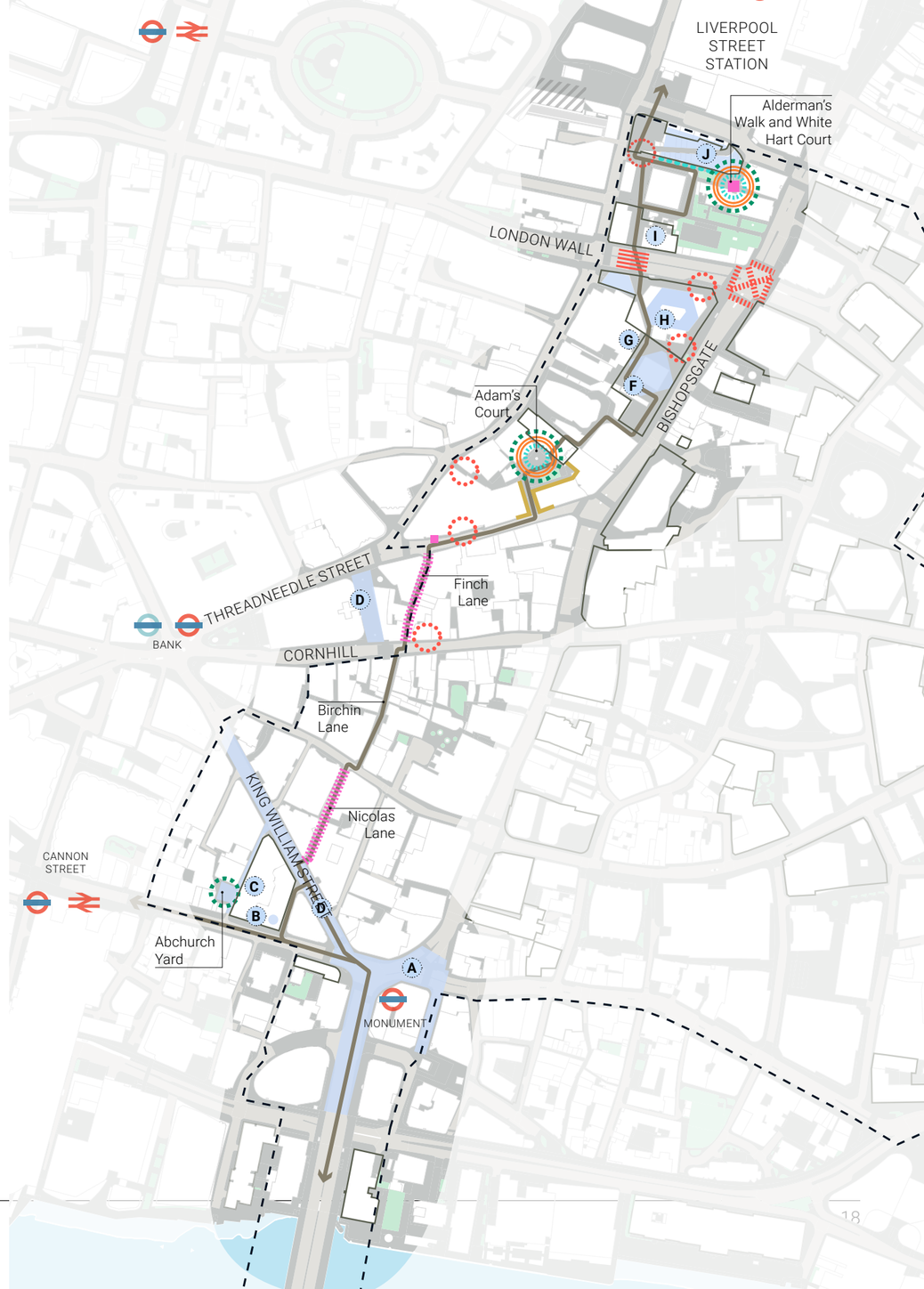
RECENT AND UPCOMING PROJECTS

- A Monument Junction improvements (TfL)
- B New Bank tube entrance (TfL)
- C Improvements to Abchurch Lane from TfL scheme
- D King William Street improvements (CoL)
- E Royal Exchange plaza improvements
- F New covered public space at 55 Bishopsgate
- G New connections through 55 and 99 Bishopsgate
- H New cultural attraction and food market at 99 Bishopsgate
- I New connection through 55 Old Broad Street
- J New food market at Liverpool Street

☐ Development pipeline

PROPOSED IMPROVEMENTS

New or improved public space	Welcoming public space
Opportunity for publicly-accessible ground floor	
Opportunity for planting	Resilient trees and planting
Space for events	Lively uses and activity
Dressing up the street	
Wayfinding totem	Intuitive navigation
Opportunity for paved street	
Signpost to spaces at height	
Heritage facade lighting	Historic character and lighting
Alleyway lighting scheme	
Timed street closure	
New pedestrian crossing	Walkable and wheelable
Space for dockless bike parking	
Opportunity for reimagined heritage project	Safe and inclusive
Opportunity for play	



Lombard Street at Birchin Lane

Lombard Street connects Bank to Gracechurch Street, and is a quiet, low-traffic street. The heritage buildings and features, when paired with the long view to the Walkie Talkie building, creates a distinctive environment, specific only to this place in London.

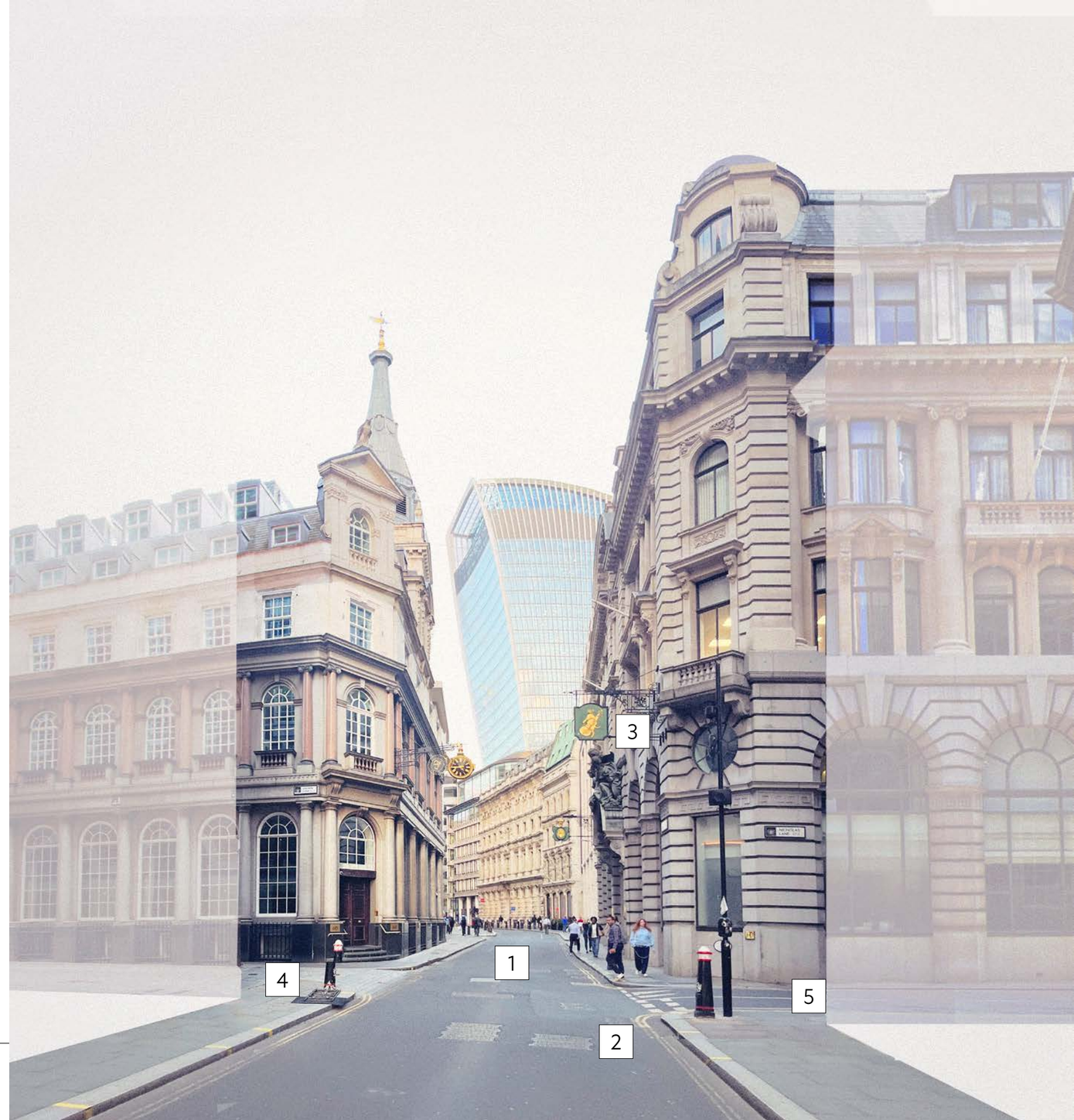
1 Low motor vehicle traffic flow

2 Existing contra-flow cycle lane lacks clear demarcation from incoming traffic

3 Heritage signage contributes to the historic character of the area

4 Surface treatment on Birchin Lane supports implicit wayfinding

5 Nicholas Lane is used as a cut-through and is lined with blank frontages and loading bays



Lombard Street at Birchin Lane
Celebrating heritage

OPPORTUNITIES

1 Paved carriageway improves setting of heritage buildings

2 Raised carriageway at junction of Lombard Street, Brichin Lane and Nicholas Lane provides implicit wayfinding and supports secondary north-south pedestrian route

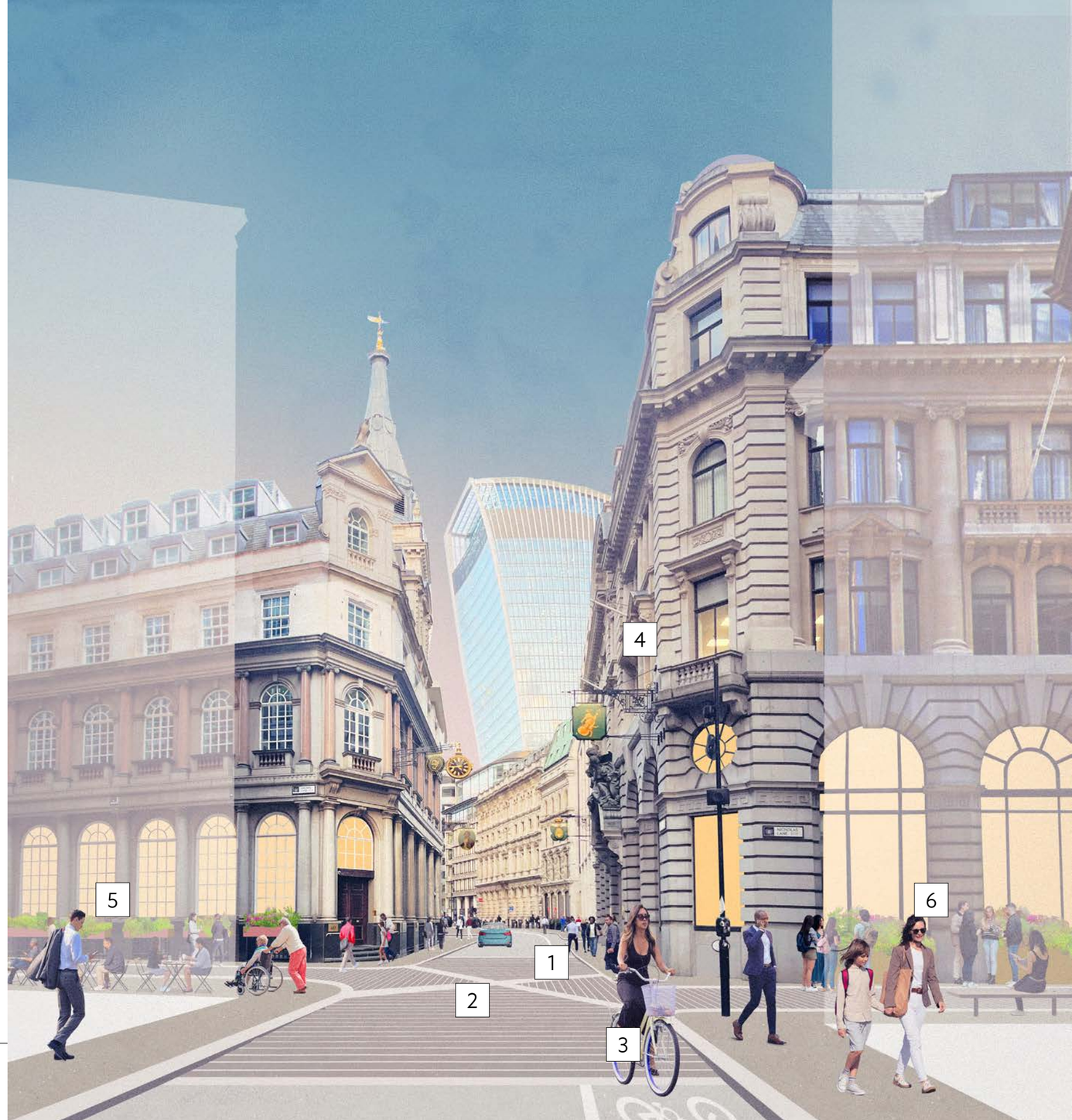
3 Improved cycling infrastructure with new markings to dedicated contra-flow cycle lane

4 Improved lighting and celebration of heritage features with additional signage

5 Additional seating to support active uses along Birchin Lane

6 Improved setting at Nicholas Lane with reduced loading access requirements following consolidated servicing strategy

7 Opportunity to use public art to celebrate abolitionist history at George Yard



Monument to Spitalfields

Weaves through tall, contemporary office towers and highlights smaller-scale spaces for dwelling and engaging with the commercial history of the area.

RECENT AND UPCOMING PROJECTS

- (A) Monument Junction improvements (TfL)
- (B) Proposed food market at 70 Gracechurch
- (C) Potential to improve Cullum Street through Fountain House development
- (D) St Andrew's Undershaft churchyard improvements (CoL)
- (E) Developments along western side of St Mary Axe
- (F) Recently improved cut-through at St Mary Axe
- (G) Jubilee Gardens (CoL)

☐ Development pipeline

PROPOSED IMPROVEMENTS

New or improved public space	Welcoming public space
Opportunity for publicly-accessible ground floor	
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Space for events	Lively uses and activity
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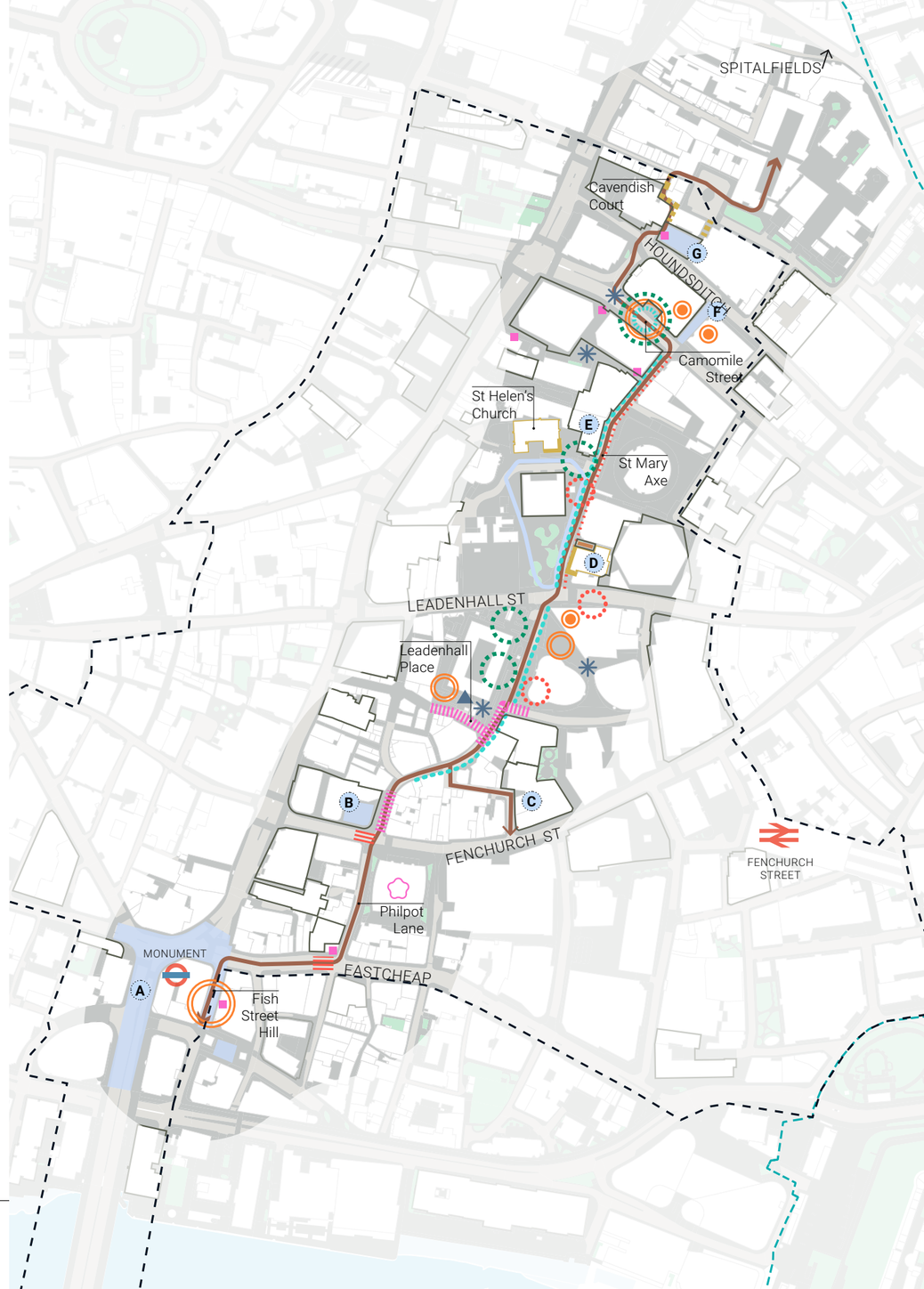
Space for dockless bike parking	
Opportunity for reimagined heritage project	Safe and inclusive
Opportunity for play	



Camomile Street

Camomile Street sees high traffic flows, including buses, heavy goods vehicles, taxis, and private cars, as well as cycles. Pedestrian movement is high due to the proximity to Liverpool Street Station, but there are just two pedestrian crossings. The pavements, though relatively wide for the area, can get highly congested at commute times and lunchtime. There is little opportunity to stop and rest, and minimal greening.

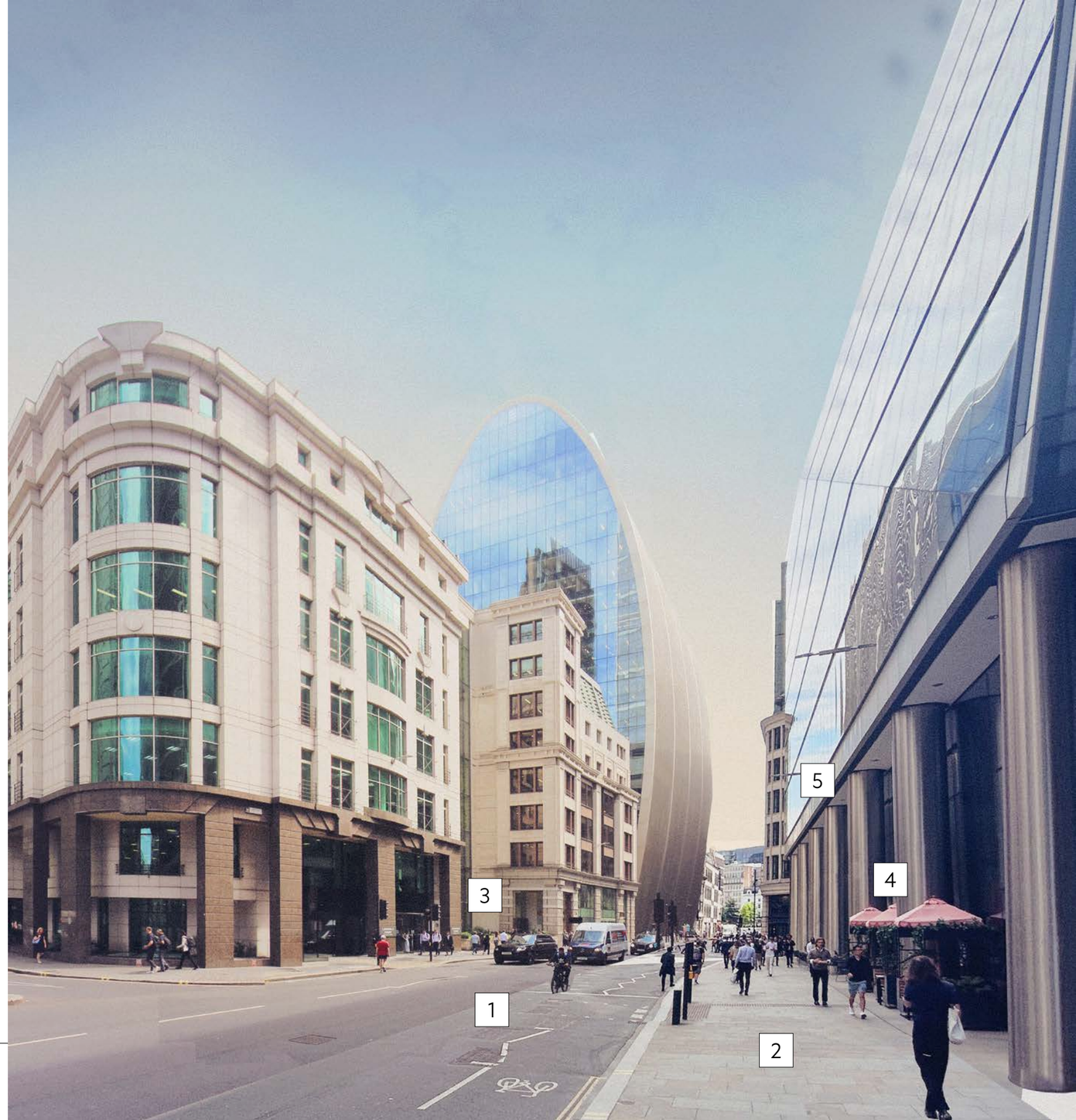
1 High motor vehicle flows and limited pedestrian crossing opportunities

2 Uneven footway allocation with one side considerable wider than the other

3 Lack of planting and areas for dwelling

4 Limited active uses and outdoor seating

5 The existing material palette is overwhelmingly cold and stark



Camomile Street
A new park for the City of London

OPPORTUNITIES

1 A transformational rearrangement of Camomile Street and Houndsditch creates the opportunity for a new piece of public space with significant greening. New planting beds with integrated seating and diverse mix of species provide spaces for dwelling

2 Removed gyratory system. Houndsditch reconfigured to allow two-way traffic

3 Proposed active uses support the activation of this new public space

4 Two-way cycle lane through new public space

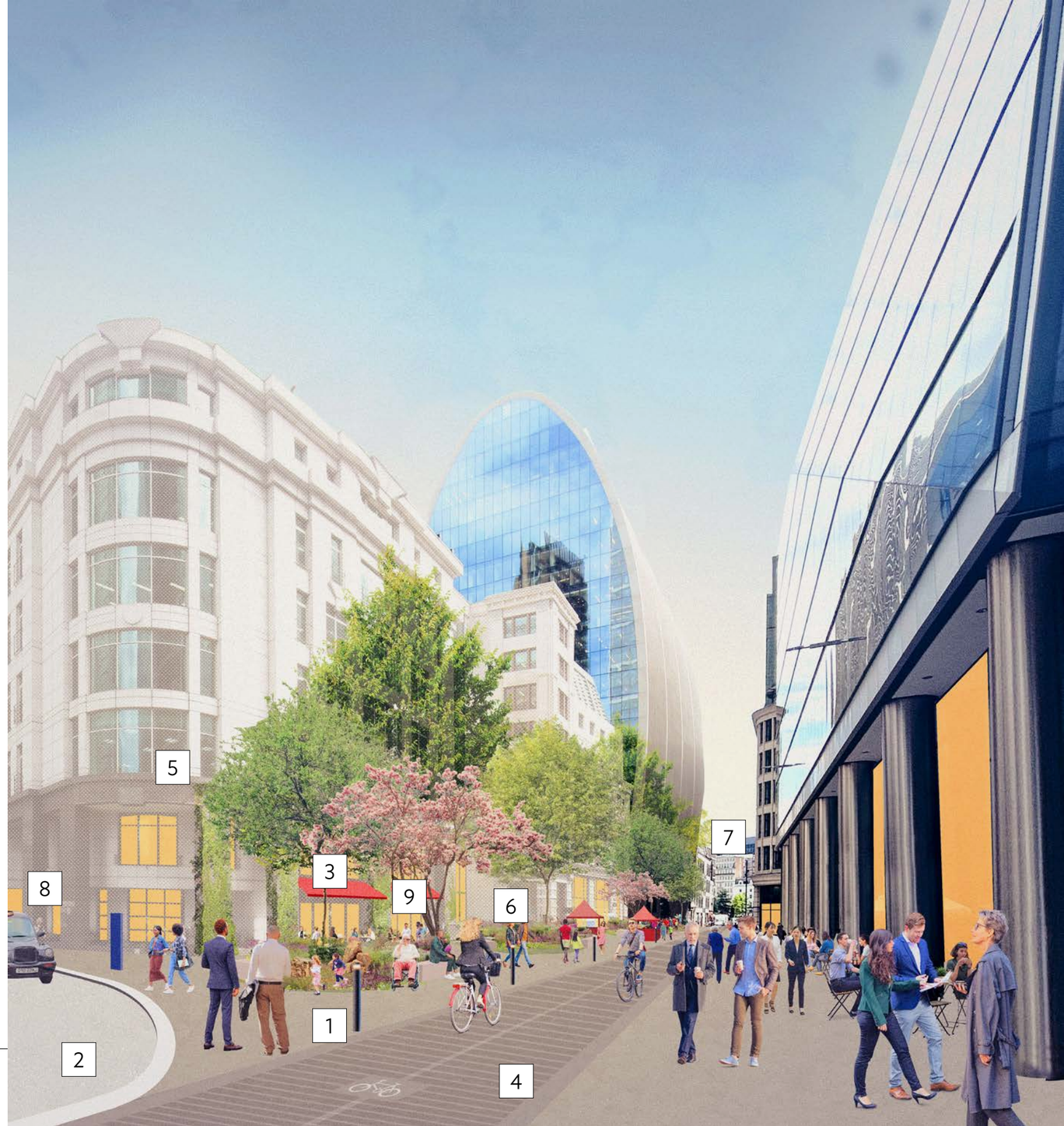
5 Vertical planting to building facade

6 Wayfinding totem and public art aid navigation across the area

7 Additional cycle parking along Bevis Marks, with areas set aside for bike and scooter hire parking

8 Widened and relocated crossing improves connectivity with Liverpool Street Station

9 Play features that evoke London Wall heritage



Tower Hill to Aldgate

Strengthens the connections with Whitechapel and the Tower of London—sites of enormous cultural and historic significance to tourists and residents alike—and improves the arrival experience to the Eastern City.

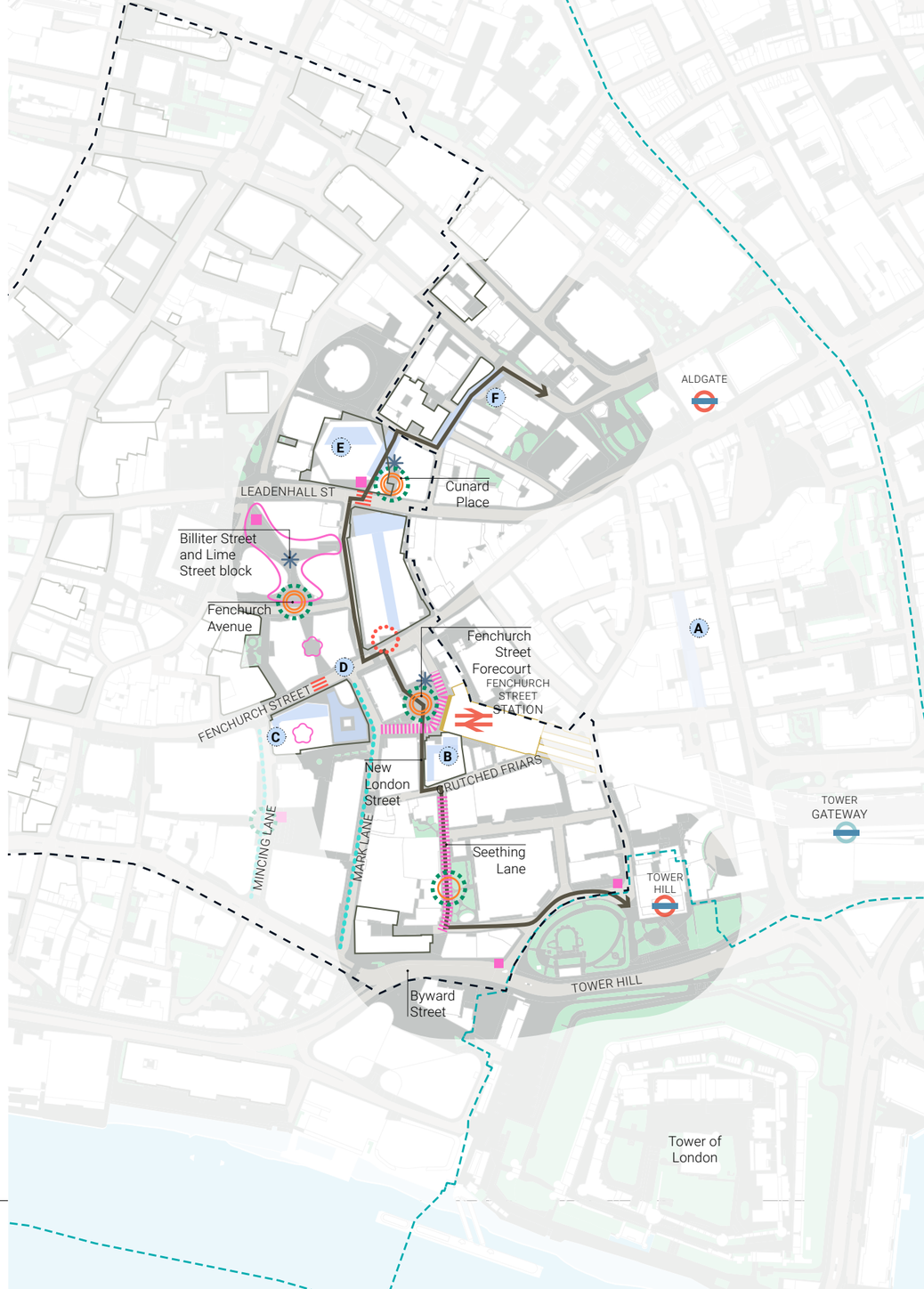
RECENT AND UPCOMING PROJECTS

- A — Vine Street improvements (Aldgate BID)
- B — New, active ground floor at New London House
- C — New route through 50 Fenchurch Street
- D — Improved crossing of Leadenhall Street through CoL scheme
- E — New route through 100 Leadenhall
- F — Creechurch Lane improvements (CoL)

☐ Development pipeline

PROPOSED IMPROVEMENTS

New or improved public space	Welcoming public space
Opportunity for publicly-accessible ground floor	
Opportunity for planting	Resilient trees and planting
Space for events	Lively uses and activity
Dressing up the street	
Wayfinding totem	Intuitive navigation
Opportunity for paved street	
Signpost to spaces at height	
Heritage facade lighting	Historic character and lighting
Alleyway lighting scheme	
Timed street closure	
New pedestrian crossing	Walkable and wheelable
Space for dockless bike parking	
Opportunity for reimagined heritage project	Safe and inclusive
Opportunity for play	



Fenchurch Street Station

Fenchurch Street Station opens up onto a sizeable public space, left largely open to allow for pedestrian movement to the station. Recently, the BID added terracotta planter benches along some active frontages. Every Tuesday to Friday, a lunchtime food market attracts workers from the surrounding office buildings. The hotel development at New London House will open up onto the space, which will make the space feel more active later into the evening.



1 Existing planting beds lack a diverse mix of planting and do not provide visual interest.

2 Existing granite benches feel cold and wet in the winter months

3 Lunchtime market is popular and would benefit from a dedicated space

4 Existing lamp columns are outdated and do not provide adequate lighting levels to create a safe space at night

Fenchurch Street Station
A safe and inviting gateway

OPPORTUNITIES

1 Reconfigured in-ground planters with biodiverse planting, improved seating and low-level lighting create a more welcoming space for dwelling

2 Improved route-through to the station

3 Paved and flush carriageway for an improved arrival experience along Fenchurch Place and London Street

4 Uplighting to station facade highlighting heritage features

5 Decluttered public space to host weekly lunchtime market

6 Existing trees retained

7 Retained taxi rank

8 Proposed hotel lobby and meanwhile active uses support the activation of the new piazza throughout the day and evening

9 Opportunity for playable features



West to East

Enhances the character of these functional streets that connect east and west sides of the City,

RECENT AND UPCOMING PROJECTS

- A Cornhill traffic scheme (CoL)
- B New route through 1 Leadenhall Street
- C New route through 70 Gracechurch Street
- D New route through 50 Fenchurch Street
- E Junctions improvements through Monument Junction and Gracechurch/ Bishopsgate schemes (TfL)
- F Fenchurch Street Healthy Streets Plan (CoL)
- G Leadenhall Street improvements (CoL)
- H London Wall study (CoL)

☐ Development pipeline

PROPOSED IMPROVEMENTS

New or improved public space	Welcoming public space
Opportunity for publicly-accessible ground floor	
Opportunity for planting	Resilient trees and planting
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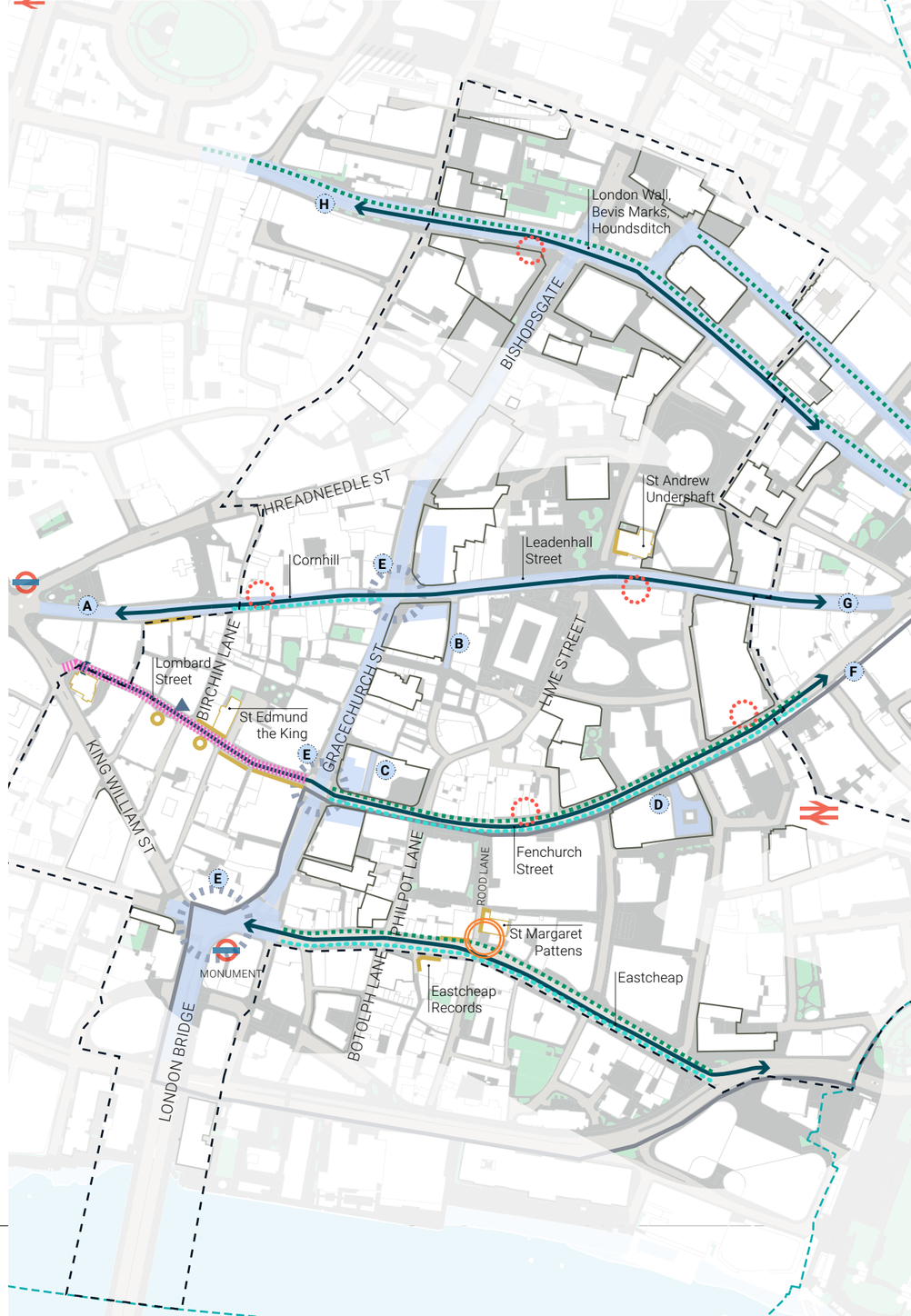
Opportunity for play	



Eastcheap

Eastcheap is a busy east-west boulevard connecting Monument to the Tower of London. It is heavily used by vehicles and pedestrians. Eastcheap sits within the City of London's Fenchurch Street Healthy Streets Plan. Existing evening uses on Eastcheap create a pocket of after-dark activity anchored around Eastcheap Records, and could be celebrated as a mini cultural cluster.

1 Narrow and congested footways

2 Delightful architectural features aren't suitably lit and go unnoticed in the evening

3 Active use activates St Margaret Pattens' forecourt

4 Church spire acts as a wayfinding landmark during the day



Eastcheap
A *flexible thoroughfare*

OPPORTUNITIES

1 Widened footways provide space for additional seating, planting and cycle parking

2 Consolidated and raised loading bays integrated to the footways on both sides of Eastcheap. Timed and shared use bays that provide loading at times that align with the City Plan 2040 and avoid peak pedestrian hours (i.e. no deliveries between 7am-10am, 12pm-2pm and 4pm-7pm on weekdays)

3 Opportunity for cultural banners and posters to be installed that celebrate cultural events and contribute to general identity of place

4 Lighting to heritage features and notable façades along southern side of the street, echo the existing lighting of façades on the northern elevation

5 Additional circular bench to existing feature tree to support active uses

6 Lighting to church spire to aid wayfinding after-dark

7 Improved cycle facilities



Bank to Leadenhall Market

Enhances the distinctive character of this central block through lighting, wayfinding, and heritage interventions.

RECENT AND UPCOMING PROJECTS

- A Cornhill traffic scheme (CoL)
- B Junctions improvements through Monument Junction and Gracechurch/ Bishopsgate schemes (TfL)
- C New route through 1 Leadenhall Street
- D New route through 70 Gracechurch Street
- E Birchin Lane public realm improvements (CoL)

☐ Development pipeline

PROPOSED IMPROVEMENTS

New or improved public space	Welcoming public space
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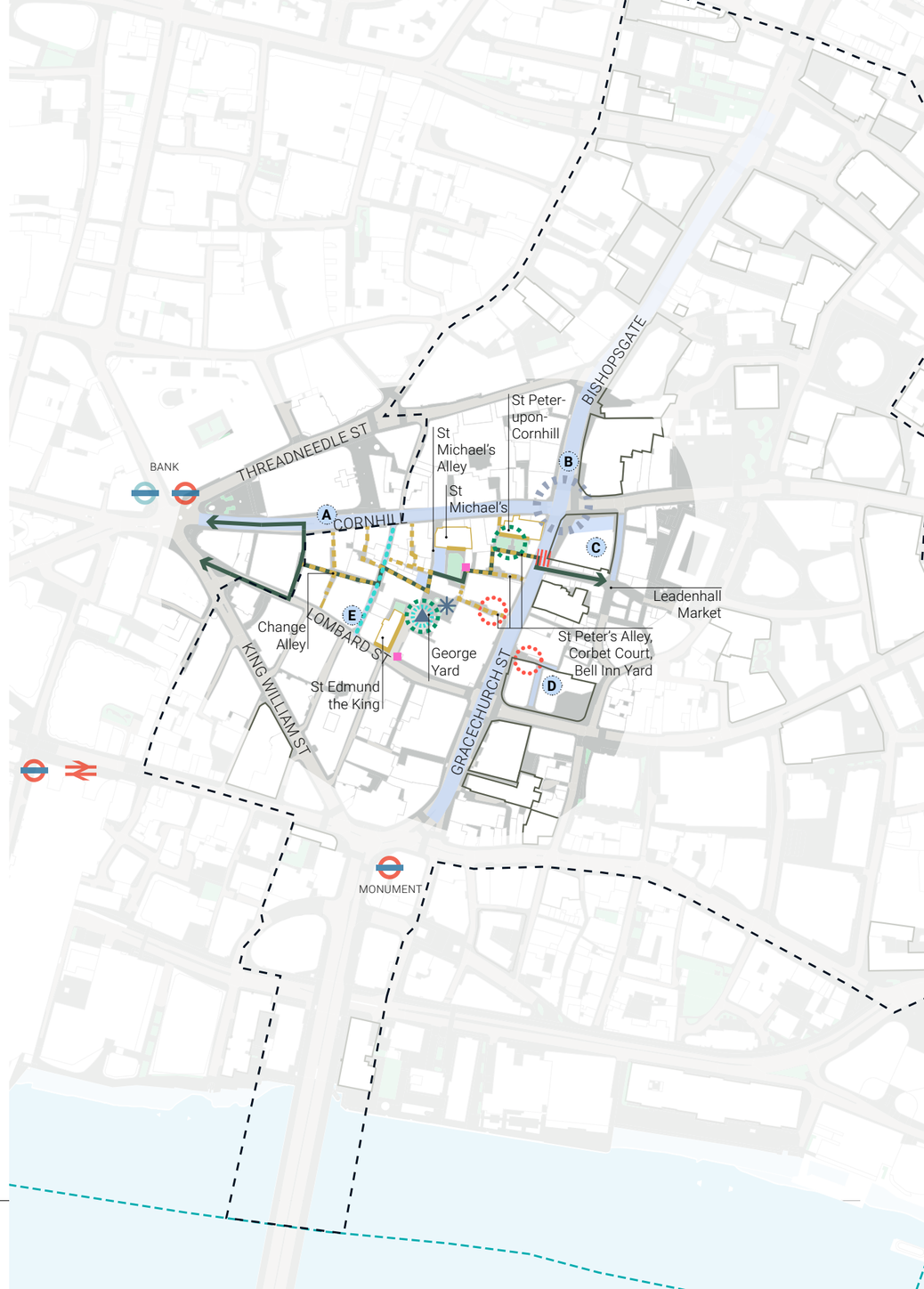


Next steps

Partner.

Collaborate.

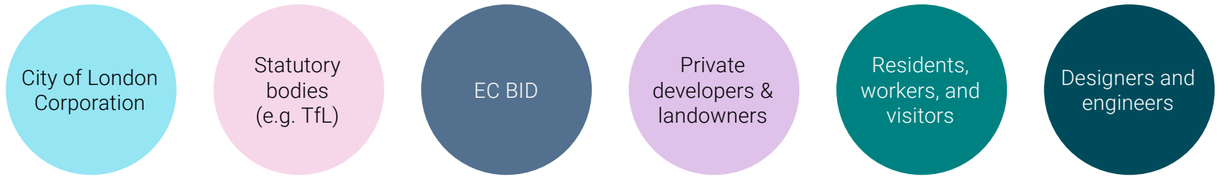
Share knowledge

Convene.

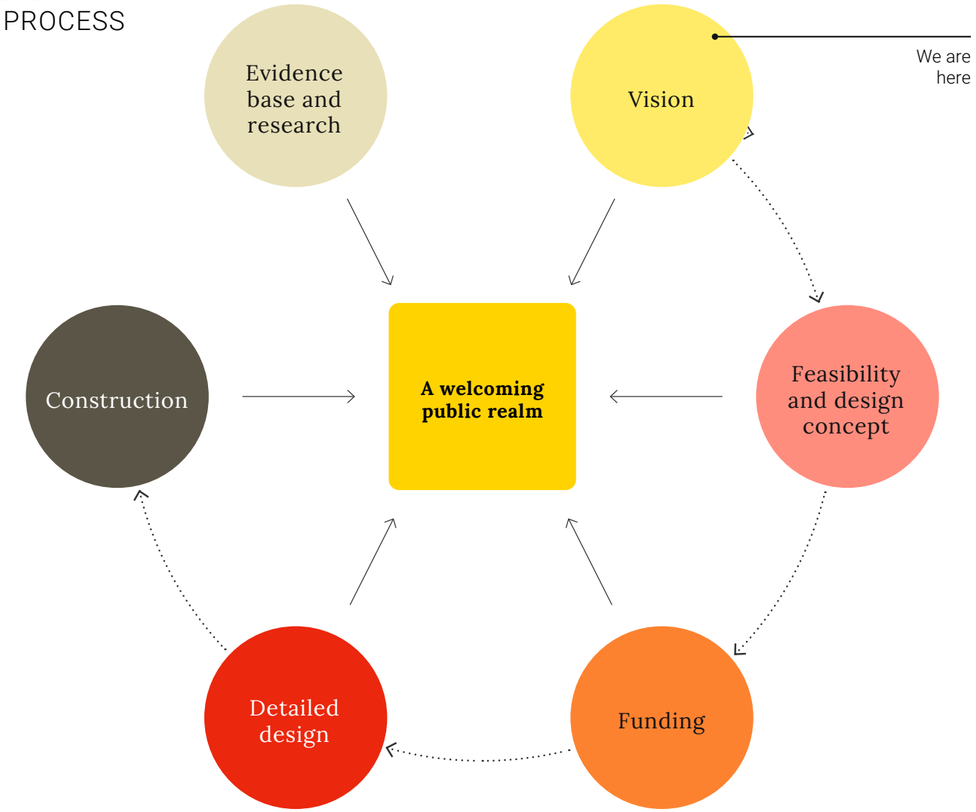
Support.

- This Public Realm Vision is the first step of a long-term process of collaboration and partnership.
- The BID can implement small-scale initiatives throughout the area that will improve the sense of place in the Eastern City, and fund studies that can lay the groundwork for future public realm improvements delivered by others. Projects of this scale are highlighted throughout the Vision.
- Larger-scale public realm improvements, such as those highlighted as Priority Projects along the Five Routes, will require ongoing collaboration and partnership across the City of London and landowners.
- In the coming months, the BID will work to identify short-term projects to implement, as well as discuss the longer-term transformative projects with public sector partners.

PUBLIC REALM
PROJECT STAKEHOLDERS



PUBLIC REALM
PROJECT PROCESS



5. AOB

Thank you

City of London Corporation Committee Report

Committee(s): Streets & Walkways Sub-Committee – For Decision Projects and Procurement Sub Committee - For Information	**Dated:** 04 February 2025 04 February 2025
Subject: Fleet Street Area Programme – Update Report	**Public report:** For Decision
This proposal: **Delivers Corporate Plan 2024-29 outcomes:** • **Leading Sustainable Environment** • **Vibrant Thriving Destination** • **Flourishing Public Spaces**	
Does this proposal require extra revenue and/or capital spending?	NA
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: Executive Director, Environment	
Report author: Maria Curro – Project Manager, Transport & Public Realm	

Summary

This is the first update report on the delivery of the Fleet Street Area Programme.

The Fleet Street Area Healthy Streets Plan (the Fleet Street HSP), adopted in November 2023, outlined a number of projects and priorities to create an improved street environment for people walking, wheeling and cycling alongside an enhanced public realm. The Fleet Street Area Programme (the Programme) is the delivery mechanism for these projects, and supports the objectives of the City's Transport Strategy, the Climate Action Strategy, City Plan 2040, the Corporate Plan and Destination City.

The Fleet Street Area Working Group oversees the delivery of the Fleet Street Area Programme, providing direction and scrutiny of the priorities and projects. Working Group members include Ward Members, local developers, the Fleet Street Quarter Business Improvement District (FSQ BID), and City Officers.

The programme consists of the following three key deliverables:

Table 1: Fleet Street Area Programme Deliverables

Deliverable 1	Transforming Fleet Street: This is the priority project within the Programme. The project will act as a catalyst for regenerating the Fleet Street area, creating an enhanced public realm through widened pavements, improved crossing-points, cycling infrastructure and the introduction of trees and other greening.
Deliverable 2	Fleet Street Area Short to Medium-Term Projects: Additional projects within the Programme include a range of short and medium-term projects, focusing on improving the pedestrian-environment and introducing greening and planting.
Deliverable 3	Section 278 Funded Projects: There are several Section 278 funded projects within the Fleet Street area that complement the objectives set out in the Fleet Street HSP. These projects seek to adapt the highway to mitigate the impact of the developments and also enhance the public realm.

The Fleet Street Area Programme has an estimated cost of between £18m and £20m for the delivery of projects between 2024 and 2030. Funding sources include CIL funding, Section 106 (S.106) contributions, Section 278 (S.278) funds and other external funding, primarily from the FSQ BID.

Recommendation(s)

Streets and Walkways Sub-Committee Members are asked to:

1. Note the update on the Fleet Street Area Programme and Delivery Plan, as set out in this report.
2. Agree that the remaining Section 106 funds of £76,855.95 from the Bream's Buildings and Cursitor Street projects, which are complete, are reallocated to the Fleet Street Area Programme, to be used over the six-year delivery phase, including any interest accrued.
3. Approve the allocation of £25k for staff costs from the Section 106 funds allocated to the Fleet Street Area Programme towards the development and management of the Programme over the next 12 months, as set out in Appendix 3. This takes the Programme budget to £25k.

Main Report

Background

1. The Fleet Street Area HSP (adopted in November 2023) provides a framework for the transformation of the streets and public spaces within the Fleet Street area, manage the projected growth within the area and mitigate the impact of new developments. The public consultation on the Fleet Street Area HSP identified a range of themes which were strongly supported by stakeholders, including:

- Delivery of an improved walking and cycling environment, including accessibility and safety
- Rebalancing streets to reflect the needs of those walking, wheeling and cycling, as well as other road users
- Providing streets and spaces that are vibrant, attractive and include greening

2. Following the adoption of the Fleet Street Area HSP, the Fleet Street Area Programme was initiated. The Programme focuses on delivering the key projects from the plan which includes street and public realm enhancements and measures to reduce and respond to the impact of climate change. The Programme further takes into consideration and includes several key priority projects set out in the FSQ BID's Public Realm Strategy.

3. Several of the projects will be delivered jointly with the FSQ BID. These projects include the Fleet Street Courts and Lanes project and Holborn Viaduct Lighting project. The FSQ BID have contributed funding to the Transforming Fleet Street project, with the majority of funding for this project coming from City Community Infrastructure Levy (CIL) funding.

4. The Fleet Street Area Working Group is made up of Ward Members and local stakeholders. The Working Group provides direction on the projects within the Programme and ensure that the local needs of local stakeholders and businesses, as well as those who work, visit and live within the area, are considered and reflected in project design and outcomes. The Fleet Street Area Working Group membership is noted in Appendix 2.

5. The Fleet Street Area Programme will be delivered over a period of six years, 2024 – 2030. The location of projects within the Fleet Street area are shown in Appendix 1.

Current Position & Progress to Date

Deliverable 1: Transforming Fleet Street

6. Transforming Fleet Street is the priority project within the Programme. The project is a central catalyst for change across the area and is noted as a key project within the Fleet Street HSP and the FSQ BID's Public Realm Strategy.

7. Key objectives of the Transforming Fleet Street project include:

    - Widening pavements to provide more space for people walking and wheeling

- Enhancing existing crossings and including new crossing points, where feasible
- Amending the City of London Police checkpoints to narrow the carriageway and facilitate the widening of pavements
- Improving safety and perceptions of safety of people using Fleet Street
- Improving cycle safety and cycle infrastructure for people cycling on Fleet Street
- Improving and managing on-street loading facilities
- Introducing seating, trees and other planting

8. The objectives of the project align with the delivery of the Transport Strategy, Climate Action Strategy and Destination City. In delivering the Transforming Fleet Street project, City Officers will work closely with the FSQ BID to ensure the needs of local businesses are taken into consideration.

9. In summer 2024, City Officers submitted a bid for City CIL funding. The bid was successful, with the project being awarded £9m. The FSQ BID have also committed to providing £500k towards the project. A Gateway 1/2 report to initiate the project was approved by the Streets & Walkways Sub-Committee in November 2024.

10. Following the initiation of the project, City Officers are working through the following tasks:

    - Commissioning traffic modelling and surveys
    - Development of communication strategy and identification of stakeholders to be consulted on throughout the lifecycle of the project, including Transport for London (TfL) Buses and Traffic Management Teams, FSQ BID, local businesses and developers, Westminster City Council, etc.
    - Development of timeframes and coordination with other developments along Fleet Streets, such as the Salisbury Square Development
    - Development of concept designs for carriageway and pavement layouts

11. It is anticipated that a Gateway 3 report will be submitted in late 2025.

Deliverable 2: Fleet Street Area Short to Medium-Term Projects

12. There are several short and medium-term projects within the Programme that will be delivered within the next five years.

13. The are also a number of longer-term projects including improvements to Holborn Circus and Tudor Street and Ludgate Circus and Chancery Lane. These projects are currently unfunded and will be delivered at a later date

when funding is available. Vision Zero funding to explore high-level design options for Holborn Circus has been secured and design options will be developed throughout 2025.

Fleet Street Area Programme Projects: Short-Term Projects

Fleet Street Courts and Lanes

14. A Gateway 1/2 report to initiate this project is also on this Committee agenda.
15. The Fleet Street Courts and Lanes project aims to deliver public realm, lighting, wayfinding and greening improvements to the courts and lanes off Fleet Street. These routes and spaces are currently underused, and the project will aim to encourage greater use by delivering public realm, lighting and wayfinding enhancements across several Fleet Street lanes and alleyways, as well as the activation of Johnson's Court and Gough Square through the introduction of greening, planting and seating.
16. The Fleet Street Courts and Lanes project will be delivered by the City Corporation, working closely with the FSQ BID. The FSQ BID have confirmed match-funding for the delivery of this project. It is expected that the concept designs will be finalised in early 2025, followed by engagement with stakeholders to help form further design.

Ludgate Broadway

17. The Ludgate Broadway proposals include replacing the current temporary 'parklet' with a permanent design comprising a widened pavement, a raingarden and tree planting. Essential space for on-street loading has also been retained.
18. The scheme also includes raising and resurfacing the carriageway along the entire length of Ludgate Broadway in granite setts, to create an accessible and more comfortable street environment for people walking and wheeling and to reflect the local conservation area and heritage.
19. Greening in this location was strongly supported in the recent consultation on the Fleet Street HSP where comments were also made about encouraging a 'public space' feel in the street.
20. The designs have been approved by committees and the construction planning and traffic order process are now underway.
21. A Gateway 5, via delegated authority, is expected to be submitted in early-2025. Construction is planned to start on site in mid-2025.

St Andrew's Hill

22. The St Andrew's Hill proposal incorporates a raingarden, a tree (subject to trial hole) and a widened pavement on the western side, along with the re-positioning of cycle racks. The location of the interventions is in the central section of the street adjacent to the existing motor vehicle closure point. The raingarden will extend into an existing parking bay, which will be relocated to the northern part of St Andrew's Hill, thereby providing the space needed for the raingarden whilst still retaining space for

loading/unloading. The proposal also retains pedal cycle access for the length of St Andrews Hill.

23. The designs have been approved by Committees and the construction planning and traffic order process are now underway. Additional consultation was undertaken to address any outstanding stakeholder concerns.

24. A Gateway 5, via delegated authority, is expected to be submitted in early-2025. Construction is planned to start on site in mid-2025.

Holborn Viaduct Lighting

25. The Holborn Viaduct lighting project aims to develop and deliver an architectural lighting scheme to celebrate the heritage of the Grade II Listed Holborn Viaduct, while enhancing the environment for people walking and wheeling along Farringdon Street. The initiation of the project was approved at the November 2024 Streets & Walkways Sub-Committee.

26. The FSQ BID, who are proposing to fully fund the design development, works and long-term maintenance, are working in partnership with City to enhance this structure. The Holborn Viaduct lighting project will be delivered in 2026/2027.

Temple Avenue

27. This project seeks to rebalance the streetscape to provide additional space on pavements with the integration of SuDs, planting and seating. This scheme is looking to improve the overall quality of the street environment, by adjusting parking and loading provision, while maintaining the current north/south cycling route.

28. Feasibility work is being undertaken which will inform the scope of the project and determine where greening and tree planting can be considered. The next milestone is development of concept designs and stakeholder engagement ahead of a Gateway 3/4 report in mid-2025.

Breams Buildings (west)

29. Due to the presence of TfL's cycle hire docking station, it was determined by City Officers that there was limited scope to develop a larger-scale greening project here and the design was adapted accordingly. Four trees were successfully planted in November 2024 and the paving was also upgraded to new York stone. This project is now complete. The underspend from the S.106 funds is recommended to be put back into the Fleet Street Area Programme to deliver other projects in the area which fall within the scope of the S106 funds.

Ludgate Hill Crossing Improvements

30. The Ludgate Hill crossing scheme seeks to improve the crossings at its junction with Old Bailey and Pageantmaster Court as part of the vision

zero programme to reduce fatal and serious casualties on our streets. A feasibility study which included concept designs of the junction improvement and initial traffic modelling was completed in April 2024. A City OSPR funding bid to deliver the junction improvement was approved in July 2024 and the Vision Zero Programme Gateway 2 report was approved in October 2024, which consists of several road safety improvement projects one of which is Ludgate Hill / Old Bailey / Pageantmaster Court, was approved to progress the delivery of the project. It is expected that the Ludgate Hill crossing scheme will be complete in late 2026/early 2027.

Tree planting

31. As part of the City's Cool Streets and Greening programme, five successful locations have been identified within the Fleet Street area for tree planting this planting season, at Breams Buildings (mentioned above), Blackfriars Lane, Hutton Street, Bridewell Place, and Southampton Buildings. Planting will be completed between November 2024 and February 2025.

Deliverable 3: Section 278 Projects within the Fleet Street Area

32. There are several S.278 projects within the Fleet Street area. This section of the report provides an update on current projects, which are expected to be delivered within the same timescale as the Transforming Fleet Street project (2024 – 2030).

33. *Salisbury Square Development*: This project focuses on enhancing the public realm post-completion of the HM Courts and new City of London Police Headquarters. Salisbury Square will be enlarged with enhanced planting and with new routes to the surrounding lanes and alleyways will create connectivity for people walking, wheeling and cycling. The detailed design phase is ongoing, with a Gateway 3 report also on the agenda of this committee.

34. *120 Fleet Street*: The highways and public realm works for 120 Fleet Street includes the introduction of trees, SuDs and other planting, where feasible. The project will also deliver new seating and will explore the opportunity to narrow the carriageway, to create a more pedestrian-friendly public realm. The Santander cycle hire docking station will permanently be relocated on Farringdon Street, creating additional spaces for greening opportunities.

35. In June 2024, the developer paused the development and at time of writing this report, there is not a confirmed timeframe for recommencing. A RIBA Stage 3 design has been completed for the highways and public realm works, the S.278 project is on-hold until further information from the developer is made available.

36. *1 Stonecutter Street, Stonecutter Court:* The highway and public realm improvements are on site and include reprofiling the highway to provide

level access for people on the southern side of Stonecutter Street, the provision of a rental e-scooter and cycle parking place, repaving of St Bride Street and Harp Alley, widening and improvements to the steps at Harp Alley including an illuminated handrail, and other improvements to the street lighting around the new building. These improvements were approved by the Streets and Walkways Committee in March 2024, and the works are programmed to be finished in March 2025.

37. *100 New Bridge Street*: The highways and public realm improvements include enhanced paving and planting where feasible and new architectural feature lighting of the existing mosaic panels on Waithman Street. Officers are currently costing the proposals. The developers have a provisional programme for handover of the areas for S.278 improvements commencing in December 2025.

38. *100 Fetter Lane:* The highways and public realm improvements are on site and include enhanced paving on Breams Buildings, Fetter Lane and Greystoke Place; remedial repairs to Macs Place. At the junction of Fetter Lane with New Fetter Lane and Breams Buildings a new raised junction treatment will be installed to improve the comfort and safety of people walking and wheeling. These improvements are programmed to be finished by the end of March 2025.

39. *Northcliffe House:* Minor improvements to enhance pedestrian amenities and increase cycle parking provision in the immediate area of the Northcliffe House development. The works were completed in Ashentree Court, Magpie Alley and Whitefriars Street. Paving of footway in Tudor Street will be completed once the developer completes changes to the development's basement areas. There is not a confirmed timescale for this at the time of writing this report.

40. *65 Fleet Street:* Redevelopment of existing building into a professionally-managed student accommodation. A S.106 is currently being finalised, with the S.278 being completed following this.

Programme Governance

41. The delivery of the Fleet Street Area Programme is overseen by the Fleet Street Area Working Group. The role of the Working Group is to provide direction and scrutiny of the delivery of the programme and projects.

42. Working Group members include Ward Members, local developers, FSQ BID, and City Officers. The Transport and Public Realm Projects Team will manage the projects, working in collaboration with the Highways and Planning Divisions and City Gardens. For some projects, City Officers will deliver projects in collaboration with the FSQ BID. Close coordination and engagement with the FSQ BID and TfL is vital for the successful delivery of the programme.

43. The Fleet Street Area Programme governance structure is shown in Appendix 2.

Corporate & Strategic Implications

Strategic Implications

44. The Fleet Street area is undergoing significant change. In the coming years, the Fleet Street area will experience a significant increase in working population due to current and projected developments.

45. The City of London Corporate Plan (2024 – 2029) outcomes of relevance to the Fleet Street Area Programme are as follows:

- Corporate Outcome 2 – Leading Sustainable Environment
- Corporate Outcome 3 – Vibrant Thriving Destination
- Corporate Outcome 4 – Flourishing Public Spaces

46. The City's Transport Strategy (2024) outcomes of relevance to the Fleet Street Area Programme are as follows:

    - Outcome 1: The Square Mile's streets are great places to walk, wheel and spend time
    - Outcome 2: Street Space is used more efficiently and effectively
    - Outcome 3: The Square Mile is accessible to all
    - Outcome 4: People using our streets and public spaces are safe and feel safe
    - Outcome 5: Improve the experience of riding cycles and scooters in the City

46. Destination City, which focuses on pedestrian connectivity to encourage visitors to the City.

Financial implications

47. The Fleet Street Area Programme of works for 2024-2030 is proposed to be funded by:

    - Existing S.278 and S.106 contributions in the area, which are specific to this location and purpose, to be used for public realm and transport improvements.

    - The Cool Streets and greening Programme (City Climate Action Strategy), which is specific to tree planting within the Fleet Street area, improvements to Ludgate Broadway and St Andrew's Hill and Temple Avenue.

- Vision zero programme funded by OSPR.

- City CIL funding, awarded in summer 2024 which is specific to the Transforming Fleet Street project. CIL funding is to be drawn down over the lifecycle of the project.

- FSQ BID funding, which has contributed funding to several projects within the BID-area, including the Transforming Fleet Street project, the Courts and Lanes and Holborn Viaduct lighting.

48. The proposed Fleet Street Area Programme funding strategy is shown in Table 2 and a more detailed strategy is shown in Appendix 3.

49. The estimated total funding available for the delivery of the Fleet Street Area Programme is £18.8m - £20.8m.

Table 2: Fleet Street Area Programme funding strategy

Funding Source	Total
City CIL funding	£9m
Section 278 funding*	£8m-£10m
Section 106 funding**	£1.1m
OSPR (Vision Zero Funding, Ludgate Hill Crossing Improvement)	£350k
City Climate Action Strategy	£750k
FSQ BID	£1m
Total	**£18,851,00 - £20,851,000**

*Estimated funding **Approved by Streets & Walkways Sub-Committee in September 2023

50. Resources required for the general management and coordination of the overall Fleet Street Area Programme over the next 12 months is £25k and is shown in Table 3. Funding is further required for the preparation of Working Group and other programme-related meetings, stakeholder engagement and coordination, and the preparation of programme reports.

Table 3: Fleet Street Area Programme management funding, 12 months

Description	Cost (£)
P&T staff costs	£25,000
Total	**£25,000**

Resource Implications

None.

Legal Implications

51. In exercising the City Corporation's traffic authority functions, regard must be had to the duties to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) (having regard to effects on amenities) (S.122 Road Traffic Regulation Act 1984), and to secure the efficient use of the road network avoiding congestion and disruption (S.16 Traffic Management Act 2004). Regard should be had to these duties as the project moves forward and options are considered.

52. Pursuant to the Equality Act 2010 when making decisions, the City Corporation must have due regard to the need to eliminate unlawful conduct, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). An Equality Analysis will be carried out the project moves forward, and this will assist the City Corporation in discharging this duty.

53. The existing S.106 and S.278 contributions which are proposed to be used to fund the Programme are specific to this area, in scope and geography. Section 106 payments made and held for specific purposes must be spent on the purposes for which they are held and in accordance with the City's obligations under the agreement, unless these agreements are specifically re-negotiated with the relevant parties.

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

Risk Implications

55. The key Fleet Street Area Programme risks are shown in Table 4. The Programme risks will be reviewed by the Fleet Street Area Working Group at the Working Group meetings.

Table 4: Programme Risks

Risk	Description	Response
Programme delivery timescales are delayed	Programme projects are delayed due to ongoing developments/other works within the area. This may also result in delay to Programme delivery and project costs.	The Programme will be coordinated with ongoing developments in the area. City Officers will ensure that a robust Programme is developed, in consultation with various CoL Highway Teams, external stakeholders, etc.

		Ongoing communication with stakeholders will ensure all delivery related challenges/risks are identified at the earliest opportunity and mitigation measures developed.
Funding for subsequent programme projects is not secured	Funding for the projects, such as Tudor Street and Chancery Lane improvements, is uncertain at present. This may result in the full programme aspiration being incomplete, as not all listed projects are undertaken.	CIL funding has been secured for the Transforming Fleet Street project. Existing S.106 contributions have been secured for existing projects. For unfunded projects, future S.106 funding contributions will be reviewed regularly to determine suitability to these projects.
Lack of stakeholder support	Lack of stakeholder support for Programme and projects may result in delays to delivery, additional stakeholder engagement and increases to overall costs or projects nor being delivered.	Stakeholder engagement will be undertaken at key milestones to ensure that feedback is considered in a timely manner. Working Group membership ensures that all stakeholders are identified and kept up-to-date.
Lack of stakeholder support from TfL	Lack of stakeholder support for the Programme may result in delays to delivery, additional engagement and increases to overall costs.	Ongoing engagement will be undertaken at key project milestones. Regular meetings will also be undertaken to ensure TfL are kept up-to-date on project objectives, output requirements and timeframes, etc. Monthly meetings are held between the City Transport & Public Realm and TfL to ensure project coordination. A TfL Principal Sponsor for the City sits on the Working Group, ensuring coordination across the various TfL teams.

Equalities Implications

None for the Programme. Each individual project will have an Equalities Analysis undertaken.

Climate Implications

The Programme supports the aims for the Climate Action Strategy and helps to deliver projects set out in the Cool Streets & Greening programme.

Security Implications

None.

Project delivery

56. The Fleet Street Area Programme will be delivered over a six-year period, between 2024 – 2030. The three deliverables will be coordinated with current/future developments within the area.

57. An outline of the projects is shown in Table 5.

Table 5: Outline of Programme projects

Deliverable	Project	Delivery Timescales
Deliverable 1	Transforming Fleet Street	To be delivered between 2024 – 2030, in phases. Gateway 3 to be presented to Streets & Walkways Sub-Committee at end of 2025.
Deliverable 2	Fleet Street Courts & Lanes	2024 - 2025
	Ludgate Broadway & St Andrew's Hill	2024 – 2027
	Breams Building	2024 - 2025
	Temple Avenue	2026 – 2027
	Holborn Viaduct Lighting	2026 – 2027
	Ludgate Hill Pedestrian Crossing	2024 – 2027
Deliverable 3	Section 278 projects	2024 - 2029

Conclusion

58. The Fleet Street Area Programme will deliver a range of projects across the area to create an enhanced environment for people walking, wheeling and cycling, while responding to the changing demands of the Fleet Street area.

Appendices

1. Appendix 1: Fleet Street Area Programme Current Projects
2. Appendix 2: Fleet Street Area Programme Working governance structure
3. Appendix 3: Fleet Street Area Programme funding strategy

Background Papers

- Fleet Street Quarter BID: Public Realm Strategy 3f49a6_ac28b112bad7489aade3eb39e8861375.pdf (fleetstreetquarter.co.uk)

Report Author
Maria Curro – Project Manager, Transport & Public Realm, Environment Department

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S.278 Projects

Fleet Street Area Projects

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Streets & Walkways Sub-Committee

Working Group Membership
(Advisory Group)

Ward Members
Local Developers/Property Owners
FSQ BID
TfL
City Officers

Senior Responsible Officer
Bruce McVean

City Officers
(management & coordination)

Maria Curro
Maria Herrera
Melanie Charalambous

Current Programme Projects

Transforming Fleet Street
Ludgate Broadway & St Andrew's Hill
Fleet Courts and Lanes
Holborn Viaduct Lighting
Ludgate Hill Crossing
Temple Avenue
Area wide tree planting

S.278/S.106 Projects

Salisbury Square Development
120 Fleet Street
1 Stonecutter Street
100 New Bridge Street
100 Fetter Lane
65 Fetter Lane
Northcliffe House
65 Fleet Street

Fleet Street Area Working Group Membership

Martha Grekos	Castle Baynard Ward Member
John Edwards	Castle Baynard Ward Member
Ruby Sayed	Castle Baynard Ward Member
Lady Lucy French	CFO, FSQ BID
Mike Fairmaner	Head of Placemaking, FSQ BID
Roy Pinnock	Chair, FSQ BID
David Hutton	Director, CO-RE
Oliver Hunt	Development Director, Land Securities
Tom Smith	Principal Sponsor, TfL
Bruce McVean	Assistant Director, Policy & Projects, CoL
Giles Radford	Assistant Director, Highways, CoL
David Horkan	Assistant Director, Development Management, CoL

Appendix 3: Fleet Street Area Programme Funding Strategy

Table 1: Fleet Street Area Programme funding strategy

Funding Source	Description	Funding (£)
City CIL funding	City CIL funding earmarked for the delivery of projects. Funding awarded to the Transforming Fleet Street project only and to be drawn down over the lifecycle of the project.	£9m
Section 278 funding*	Specific to the Fleet Street area and to be used for local mitigation and improvement purposes.	£8m - £10m
Section 106 funding**	Specific to the Fleet Street area and to be used for public realm and transport improvements.	£1.1m
OSPR	Specific to the Ludgate Hill crossing improvement project.	£350k
City Climate Action Strategy	City funding earmarked for climate change mitigation projects.	£750k
FSQ BID	BID funding for the delivery of programme projects within the BID geographical area.	£1m
Total	-	**£18,851,00 - £20,851,000**

***Estimated funding **Approved by Streets & Walkways Sub-Committee in September 2023

Table 2: Resources required over the next 12 months

Description	Balance (£)
P&T staff costs	£25,000
Total	**£25,000**

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Committees: Streets and Walkway Sub Committee - For Decision Projects and Procurement Sub Committee – For Information	**Dates:** 4 February 2025 4 February 2025
Subject: Fleet Street Area Courts and Lanes improvements (Fleet Street Area Programme) **Unique Project Identifier: 12476**	**Gateway 2:** **Project Proposal** Regular
Report of: Executive Director, Environment	**For Decision**
Report Author: Maria Curro – Policy and Projects, City Operations	
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** The project aims to deliver public realm, lighting, wayfinding and greening improvements to the courts and lanes off Fleet Street. This project is funded by various sources including the Fleet Street Quarter Business Improvement District (FSQ BID) and Section 106 contributions. City Officers will work in partnership with the FSQ BID on the delivery of this project. **Next Gateway:** Gateway 3/4 - Options Appraisal (Regular) **Next Steps:** • The FSQ BID has already appointed a designer to prepare RIBA Stage 2 concept designs. City Officers will work with the BID to develop these initial design options. • City Officers to appoint a design consultant to complete the RIBA Stage 3/4 designs and develop design options for Committee consideration • Undertake internal and external stakeholder engagement

Funding Source: The project would be joint funded by the FSQ BID and the City Corporation (via S106 receipts that are allocated to the Fleet Street Area Programme).

Requested Decisions:

Members of the Streets and Walkways Sub-Committee are asked to:

1. Approve the initiation of this project.
2. Approve the budget of £40k (staff costs and fees) for the project to reach the next Gateway 3/4, funded from FSQ BID (£15k) and S106 receipts allocated to the Fleet Street Area Programme (£25k).
3. Note the total estimated cost of the project at £500k-£600k (excluding risk), funded from the FSQ BID and S.106 receipts allocated to the Fleet Street Area Programme.

2. Resource requirements to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff time P&T	Project management, option appraisal, stakeholder engagement and report writing.	S106 receipts and the FSQ BID.	20,000
Staff time Highways	Technical guidance on feasibility design options.		5,000
Fees	Survey work, design consultancy and related services.		15,000
Total			**40,000**

Costed Risk Provision requested for this Gateway: A costed risk provision is not required at this stage of the project and any risks, incurring at this stage of the project, can be addressed using the available budget,

3. Governance arrangements

This project forms part of the Fleet Street Area Programme which has an established working group with

	members from the FSQ BID, Ward Members and other local stakeholders. The Service Committee is the Streets and Walkways Sub-Committee. The Senior Responsible Officer is Bruce McVean, Assistant Director, Policy and Projects.

Project Summary

4. Context	4.1 The Fleet Street area lanes and alleyways provide convenient walking routes and much needed spaces but are currently underused and in need of improvement. As outlined in the Fleet Street Area Healthy Streets Plan (HSP), there is a negative perception around the safety of the area, especially during the evening and winter months. People also do not know that the lanes and alleyways lead to other places or spaces compounding their lack of use further. 4.2 The Fleet Street Area HSP, adopted in November 2023, promotes walking, wheeling and public realm improvements, including enhancing lighting and wayfinding in the alleyways. This is in line with the City Transport Strategy and Destination City, both of which seek to improve connectivity for people walking and wheeling. The HSP can be found in the background documents. 4.3 In 2023, the FSQ BID commissioned Gensler to produce a public realm strategy for the BID area. This document also supports the Healthy Street Plan and suggests the connecting lanes and alleyways would benefit from lighting and wayfinding improvements, as well as the development or improvements to existing and underutilised public spaces. The FSQ Bid's public realm strategy can be found in the background documents.
5. Brief description of project	The project aims to deliver public realm, lighting and wayfinding enhancements and greening measures, and will include the following: • Improved lighting, particularly in the covered entrances to the alleys on the north side of Fleet Street, in line with the City's Lighting Strategy (2018). • Wayfinding improvements highlighting the connectivity of the lanes and alleyways to encourage greater use of these routes and spaces. • Public realm enhancements, at Gough Street and Johnson's Court to make better use of these spaces and create opportunities for future activation.

	• Activation of Gough Square and Johnson's Court will provide a destination for people walking and wheeling, while creating places in which to spend time in.
6. Consequences if project not approved	6.1 Stakeholder and Ward Member engagement through the development of the Fleet Street Area HSP and the subsequent Fleet Street Area Working Group has indicated strong support for the improvement of the area. If this project proposal is not approved, aspirations from stakeholders to deliver a green and more welcoming environment would not be met. 6.2 Gough Square and Johnson's Court are currently underutilised spaces and relatively unknown by those who visit and work within the area. If the project proposal is not approved, aspirations for the activation of these spaces, would not be met. 6.3 Fleet Street is a busy corridor and enhancements to the adjoining lanes and alleyways may encourage people walking to use these routes more often, improving the perception of safety in these spaces and improving connections in an area that is regenerating.

7. SMART project objectives	7.1 This project aligns with the delivery of the Transport Strategy outcomes:
	
	• Outcome 1: The Square Mile's streets are great places to walk, wheel and spend time
	• Outcome 2: Street space is used more efficiently and effectively
	• Outcome 3: The Square Mile is accessible to all
	• Outcome 4: People using our streets and public spaces are safe and feel safe
	
	7.2 The Objectives of the project are:
	
	• To provide additional seating and tables to support local businesses and improve accessibility, where feasible.
	  ○ A baseline study will be undertaken documenting existing public seating and table provisions within the spaces.
	  ○ A follow-up assessment will be undertaken, post-project implementation for comparison.
	• To increase the use of public spaces by enhancing lighting and wayfinding to support connectivity between the lanes and alleyways and Fleet Street.
	  ○ A baseline study will be undertaken to understand how Gough Square and Johnson Court are currently used by people.
	  ○ A follow-up study will be undertaken to understand whether more people use the square and the court after the improvements.

	• To improve perceptions and feelings of safety during the evening, for people walking and wheeling within the project area. ○ The FSQ BID measure perceptions of safety and City Officers will work with the FSQ BID to understand whether changes in perceptions around safety have changed in the area. 7.3 In addition, the introduction of greenery and tree planting in line with the Climate Action Strategy, will be undertaken where feasible.
8. Key benefits	8.1 Public realm, greening and climate resilience measures are to be introduced contributing to the Climate Action Strategy outcomes. 8.2 Improved environment for people walking and wheeling, and spending time in the area. An accessible public realm with enhanced connectivity between the Fleet lanes and alleyways and Fleet Street, which will contribute to the Transport Strategy Outcomes. 8.3 Stakeholder's aspirations will be met, ensuring the area remains attractive and the local economy is supported. 8.4 A high quality design will be delivered in line with the historic setting of the streets with nearby listed buildings.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	B. Advisable
11. Notable exclusions	None noted

Options Appraisal

12. Overview of options	5.1 The following improvements will be considered to meet the project objectives: *Fleet Street Lanes and Alleyways* • lighting improvements, particularly in the covered entrances to the alleyways. This will increase the visibility of the routes, as well as improve perceptions of safety and security when using the lanes and alleyways.

	• enhanced wayfinding and signage will demarcate routes and destinations within the Fleet Street area, not easily visible from Fleet Street (e.g. Doctor Johnson's House) and encourage greater use of the routes. • the introduction of greening, will create a point of interest, as well as create an inviting and welcoming environment. *Gough Square* 5.2 Opportunities to enhance the public realm include: • Introduction of more greening and tree planting, if feasible • Introduction of more seating and benches • Relocation of the cycle racks away from the centre of the pavement 5.3 Options will be developed that include the extension of the pedestrianised section of the square to create a larger public space. There are currently two disabled bays and kerb side space for local servicing. This will need to be assessed in more detail through surveys and stakeholder engagement to understand if the extension of the pedestrian scape is possible. *Johnson's Court* 5.4 The Court is currently laid out as a public space but is underutilised and is surrounded by inactive frontages. Within the centre of the Court, is a water feature that is more appropriate for a larger, more active space. 5.5 The Court offers little greening and planting, with one tree to provide shade and shelter. The existing planter has the potential to include more bio-diverse planting. 5.6 Opportunities to enhance the public realm include re-landscaping the space to increase the amount of greenery including replanting of the existing planter and replacing the water feature with greenery. 5.7 Proposals for both Gough Square and Johnson's Court would include enhanced lighting, wayfinding and signage. 5.8 The project will be developed in line with the City Lighting Strategy (2018) and City Public Realm Toolkit (2024). 5.9 Appendix 3 includes images of the Fleet Street lanes and alleyways, and Gough Square and Johnson's Court.

Project Planning

13. Delivery period and key dates	**Overall project:** The concept designs (already commissioned by the FSQ BID) are expected to be complete in early 2025. Once the concept design options are developed, stakeholder engagement will be planned, and options refined. **Key dates:** A Gateway 3/4 report is expected in summer 2025 **Other works dates to coordinate:** The implementation of the highway and public realm works will be coordinated with nearby developments and other highway improvements in the local area.
14. Risk implications	Detailed project risk register is included in Appendix 4. **Overall project risk:** Low **Project RAG status:** Green • **Objections to proposed designs from local stakeholders (i.e. building occupiers, etc.)** *Risk response: reduce* Objections to proposed designs from local occupiers, landowners, etc. may require changes to the project designs and additional stakeholder engagement, resulting in additional project time and costs. The CoL Project Team will undertake early engagement with all stakeholders to ensure they are aware of the project and that feedback can be provided and taken into consideration at the earliest opportunity. • **Disabled bay use and servicing requirements at Gough Square will not allow for pedestrianisation** *Risk response: reduce* Two disabled bays and clear kerb side for servicing is located at Gough Square, used by local occupiers and residents. Objections to proposed removal of these and/or if no other suitable location can be found for the bay, may result in limited opportunity to enhance the Square. The CoL Project Team will undertake loading surveys to understand the use of the bay, as well as engage local stakeholders regarding their needs. • **Underground structures do not allow for designs to be realised** *Risk response: reduce* Underground utilities at Gough Square and Johnson's Court may result in the reconsideration of initial concept designs. The CoL Project Team will work closely with the CoL Highways Team to understand constraints and opportunities within the Square and Court. A utility survey will be undertaken at the earliest opportunity.

15. Stakeholders and consultees	15.1 External consultees: • Residents • Local businesses and occupiers • Developers with an interest in the area • Fleet Street Quarter BID • Fleet Street Area Programme Working Group 15.2 Internal consultees: • City of London Environment Department (including Highways, Cleansing, City Gardens) • Ward Members

Resource Implications

<table>
<tr><td>16. Total estimated cost</td><td colspan="2">Likely cost range (excluding risk): £500 - £600k.</td></tr>
<tr><td rowspan="2">17. Funding strategy</td><td>Choose 1:
All funding fully guaranteed</td><td>Choose 1:
Mixture - some internal and some external funding</td></tr>
<tr><td colspan="2">
<table>
<tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr>
<tr><td>S106 contributions allocated to the Fleet Street area programme</td><td>£250k / £300k</td></tr>
<tr><td>External contributions (FSQ BID)</td><td>£250k / £300k</td></tr>
<tr><td>Total</td><td>£500k / £600k</td></tr>
</table>
The Fleet Street Area Working Group will be consulted on options ahead of the next Gateway. It is anticipated that both the FSQ BID and City Corporation will provide an equal funding contribution to the project.
</td></tr>
<tr><td>18. Investment appraisal</td><td colspan="2">On-going revenue implications
18.1 Revenue implications for highways, soft landscaping maintenance, lighting and cleansing will be confirmed at the next Gateway and will be included within the project budget.</td></tr>
</table>

19. Procurement strategy/route to market	19.1 It is anticipated that all works will be undertaken by the City's Highways term contractor, FM Conway's. 19.2 Required RIBA Stage 4 design work will be procured and confirmed at the next Gateway. City Officers will follow all standard procurement practices for services required.
20. Legal implications	Legal processes and procedures will need to be followed to pedestrian Gough Square, if it is feasible. Consultation should be carried out in accordance with any applicable statutory requirements and the common law principles regarding consultation.
21. Corporate property implications	None
22. Traffic implications	22.1 Restrictions on proposed traffic from accessing Gough Square will require changes to traffic orders, etc.
23. Sustainability, climate and energy implications	23.1 It is anticipated that enhancements to lighting and wayfinding will encourage people to use the Fleet lanes and alleyways connecting to Fleet Street, by creating a more welcoming, safer and easy-to-navigate space. 23.2 Climate change resilience measures and planting will be considered as part of the design development, such as rain gardens and tree planting.
24. IS implications	None.
25. Equality Impact Assessment	A test of relevance will be undertaken during the next stage of work which will inform whether a full assessment is required. City of London Streets Accessibility Tool will be used to undertake a baseline assessment and review the proposed design.
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.

Background documents

1. Fleet Street Area Healthy Streets Plan: Fleet Street Area Healthy Streets Plan - City of London
2. Fleet Street Quarter Public Relam Strategy: 3f49a6_ac28b112bad7489aade3eb39e8861375.pdf (fleetstreetquarter.co.uk)

Appendices

Appendix 1	Project briefing
Appendix 2	Plan of the project area

Appendix 3	Images of Fleet lanes and alleyways, Gough Square and Johnson's Court (existing)
Appendix 4	Risk Register

Contact

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Email Address	maria.curro@cityoflondon.gov.uk
Telephone Number	07864 971 573

Project Briefing

Project identifier			
[1a] Unique Project Identifier	*TBC*	**[1b] Departmental Reference Number**	*NA*
[2] Core Project Name	Fleet Street Area Courts and Lanes		
[3] Programme Affiliation *(if applicable)*	Fleet Street Area Programme		

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

Description and purpose
[7] Project Mission statement / Elevator pitch
Public realm, wayfinding, lighting and greening improvements of the Fleet Street Area Courts and Lanes. The overall aim of the project is to enhance the environment for people walking and wheeling and increase conncetivity between the Fleet lanes and Fleet Street. This project contributes to the delivery of the Fleet Street Area Healthy Streets Plan, adopted in 2023.
[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)?
• Absence of consistent and available wayfinding throughout the lanes, alleyways, and Gough Square and Jonson's Court. • Improvement to lighting of the lanes and alleyways to promote visibility and improve perceptions of safety and security when using the lanes and alleyways. • Lack of activation of Gough Square and Johnson's Court, with public realm, greening and seating imporvements needed. • There is an absence of greenery in the area and a desire to rectify this by introducing trees and planting.
[9] What is the link to the City of London Corporate plan outcomes?
Leading Sustainable Environment (Action 5) Vibrant Thriving Destination (Acton 11) Flourishing Public Spaces (Action 6)
[10] What is the link to the departmental business plan objectives?

Deliver Key Strategies: Climate Action, City Plan, Transport, Air Quality.					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation		**Corporate:** Project developed as a large scale Corporate initiative	
Mandatory: Compliance with legislation, policy and audit		**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	Y

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1) *Improve safety for people walking, wheeling and cycling and enhance local connectivity.*
2) *Introduce an enhanced public realm, with seating and greening, to encourage people walking, wheeling and cycling spend more time within the area.*
3) *Introduce a consistent and enhanced wayfinding and lighting system that highlights the Fleet lanes and alleyways and other cultural assets; to encourage people walking, wheeling and cycling spend more time within the 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.)
- Introduction of permanent features, such as public realm enhancements will need tracking in terms of maintenance of asset.
[14] What is the expected delivery cost of this project (range values)[£]?
£500-£600k excluding risk
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
It is expected that any green infrastructure and seating will require ongoing maintenance. Cost to be determined.
[16] What are the expected sources of funding for this project?
Section 106 contributions, and external funding
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Spring/Summer 2026 (subject to consultation with the Working Group and other stakeholders)

Project Impact:

[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
NA	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Policy and projects	*Gillian Howard, Sam Lee and Bruce McVean*
Chamberlains: Procurement	*Darshika Patel*
Corporate Property	*NA*
External	Fleet Street Working Group (Local stakeholders, Fleet Street Quarter BID, Ward Members and City officers)
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: NA **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	
Project Design Manager	
Design/Delivery handover to Supplier	

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Fleet Street Area
Courts and Lanes Project
Lanes and Alleyways
Court and Square
PLOUGH PL
FETTER LANE
NEW FE
BARTLETT CT
NEW STREET SQUARE
Steps
Lift
GREAT NEW STREET
1 to 12
SHOE LANE
NEWCASTLE CLOSE
NGDON STREET
BEAR ALLEY
DEAN LANE
1 to 7
ROLLS BLDGS
STONECUTTER STREET
LITTLE NEW ST
PRINTER ST
MIDDLE NEW STREET
E HARDING ST
WEST HARDING ST
PEMBERTON ROW
GUNPOWDER SQUARE
WINE OFFICE COURT
GOUGH SQ
HARP ALLEY
ST. BRIDE ST
OLD FLEET L
OLD SE LA
Page 459
12 to 15
CRANE COURT
4 to 7
RED LION COURT
JOHNSON'S CT
ST. DUNSTAN'S COURT
BOLT CT
HIND CT
WINE OFFICE CT
PETERBOROUGH COURT
POPPINS COURT
61 to 80
5 to 11
HEN & CHICKEN COURT
CLIFFORDS INN PSG
CHANCERY LANE
FLEET STREET
Ludgate Circus
HARE PL
PLEYDELL STREET
HANGING SWORD ALLEY
SALISBURY CO
BRIDE COURT

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Appendix 3: Images of Fleet lanes and alleyways, Gough Square and Johnson's Court (existing)



Wine Court



Hind Court



Bolt Court



St Dunstan's Court



Red Lion Court



Crane Court



Gough Square



Johnson's Court

City of London: Projects Procedure Corporate Risks Register

Project Name:	Fleet Street Courts and Lanes	**PM's overall**	Low	**CRP requested this gateway**	£ -	**Average**	4.3	**Open Risks**	6
Unique project identifier:	TBC	**Total estimated cost**	£ 600,000	**Total CRP used to**	£ -	**Average mitigated**	3.2	**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	2	(10) Physical	Project impacted by nearby construction sites.	There is a possibility that the project programme could be impacted by development activity in the area, due to its proximity to sites currently under construction. This may result in delays to the project programme, which may further impact costs, etc.	Unlikely	Minor	2	£0.00			Keep in regular contact with stakeholders and planning colleagues and be informed of any changes to development activity.	£5,000.00	Likely	Minor	£0.00	4	£0.00		01/07/24	Environment Dept	Maria Curro		
R2	2	(4) Contractual/Partnership	Stakeholder support is not secured.	The project includes the deliveyr of new public spaces, introduiton of greenery and improvements to the Fleet lanes and alleyways. Lack of stakeholder buy-in may result in the need to review designs, resulting in lengthy project timeframes, additional costs, etc.	Likely	Serious	8	£0.00	N		Keep in regular contact with key internal and external stakeholders. Update the Fleet Street Area Working Group to ensure buy-in.	£6,000.00	Unlikely	Minor	£0.00	2	£0.00		01/07/24	Environment Dept	Maria Curro		Ongoing meetings with the Fleet Street Area Working Group to ensure they are updated on all aspects of the project and to ensure project buy-in.
R3	2	(4) Contractual/Partnership	Required planning permissions are not secured.	Fleet lanes and alleyway signage may require planning permission to change. Delays to securing this permission, may result in incomplete designs, lack of wayfinding, etc.	Unlikely	Minor	2	£0.00	N		Undterkane early discussions with the Planning Team to ensure planning permissons are obtained in a timley manner.	£10,000.00	Likely	Minor	£0.00	4	£0.00		01/07/24	Environment Dept	Maria Curro		
R4	2	(2) Financial	Additional funding is not secured and the project scope needs to be reduced.	Additional funding is yet to be secured to deliver all of the aspirations for the project. If additional funding is needed and cannot be secured, this may result in delays to project compleiition, reduction in project scope, etc.	Unlikely	Minor	2	£0.00	N		The concept designs for the project can be undertaken with the existing funding available.	£6,000.00	Possible	Minor	£0.00	3	£0.00		01/07/24	Environment Dept	Maria Curro		
R5	2	(10) Physical	Underground structures do not allow for designs to be realised.	Underground structures will result in changes to the design or cancellation of the project.	Possible	Serious	6	£0.00	N		Early utility surveys will be undertaken to understand underground constraints. Early discussions with City Highway Team to better understand opporuntities and constraints within the area.	£15,000.00	Possible	Minor	£0.00	3	£0.00		01/07/24	Environment Dept	Maria Curro		Regular project meeting with the City Highways Team to esure any issues are identified early and mitigated against.
R6	2	(10) Physical	Servicing bay at Gough Square cannot be removed	Limited opporunity to pedestrian the Squre, if a suitable location/stakeholder objections to the removal of the bay.	Possible	Serious	6	£0.00	N		Undertake early servicng bay surveys and undertake local stakeholder engagement to better understand constraints and opporuntiies.	£8,000.00	Possible	Minor	£0.00	3	£0.00		15/10/24	Environment Dept	Maria Curro		
R7								£0.00				£0.00			£0.00		£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						

R43								£0.00				£0.00			£0.00		£0.00					
R44								£0.00				£0.00			£0.00		£0.00					
R45								£0.00				£0.00			£0.00		£0.00					
R46								£0.00				£0.00			£0.00		£0.00					
R47								£0.00				£0.00			£0.00		£0.00					
R48								£0.00				£0.00			£0.00		£0.00					
R49								£0.00				£0.00			£0.00		£0.00					
R50								£0.00				£0.00			£0.00		£0.00					
R51								£0.00				£0.00			£0.00		£0.00					
R52								£0.00				£0.00			£0.00		£0.00					
R53								£0.00				£0.00			£0.00		£0.00					
R54								£0.00				£0.00			£0.00		£0.00					
R55								£0.00				£0.00			£0.00		£0.00					
R56								£0.00				£0.00			£0.00		£0.00					
R57								£0.00				£0.00			£0.00		£0.00					
R58								£0.00				£0.00			£0.00		£0.00					
R59								£0.00				£0.00			£0.00		£0.00					
R60								£0.00				£0.00			£0.00		£0.00					
R61								£0.00				£0.00			£0.00		£0.00					
R62								£0.00				£0.00			£0.00		£0.00					
R6																	£0.00					

R64								£0.00				£0.00			£0.00		£0.00						
R65								£0.00				£0.00			£0.00		£0.00						
R66								£0.00				£0.00			£0.00		£0.00						
R67								£0.00				£0.00			£0.00		£0.00						
R68								£0.00				£0.00			£0.00		£0.00						
R69								£0.00				£0.00			£0.00		£0.00						
R70								£0.00				£0.00			£0.00		£0.00						
R71								£0.00				£0.00			£0.00		£0.00						
R72								£0.00				£0.00			£0.00		£0.00						
R73								£0.00				£0.00			£0.00		£0.00						
R74								£0.00				£0.00			£0.00		£0.00						
R75								£0.00				£0.00			£0.00		£0.00						
R76								£0.00				£0.00			£0.00		£0.00						
R77								£0.00				£0.00			£0.00		£0.00						
R78								£0.00				£0.00			£0.00		£0.00						
R79								£0.00				£0.00			£0.00		£0.00						
R80								£0.00				£0.00			£0.00		£0.00						
R81								£0.00				£0.00			£0.00		£0.00						
R82								£0.00				£0.00			£0.00		£0.00						
R83								£0.00				£0.00			£0.00		£0.00						
R84								£0.00				£0.00			£0.00		£0.00						
R85								£0.00				£0.00			£0.00		£0.00						
R86								£0.00				£0.00			£0.00		£0.00						
R87								£0.00				£0.00			£0.00		£0.00						
R88								£0.00				£0.00			£0.00		£0.00						
R89								£0.00				£0.00			£0.00		£0.00						
R90								£0.00				£0.00			£0.00		£0.00						
R91								£0.00				£0.00			£0.00		£0.00						
R92								£0.00				£0.00			£0.00		£0.00						
R93								£0.00				£0.00			£0.00		£0.00						
R94								£0.00				£0.00			£0.00		£0.00						
R95								£0.00				£0.00			£0.00		£0.00						
R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

City of London: Projects Procedure Corporate Issues Log

Project Name: Fleet Street Courts and Lanes

Unique project identifier: TBC

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

City of London: Projects Procedure Corporate Assumptions Lo

Project Name: Fleet Street Courts and Lanes

Unique project identifier: TBC

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

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

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roject.

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

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

City of London: Projects Procedure Corporate Dependencies

Project Name: Fleet Street Courts and Lanes

Unique project identifier: TBC

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

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

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

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

Committees: Streets & Walkways Sub (for decision) Projects & Procurement Sub (for information)	**Dates:** 4 February 2025 4 February 2025
Subject: Combined Section 278 Project Initiation Report • 5-10 Great Tower Street • 75 London Wall • 10-16 Bevis Marks **Unique Project Identifiers:** To be confirmed	**Gateway 2:** **Project Proposal**
Report of: Executive Director Environment **Report Author:** Tom Noble	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** Planning permission has been approved and granted for developments at Great Tower Street, London Wall and Bevis Marks. The developers of the approved schemes are required by condition or obligation to enter into a Section 278 agreement with the City of London Corporation. The scope of each Section 278 agreement is broadly established through the associated Section 106 agreements. As is standard for the City Corporation, the Section 278 agreements will include clauses that obligate the relevant developer to meet the full cost of the works. **Next Gateway:** Various (refer to individual Project Briefings at Appendix 1) **Next Steps:** Specific next steps are set out in individual Project Briefings at Appendix 1, however some apply across all projects: • Set up project budgets • Commence design work • Negotiate and enter into Section 278 agreements. **Requested Decisions:** 1. That budgets are approved for each project, subject to receipt of funds, as set out in the tables in Section 2; 2. Note the total estimated costs of the projects (excluding

risk) as set out in the Project Briefings;
3. That authority is given to negotiate and enter into the individual Section 278 (or equivalent) agreements;
4. That authority is given to advertise Traffic Regulation Orders where required, noting that any objections will be dealt with in the usual way.

2. Resource requirements to reach next Gateway

Table 2.1: 5-10 Great Tower Street

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 106	20,000
Staff costs (Engineer)	Design work, commissioning surveys	Section 106	20,000
Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 106	10,000
Total			50,000

Table 2.2: 75 London Wall

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 106	20,000
Staff costs (Engineer)	Design work, commissioning surveys	Section 106	15,000

Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 106	15,000
Total			50,000

Table 2.3: 10-16 Bevis Marks			
Item	**Reason**	**Funds/ Source of Funding**	**Cost (£)**
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing	Section 278	15,000
Staff costs (Engineer)	Design work, commissioning surveys	Section 278	15,000
Fees	To cover (but not limited to) Technical assessments, including any surveys and utility enquiries	Section 278	20,000
Total			50,000

Costed Risk Provision requested for this Gateway: Not requested at this stage.

Funds have already been received, or are expected to be received, from the relevant developers for the evaluation and design stage of the projects. Provision is also made in the related Section 106 agreements for any excess payments during the evaluation and design stage to be recouped from the developers.

Unless otherwise requested by the developer, any remaining monies at the end of the evaluation and design stage will be put towards the implementation stage of the highway works. The allocation of resources is subject to advance receipt of all

	funds. The development at 10-16 Bevis Marks does not have a Section 106 agreement associated with the planning permission and therefore the developer is not obliged to pay an up-front Evaluation & Design fee for the Section 278 works. Officers are in discussions with the developer to secure a voluntary payment of costs towards evaluation & design of the Section 278 works prior to entering into a Section 278 agreement that will allow officers to proceed with the project. A full Section 278 agreement to deliver the works will be entered into in due course, securing the remaining costs.
3. Governance arrangements	• **Service Committee:** Streets & Walkways Sub • **Senior Responsible Officer:** Bruce McVean (Assistant Director, Policy & Projects) • Under the existing governance procedures Project boards are not expected to be required for any of the projects. Working groups involving key stakeholders will be established where appropriate. Subject to the revised Corporate Project Governance procedures being agreed, these projects will follow the revised appropriate governance arrangements. • All of these projects form part of a legal requirement between the City and the individual developers to enter a Section 278 agreement following the granting of planning permission. At the initiation stage of these types of projects, the information available is very similar across all the projects and so a consolidated report has been used for this first stage. This approach has been used previously and works well. • The project at 5-10 Great Tower Street is anticipated to be under the value of the formal gateway process and will be undertaken through existing delegated procedures and governance procedures. This consolidated report seeks authority to enter a s278 agreement with the developer in due course. Should the total cost of the project increase to a level above the project procedure threshold the project will revert to the 'light' project route.

Project Summary

4. Context	4.1 Planning applications for developments at Great Tower Street, London Wall and Bevis Marks have been approved by Delegated Authority and planning permissions have been issued. All of these approvals require the applicant to enter into a Section 278 agreement with the City of London, to deliver changes to the highway in the vicinity of

	the site. An Evaluation & Design (E&D) payment, to progress initial design options, is required through the Section 106 agreement; the value of the E&D is determined by the scale and complexity of the relevant application. 4.2 The development at 10-16 Bevis Marks does not have a Section 106 agreement associated with the planning permission. Officers are in discussions with the developer to secure a voluntary payment for evaluation & design of the Section 278 works to be made prior to entering into a Section 278 agreement that will allow officers to proceed with the project and determine the scope of works. A full Section 278 agreement to deliver the works will be entered into in due course. 4.3 The projects proposed for initiation in this report relate to the following planning permissions: • 23/01254/FULMAJ – 5-10 Great Tower Street, EC3R 5AA • 23/01270/FULMAJ – Winchester House, 75 London Wall, EC2M 5ND • 24/00061/FULL – 10-16 Bevis Marks, EC3A 7LH
5. Brief description of project	5.1 Each project involves changes to the public highway in the vicinity of each site. All are fully funded via Section 278 agreements, as stipulated in the relevant Section 106 agreements, with the exception of 10-16 Bevis Marks as noted in Section 4 of this report. 5.2 Descriptions of each individual project are contained in the Project Briefs appended to this report.
6. Consequences if project not approved	6.1 The applicants would be in breach of their obligations under the Section 106 agreements or conditions of their planning permission should approval not be granted to progress these projects.
7. SMART project objectives	Objectives for each project are set out in the Project Briefings at Appendix 1.
8. Key benefits	The anticipated benefits arising from each project are set out in the Project Briefings at Appendix 1.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	None.

Options Appraisal

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

Project Planning

13. Delivery period and key dates	**Overall:** The overall project durations vary and are largely dependent on the respective development programmes. **Key dates:** Refer to Project Briefings. **Other works dates to coordinate:** Coordination with other works will be assessed and reported in at future Gateways for each individual project.
14. Risk implications	Overall project risk: Low 14.1 The scope of each project is set out in the related Section 106 agreement; these agreements also obligate the developers to pay the full reasonable costs of the Section 278 works. The scope for 10-16 Bevis Marks will be confirmed following completion of the evaluation and design stage. 14.2 The City Operations division has delivered many Section 278 projects and is experienced in managing the risks involved with such works. 14.3 Individual risk registers will be produced and reported at future Gateways. Early-stage risks identified are as follows: • Developments are delayed impacting on project programme and budget. • Inaccurate or incomplete budget estimates, including inflationary issues, lead to budget increases. • Utility and utility survey issues lead to increased costs and / or scope of work. • Issues with external engagement and buy-in lead to project delays and / or increased costs. • Third party delays may impact negatively on project delivery (programme and / or budget). 14.4 Risks related to the 10-16 Bevis Marks project only, are that the developer:

	a) does not agree to pay the Evaluation & Design fee prior to entering into the Section 278 Agreement. This would cause delay to the project as payment would need to be secured via the Section 278 Agreement. A second Section 278 agreement would possibly be required to secure the remaining costs of the works and confirming the scope of works; b) does not agree with the scope of works and / or the costs of works following completion of the Evaluation and Design. Officers are actively and positively engaging with the developer to secure a commitment to pay the evaluation and design costs up front to avoid delay.
15. Stakeholders and consultees	• Developers • Local businesses, including BIDS where relevant • Local residents • City divisions and departments, including Planning & Development, Natural Environment, Chamberlains and Comptroller & City Solicitors.

Resource Implications

16. Total estimated cost	**Likely cost range (excluding risk):** £1,700,000 - £3,050,000 **Likely cost range (including risk):** £1,700,000 - £3,050,000 Note that this is the total cost range across the three projects. Cost ranges for each individual project are contained in the Project Briefings.	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: External - Funded wholly by contributions from external third parties
	17.1 All of the projects will be fully funded through Section 278 agreements, as required as part of the Section 106 agreements for each development (with the exception of 10-16 Bevis Marks). 17.2 Consideration will be given to expanding the scope of some projects where opportunities arise (such as on streets where there are several developments and there may be a benefit in widening the remit to cover a wider area). In these cases, funding bids will be submitted as part of the capital bidding process for On Street Parking Reserve or Community Infrastructure Levy funding to cover the sections of highway not impacted by the developments. Approval would be sought through the Gateway procedure to expand the scope of the project(s). If funding bids were unsuccessful then the scope	

	would not be expanded and the opportunity to combine works would be lost. 17.3 Indicative cost ranges are shown in the Project Briefings at Appendix 1.
18. Investment appraisal	Not applicable.
19. Procurement strategy/route to market	It is anticipated that all works including design and construction will be undertaken in-house. Should specialist input be required this will be sourced through a competitive tender process in line with City Procurement regulations.
20. Legal implications	Section 278 of the Highways Act 1980 allows the City Corporation (as highway authority) to enter into an agreement with any person for the execution of any works which the authority are authorised to execute, on the terms that that person pays the whole or such part of the cost of the works as may be specified in the agreement, if they are satisfied it will be of benefit to the public. All of the Section 106 agreements linked to these developments require the developers to enter into Section 278 agreements with the City Corporation to deliver the highway works which are considered necessary to make the relevant development acceptable in planning terms. The agreements also include obligations on the City to carry out the Evaluation and Design. The planning permission for 10-16 Bevis Marks includes a condition requiring the Developer to enter into a s278 agreement with the City. If the City do not progress these projects then the City and the developers will be in breach of their obligations under the section 106 agreements, the Developer for 10-16 Bevis Marks will be in breach of its condition of planning permission.
21. Corporate property implications	None.
22. Traffic implications	Implications for traffic are expected to be minimal across all of the projects. However, where there are changes required to highway functions affecting traffic, these will be reported through the appropriate Gateway for the relevant project.
23. Sustainability and energy implications	There are relevant sustainability impacts associated with these projects which will be considered during the design process. It is anticipated that all materials will be sustainably sourced

	where possible and be suitably durable for the design life of the asset. Any greening and planting in the public space will help to improve the scheme's climate resilience. Further information will be provided at future Gateways.
23 IS implications	None.
24 Equality Impact Assessment	A Test of Relevance will be undertaken for each project and where indicated, an equality impact assessment will be undertaken. The City of London Street Accessibility Tool (CoLSAT), Equalities Analysis and the Healthy Streets Design Check processes will form a key part of the design of each project to ensure the deliverables maximise accessibility and inclusivity opportunities and improvements for as many users as possible.
25 Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken.

Appendices

Appendix 1	Project Briefings

Contact

Report Author	Tom Noble
Email Address	tom.noble@cityoflondon.gov.uk
Telephone Number	020 7332 1057

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	*TBC*	**[1b] Departmental Reference Number**	*N/A*
[2] Core Project Name	5-10 Great Tower Street s278		
[3] Programme Affiliation *(if applicable)*	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director, Policy & Projects
[6] Project Manager	TBC (Transport & Public Realm Projects team, City Operations)

Description and purpose

[7] Project Description

Improved public realm surrounding the development at 5-10 Great Tower Street. The changes will be fully funded through a Section 278 agreement. The scope of the project is defined in the Section 106 agreement and is likely to include, but not be limited to:

- Works to alter the footway on St Dunstan's Hill to amend the vehicle crossover point;
- Any other works considered reasonably necessary to implement the Section 278 works.

The next steps to reach the next Gateway include:

- Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;
- Negotiate and enter into a Section 278 agreement.

[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 developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.

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

- Vibrant Thriving Destination – provide more space for people walking and making the City's streets more accessible.
- Flourishing Public Spaces – ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.

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

- Prioritise and provide more space for people walking and making the City's streets more accessible.
- Improve the quality of streets and public spaces to create a more attractive and welcoming public realm.

[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory:	Y	**Sustainability:** Essential for business continuity	N	**Improvement:**	N

Compliance with legislation, policy and audit				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?
1) Improved public realm surrounding the development.
2) Increased proportion of pedestrian priority streets in the area.
3) Improved accessibility for all users in the 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.)
None.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £50,000 Upper Range estimate: £100,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Commuted sums to maintain upgraded sections of the highway will be presented at a future Gateway but will be covered for a period of 20 years as is standard for Section 278 projects.
[16] What are the expected sources of funding for this project?
The project will be fully funded from a Section 278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Estimate: Q3 2025/2026, dependant on the Developer's construction progress.

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: Olu Obisesan
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	N/A

Project Briefing

Project identifier			
[1a] Unique Project Identifier	*TBC*	**[1b] Departmental Reference Number**	*N/A*
[2] Core Project Name	75 London Wall s278		
[3] Programme Affiliation *(if applicable)*	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director, Policy & Projects
[6] Project Manager	TBC (Transport & Public Realm Projects team, City Operations)

Description and purpose

[7] Project Description

Improved public realm surrounding the development at 75 London Wall. The changes will be fully funded through a Section 278 agreement. The scope of the project is defined in the Section 106 agreement and is likely to include, but not be limited to:

- Widening and repaving of the southern footway of London Wall adjacent to the development, removal of redundant street furniture and the implementation of green infrastructure;
- Widening and repaving of the footways on Great Winchester Street, integration of the new (privately-maintained) pedestrian route through the site, and construction of new vehicle crossovers;
- Repaving of footways on Old Broad Street adjacent to the site;
- Resurfacing of the carriageways surrounding the site.

The project area is adjacent to the Old Broad Street Pedestrian Priority project which is currently progressing through the project gateway process. Discussions relating to the interface of the respective workstreams are underway and any implications will be reported as part of future gateway reports.

The next steps to reach the next Gateway include:

- Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;
- Negotiate and enter into a Section 278 agreement.

[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 developer is obligated by the Section 106 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms through entry into a Section 278 agreement.

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

- Vibrant Thriving Destination – provide more space for walking and making the City's streets more accessible.
- Flourishing Public Spaces – ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.

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

- Prioritise and provide more space for people walking and making the City's street more accessible.

• Improve the quality of streets and public spaces to create a more attractive and welcoming public realm.					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	**Sustainability:** Essential for business continuity	N	**Improvement:** New opportunity/ idea that leads to improvement	N

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
1) Improved public realm surrounding the development.
2) Increased proportion of pedestrian priority streets in the area.
3) Improved accessibility for all users in the 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.)
None.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £1.5m Upper Range estimate: £2.5m
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Commuted sums to maintain upgraded sections of the highway will be presented at a future Gateway but will be covered for a period of 20 years as is standard for Section 278 projects.
[16] What are the expected sources of funding for this project?
The project will be fully funded from a Section 278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Estimate: Q3 2027/2028 to Q4 2027/2028, dependant on the Developer's construction progress.

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: Olu Obisesan
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	N/A

Project Briefing

Project identifier			
[1a] Unique Project Identifier	*TBC*	**[1b] Departmental Reference Number**	*N/A*
[2] Core Project Name	10-16 Bevis Marks s278		
[3] Programme Affiliation *(if applicable)*	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director, Policy & Projects
[6] Project Manager	TBC (Transport & Public Realm Projects team, City Operations)

Description and purpose

[7] Project Description

The project will deliver changes to the public highway in the vicinity of the development at 10-16 Bevis Marks. The changes will be fully funded through a Section 278 agreement. The scope of the project is being discussed with the developer and is likely to include, but not be limited to:

- New paving and lighting around the perimeter of the building;
- Introduction of security infrastructure where necessary.

The next steps to reach the next Gateway include:

- Undertake preparatory survey work and liaise with the required statutory undertakers and stakeholders to develop highways and public realm improvement options with the Developer;
- Negotiate and enter into a Section 278 agreement.

[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)?

Works to the public highway are considered necessary to make the development acceptable in planning terms. A Section 106 agreement was not requested of the developer however, it is a condition of the planning permission that the developer enters into a section 278 agreement.

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

- Vibrant Thriving Destination – provide more space for people walking and making the City's streets more accessible.
- Flourishing Public Spaces – ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.

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

- Prioritise and provide more space for people walking and making the City's streets more accessible.
- Improve the quality of streets and public spaces to create a more attractive and welcoming public realm.

[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory:	Y	**Sustainability:** Essential for business continuity	N	**Improvement:**	N

Compliance with legislation, policy and audit				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?
1) Improved public realm surrounding the development.
2) Incorporating any required security infrastructure into the public realm.
3) Improved accessibility for all users in the 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.)
None.
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £150,000 Upper Range estimate: £450,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Commuted sums to maintain upgraded sections of the highway and any security infrastructure will be presented at a future Gateway but will be covered for a period of 20 years as is standard for Section 278 projects.
[16] What are the expected sources of funding for this project?
The project will be fully funded from a Section 278 agreement.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Estimate: Q3 2025/2026 to Q4 2025/26, dependant on the Developer's construction progress.

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: Olu Obisesan
Chamberlains: Procurement	Officer Name: N/A
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Corporate Property	Officer Name: N/A
External	N/A

Committees: Streets and Walkways Sub *[for decision]* Projects and Procurement Sub *[for information]*	**Dates:** 4 February 2025 4 February 2025
Subject: Middlesex Street Area Enhancement Phase 2: Petticoat Lane Market Improvements and Public Realm **Unique Project Identifier:** 11778	**Gateway 6: Outcome Report** Light
Report of: Executive Director Environment **Report Author:** Andrea Moravicova, Transport & Public Realm Projects	**For Decision**
PUBLIC	

Summary

1. Status update	**Project Description:** The project aimed to improve Petticoat Lane Market and enhance the northern and central sections of Middlesex Street, celebrating the character and history of the area whilst improving the visitor experience. **RAG Status:** Green (Green at last report to Committee) **Risk Status:** Low (Low at last report to committee) **Costed Risk Provision Utilised:** None **Final Outturn Cost:** £704,108
2. Next steps and requested decisions	**Requested Decisions:** 1. Note the contents of this report. 2. Approve the budget adjustment related to staff costs to be actioned as outlined in Table 2 within section 13 of this report and in the Appendix 2 Table 2. 3. Note the underspend will be reallocated to other project as part of a S106 allocation report in 2025. 4. Agree to close this project.
3. Key conclusions	3.1 The project was delivered within its budget (as at Gateway 5), and in line with its main objectives to: • Enhance the public realm at the north-western and central sections of Middlesex Street; • Improve the welcome experience of Petticoat Lane Market; and • Improve the facilities for market traders, by introducing power points at the north-western section of Middlesex Street. 3.2 The project was impacted by several internal and external issues affecting construction and requiring changes to scope. These included the Covid-19 pandemic (time), withdrawal of funding from London Borough Tower Hamlets (LBTH) (scope), delay in manufacture of a gate, and obstruction caused by an adjacent construction site (time). 3.3 Despite these obstacles, a successful and impactful project was ultimately delivered, in two stages. The first stage involved works to the north-western section of Middlesex Street (solely owned and maintained by the

	City of London Corporation), providing an enhanced arrival point to the Market. The works were undertaken between January and April 2022. 3.4 The second stage delivered improvements to the west footway of Middlesex Street outside the Middlesex Street Estate (between Harrow Place and Gravel Lane), providing more space for users of the space including Market traders and local businesses. The works were undertaken between January and July 2024. **3.5 Key learning and recommendations for future projects** (see Sections 17 and 18 of this report for more detail)**:** • Cross-boundary projects require full commitment, including financial guarantees, from all parties, with particulars noted in a binding agreement. • Acknowledgement of potential funding risks and prioritisation of project requirements ensured the project delivered on its main objectives despite these risks materialising. • Seeking external funding and/or collaboration with external stakeholders can help address a deficit in the estimated budget. In this instance, a successful bid to the GLA's Grow Back Greener fund for tree planting enabled this element to be brought back into scope. The funding gap was recognised and reported throughout the project life cycle.

Main Report

Design & Delivery Review

4. Design into delivery	4.1 The project was initiated to help revitalise Petticoat Lane Market and strengthen its viability for the future. This was to be achieved through public realm enhancements, improvements to Market's facilities, a strategy to bring new visitors into the area, and community and public art programmes. 4.2 Consultants were appointed in 2018 to develop a public realm strategy for the area. Through extensive consultation with local stakeholders, including Market traders, residents, local businesses and LBTH, the strategy highlighted opportunities for strengthening the identity of the Market, and improvements to public realm and the Market's amenities. 4.3 An 'early win' from the project involved the creation of a cohesive brand for Petticoat Lane Market. The branding strategy has proven popular with local stakeholders, including Market traders, and key elements of the brand are now regularly used throughout the area, including on the recently launched Petticoat Lane Market website. This has contributed to improving the welcome experience and increasing visibility for the Market. 4.4 The detailed design for the public realm enhancements, informed by the strategy, was delivered in-house in liaison with the City Markets team and consulted on with LBTH and both the local and internal stakeholders. 4.5 The project included two distinct sections of Middlesex Street: the 'gateway' to the Market at the north-western end near the junction with Bishopsgate; and the 'heart of the Market' outside the Middlesex Street Estate. Recognising the street is on a boundary between the City and LBTH, with different ownership and maintenance agreements applicable to different sections, each area of the project was delivered within its own timeframe. This allowed work to areas fully owned and maintained by the City to be undertaken earlier, whilst liaison about the areas owned and / or maintained by both authorities continued with LBTH. 4.6 Accordingly, the 'gateway' to the Market was delivered first. These works included the introduction of facilities to improve the function of the Market,

	such as a gate to restrict vehicle access on Market days and power points to enable more activation. The area was also repaved and a raised table introduced to ensure a more accessible environment at this busy junction. Separately, banners featuring the Market branding were installed from new multipurpose columns, further increasing visibility of the Market. 4.7 The 'heart of the Market', the section of Middlesex Street between Harrow Place and Gravel Lane, was delivered later, primarily owing to lengthy discussions with LBTH about the scope of works. Initially the full width of the street, including LBTH land, was in scope and would have included a raised carriageway and footway improvements on both sides of the street. However, changing political priorities and turnover of key project staff at LBTH resulted in the scope being reduced to cover the western footway only (i.e., land owned and maintained by the City). 4.8 The design of the west pavement outside Middlesex Street Estate involved removing large granite planters from the pavement and replacing these with trees planted in the ground, as well as repaving of the pavement. This delivered an improved environment for people walking and wheeling, whilst also providing increased space for Market traders and other local businesses to operate.
5. Options appraisal	5.1 Three options for the improvement to the public realm were presented to committees at Gateway 4. • **Minimal changes**, with limited public realm improvements to lighting, street furniture and wayfinding but without changes to the street layout, surface or function. • **Specific targeted improvements** (chosen option), with improvements to lighting, street furniture, wayfinding, greening, strengthening the gateway to and the central section of the market, and introduction of informal wayfinding and creating a stage for potential events in the area of the redundant stairs at the Middlesex Street Estate. • **Full scale improvements**, including decluttering streetscape, raising of a carriageway throughout the project area, creating a new public space halfway down the street, strengthening gateway to the market by realigning the road at the Bishopsgate end and introducing a permanent 'welcome' kiosk, installing a second permanent kiosk at Widegate Street junction; introducing a canopy across a featured area of the market, installing feature lighting, reinstatement shop awnings and building out the pavement and introducing trees at the southern end of Middlesex Street. All options included roll-out of the branding, public website and minor improvements to market operations. 5.2 Committees approved the recommendation to progress with specific targeted improvements that would develop and implement priority items as agreed through the project's Working Party. 5.3 The chosen option allowed the project to meet its objective to improve the public realm on Middlesex Street and improve facilities for market traders. The implemented option provides long term value, by implementing: • A new Petticoat Lane brand which provides the Market with an identity on street and online (social media and new Petticoat Lane Market website which was delivered by Aldgate Connect). • A Petticoat Lane branded gate at the north-western end of Middlesex Street strengthens the market's visibility and aids visibility outside its Sunday operation. It also enables the road to be closed to vehicular traffic during the market days.

	• A raised carriageway and power points at the north-west entrance to the market, which provides more flexible space for use during market days (e.g. for events).
6. Procurement route	• Consultants were appointed through a competitive tender process to prepare the public realm strategy and branding for Petticoat Lane Market. • The construction package was prepared in-house by the Highway Engineer and work on site was undertaken by the City's term contractor. • Planting was designed and delivered by the City Gardens team.
7. Skills base	• The project team had the necessary skills, knowledge and experience to manage delivery of this project. • Specialist contractors were used to manufacture the gate installed near the junction of Bishopsgate. • A specialist consultant was appointed to develop the new brand for Petticoat Lane Market.
8. Stakeholders	8.1 The project was governed by a project board. The board was jointly chaired by a City Ward Member and LBTH Councillor, and included representatives of both City and LBTH Market Traders and Officers, Aldgate Connect BID, City Transport and Public Realm officers and LBTH Town Centres officers. 8.2 Stakeholder engagement was undertaken throughout the project: • Workshops, site visits and 1-2-1 conversations with the Market traders were held during the development of the public realm strategy and branding for the Market. • Separate workshops on design of branded elements, including bunting and banners, were also held with local stakeholders. • The Petticoat Lane engagement platform hosted online polls and surveys. Opportunities to comment on the public realm design, greening and the LBTH run Petticoat Lane Heritage Trail were also provided.

Variation Review

9. Assessment of project against key milestones	9.1 The overall project timeline was affected by the Covid pandemic, obstruction caused by an adjacent construction site, withdrawal of funding from LBTH, and by lack of response to Section 8 agreement from LBTH Highways team. 9.2 The implementation of the north-west section of Middlesex Street started in January 2022, approximately six months later than expected at Gateway 5 to align with the programme of adjacent building construction that occupied part of the project site. 9.3 The works to the north-west section of Middlesex Street took two months longer to complete than originally anticipated. This was due to issues with manufacturing of the bespoke gate, which was installed two months later than expected. 9.4 The implementation of the central section, outside Middlesex Street Estate, was delayed by approximately four months, whilst officers sought agreements from LBTH. The works commenced by removal of granite planters and tree planting in January 2024. The works were completed in July 2024.
10. Assessment of project against Scope	10.1 Middlesex Street forms a boundary with LBTH and to address highlighted issues of the area, officers worked in partnership with their colleagues at LBTH on the development of public realm designs. These considered improvements to the market layout and amenities.

	10.2 The enhancements to the north-west section of the street were implemented in full. The improvements to the western footway outside the Middlesex Street Estate (within the City's part of the project area) were implemented as part of this project, but due to LBTH diverting their funding to other initiatives in the area, the improvements to the area maintainable by LBTH were postponed until such time that funding becomes available. See plan in Appendix 3. 10.3 Despite this, LBTH continues with delivery of a permanent historic trail along Middlesex Street, which the City Corporation supports. LBTH is also continuing to seek alternative funding to deliver the improvements to Middlesex Street to complement the City of London Corporation's works
11. Risks and issues	Several risks materialised during the project: **11.1 Funding** Prior to Gateway 5 report for the central area of Middlesex Street, LBTH withdrew their funding as they needed to divert it to the neighbouring streets to support other workstreams within their Middlesex Street area regeneration programme. This meant that only the City's highway was progressed and reduced the overall impact the scheme was anticipated to deliver. **11.2 Consents unobtained** To complete the City's works as proposed at Gateway 5, a Section 8 agreement from LBTH Highways team was required. This would allow the City to undertake work on LBTH highway. The risk that the consent to the proposals was not obtained did materialise. Although input from LBTH and approval in principle was granted, the formal consent was not granted and therefore, to avoid unnecessary costs and further delay to project completion, the construction package was finalised only for the part of the highway maintainable by the City and implemented. **11.3 Delays in supply** The bespoke design element for the gate meant that the manufacture process was longer than expected, which delayed practical completion of the north-western area by approximately two months. Main construction, which included raising the carriageway in granite setts, repaving the footway and installing a power bollard and multipurpose columns, was completed within the expected timeframe. **11.4 Political changes** The changes to the political priorities resulted in delays to the project and revision to the scope implementation. Good working relationships forged with the colleagues at LBTH were unable to mitigate the pressure of changing priorities and diversion of funding to the other parts of the LBTH Middlesex Street area regeneration programme. This meant we were unable to progress with the full implementation of the public realm design outside the Middlesex Street Estate.
12. Transition to BAU	12.1 The operation of the gate has been handed over to the City Markets team, who manage the opening and closing of the gate on Sundays to accommodate the market operation. 12.2 The standard palette of materials was used during implementation to ensure the street is easily maintainable, and the renewed areas of the street were transferred to highways operations following standard procedures.

Value Review

13. Budget

Estimated Outturn Cost for the City areas (G2)	£750,000 to £1,169,455 (excluding risk)

Table 1

	At Authority to Start work (G5) £	Final Outturn Cost £
Pre-evaluation	96,783	96,783
Fees	72,468	43,028
Staff Costs	249,030	251,550
Works	354,219	293,710
Trial Works	4,239	4,239
Planting maintenance	14,798	14,798
Total	791,540	704,108

Table 2

	At Authority to Start work (G5) £	Expenditure (£)	Balance (£)
Staff Costs	249,030	5,224	251,550
Works	354,219	-2,520	51,699

13.1 The requested budget adjustment is detailed in Table 2. Please see Appendix 2 Table 2 for more information.

13.2 The final accounts for this project are yet to be verified. An existing fees commitment related to Traffic Regulation Order, accounted for in the overall project outturn costs, is yet to be receipted.

13.3 The City's elements of the project were funded from Section 106 obligations (Stone House and Staple Hall, and 201 Bishopsgate agreements) and a contribution from GLA's Grow Back Greener fund.

13.4 The total cost is approximately £87,000 lower than originally estimated at Gateway 5. Some savings were made during the construction of the north section of Middlesex Street, others due to retaining the existing alignment of the kerbline in the central section.

14. Assessment of project against SMART objectives

14.1 This project delivered against its main objectives to:

- Improve the setting for the Petticoat Lane Market which is located on Middlesex Street;
- Enhance the public space to improve experience for people walking; and
- Provide a more attractive and usable public space through the introduction of new seating, paving materials as well as landscaping and street lighting improvements.

14.2 It is acknowledged, that an implementation of the full design to the area outside the Middlesex Street Estate would have been more impactful and would provide a greater benefit to the Market.

15. Key benefits realised

Key benefits outlined in the Gateway 2 report were realised, albeit to a lesser extend as anticipated:

- The Petticoat Lane brand developed as part of the project helps to enhance the market's visibility when not in operation, but also strengthen its presence during the Market days and online.
- The provision of power points, a standard element of a thriving street market, provides opportunities to potentially expand the market offer and hold events at the north-west end of Middlesex Street to invigorate the market and draw more visitors during its Sunday operation.

	• Removal of the granite planters outside the Middlesex Street Estate provides a better walking environment and increases visibility of the local businesses that occupy the Estate's commercial units. • The renewed surfaces and raised carriageway at the north-western end of Middlesex Street, and the addition of banners from lamp columns, give a sense of arrival to the area which was previously lacking.

Lessons Learned and Recommendations

16. Positive reflections	• Extensive stakeholder engagement from the project's inception allowed for the project requirements to be clearly identified and delivered upon. • Identification and understanding of risks and clearly defined mitigation measures, allowed officers to deliver improvements to the City's scope of the project despite diversion of funding by LBTH from the central part of Middlesex Street to the neighbouring streets to support other workstreams within their Middlesex Street area regeneration programme. • Delivering a new brand and improved public realm for Petticoat Lane ensures the market is visible with a clear sense of arrival.
17. Improve-ment reflections	• Securing financial commitments from the project delivery partners through written agreements would increase the likelihood of the project being realised in full and within agreed timelines. • The Working Party would benefit from including members who have authority to make decisions on behalf of the group they represent. This has a potential to contribute to streamlining the decision-making process and reducing the project's overall timeline. • A streamlined decision process on the bespoke elements, including the brand and gate, would have likely contributed to the project's timeline to be reduced. Empowering project officers to progress the development of the brand, for example, without requiring stage-by-stage approvals from several senior officers would benefit the creative process and expedite project progress. • The long delivery timelines for projects undertaken in partnership or jointly with other local authority may experience issues arising from the changes in administration that lead to revised political priorities. Although this is partly outside the control of the City Corporation, the long delivery times could have been potentially reduced by having consistent 'project champions' at senior officer level from all delivery partners. This could have reduced the risk of changes to the project scope and timeline by driving the project forward despite changing political priorities.
18. Sharing best practice	Information will be disseminated through team and project staff briefings.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance tables
Appendix 3	Plan showing areas delivered, and areas not implemented
Appendix 4	Images before and after

Contact

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Appendix 1

Project Coversheet

[1] Ownership & Status

UPI: 11778
Core Project Name: Middlesex Street Area enhancement Phase 2: Petticoat Lane Market Improvements and Public Realm

Programme Affiliation (if applicable): n/a
Project Manager: Andrea Moravicova

Definition of need:
Public realm enhancement, along with improvements to the market including publicity and events, are required to attract visitors to the market and ensure that Petticoat Lane Market a viable operation for the future. The need to improve the area and introduce facilities for the market was exacerbated by the potential threats to the market posed by Covid-19.

Key measures of success:
1) Enhanced public realm along Middlesex Street including improved surfacing, lighting, additional greening/ planting, and better public facilities
2) Increase in stall holders at Petticoat Lane Market
3) Implementation of a new Petticoat Lane Market brand
4) Number of visitors increases

Expected timeframe for the project delivery:
Area A June 2021 – September 2021, with revised dates of January 2022 – April 2022.
Area B September 2023 – March 2024.

Key Milestones:
- Approval of G5 for Area B (central section of Middlesex Street) – May 2023
- Engage with local stakeholders on planned works & phasing – July 2023
- Start implementation – September 2023
- Complete construction March 2024
- Complete project June 2024

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

Slippage of approximately 12 months due to external factors, which affected delivery of Area A and postponed start of works in Area B, including:
- A need to reprogramme works to align with approvals of another report (outside of this project remit), so the works can be implemented concurrently.
- Delay in manufacture of a gate.
- Obstruction caused by adjacent development site.
- Withdrawal of funding from LBTH, which also affected changes to scope.

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 was initiated before the Coversheet process was implemented as part of overall Middlesex Street Area Enhancements, and reported on accordingly.
Middlesex Street Phase 2 was first formally reported on as a separate project at Gateway 3.

This project has been developed in partnership with London Borough of Tower Hamlets (LBTH) as Middlesex Street lies along the boundary line between the two areas; and Petticoat Lane Market is operated by both authorities. The City and LBTH were each to fund enhancements within their boundaries, with the works proposed to be undertaken together where possible, with the relevant agreements to be put in place.

The project scope has been reduced at Gateway 5 for Area B, due to LBTH withdrawal of funding for Middlesex Street; although some improvements to adjoining streets are still being realised and will contribute to the enhancements of Petticoat Lane market area.

'Project Briefing' G1 report (as approved by Chief Officer 2012):

This project was originally reported on as part of the Middlesex Street area project.

Scope/Design Change and Impact:
The Middlesex Street area project aimed to improve the entire length from Bishopsgate to St Botolph's Street, as well as the entire length of adjacent Widegate Street. Although the area is on the border with the LBTH, the enhancements were proposed to be undertaken on City land.

'Project Proposal' G2 report (as approved by Streets & Walkway Sub-Committee 13/03/2012):

- Total Estimated Cost (excluding risk): £750,000 to £1,169,455
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:
    - Options appraisal – Spring 2012
    - Detailed design and implementation – Winter 2012 / 2013

'Options Appraisal and Design' G3/4 report (as approved by PSC 29/10/2013):

- Total Estimated Cost (excluding risk): £187,571 to G5 + £850,000 – £932,000 to implement Phase 1.
- Resources to reach next Gateway (excluding risks):
- Spend to date: £71,397
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:

Scope/Design Change and Impact:
In response to the consultation, this report proposed a phased approach to delivery of enhancements to enable projects to be delivered in an appropriate time

frame. This takes into account the further work that will need to be done on the cross-boundary issues relating to the Market and associated environmental enhancements. Implementation was split to two phases:
Phase 1: Enhancements to the Northern end of Middlesex Street, Widegate Street, Sandy's Row, Fort Street and Rose Alley (Implementation: estimated May to November 2014).
Phase 2: Enhancements to the Southern half of Middlesex Street where the City shares a boundary with LBTH. Members will be presented with a Gateway 4/5 report in 2014 following detailed consultation and analysis of functional improvements to the market.

'Options Appraisal' G3 update report (as approved by PSC 22/11/2016):

- Total Estimated Cost (excluding risk): c.£2m-4m cost range for Phase 2 public realm enhancements and market improvements on both the City's and LBTH sides.
- Resources to reach next Gateway (excluding risks): £50,000
- Spend to date: £0
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: not provided within the report

Scope/Design Change and Impact:
Increasing scope of the project to include enhancements to the public realm on LBTH land and improvements to the market. Increase in costs, creation of a partnership with LBTH to prepare comprehensive package of enhancements and deliver the changes.

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

- Total Estimated Cost (excluding risk): c.£2m-4m cost range for Phase 2 public realm enhancements and market improvements on both the City's and LBTH sides.
- Resources to reach next Gateway (excluding risks): £110,000
- Spend to date: £8,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: not provided within the report.

'Detailed Options Appraisal' G4 report (as approved by PSC 19/07/2019):

- Total Estimated Cost (excluding risk): £916,274 is the current given total cost of the City's funded element of the public realm project.
  c.£2m-4m cost range for Phase 2 public realm enhancements and market improvements on both the City's and LBTH combined.
- Resources to reach next Gateway (excluding risks): £205,000
- Spend to date: £97,146
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: not provided within the report.

'Authority to start Work' G5 report for Area A (as approved under delegation 2019):

- Total Estimated Cost (excluding risk): £916,274 is the current given total cost of the City's funded element of the public realm project.

c.£2m-4m cost range for Phase 2 public realm enhancements and market improvements on both the City's and LBTH combined.

- Resources to reach next Gateway (excluding risk)
- Spend to date: £218,458.50
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:
  There has been some delay relating to the appointment of a market operations and layout consultant by LBTH. The progress was also affected by Covid pandemic.
  - Gateway 5 authority to start work – March 2021
  - Complete construction package and consult on traffic orders – April 2021
  - Engage with local occupiers on planned works – March – April 2021
  - Construction – June-September 2021.

Scope/Design Change and Impact:
The works for the 'Middlesex Street Area Enhancement Phase 2' project are proposed to be split into two areas:

- Area A is the area at the northern end of Middlesex Street, by the junction with Bishopsgate, and works in this area were the subject of this report.
- Area B is the central section of Middlesex Street by the Middlesex Street Estate (see plan at Appendix 2). The design work for this area will continue and a separate Gateway 5 will be presented later in the year relating to this area.

'Authority to start Work' G5 report for Area B (as approved under delegation in May 2023):

- Total Estimated Cost (excluding risk): £791,540 is the current given total cost of the City's funded element of the public realm project; with a total cost of area B estimated at £381,798.
- Resources to reach next Gateway (excluding risk): £120,958
- Spend to date: £409,742
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:
  - Gateway 5 authority to start works (Area B) - May 2023
  - Completion of construction package – June 2023
  - Engagement with local stakeholders and occupiers on planned works and phasing – July 2023
  - Construction & tree planting – September 2023 – March 2024
  - Snagging – March – May 2024
  - Gateway 6 report – June 2024.

Scope/Design Change and Impact:
The proposed designs for the central section of Middlesex Street will only be implemented to highway maintained by the City of London Corporation, as LBTH needed to divert funding planned for Area B to the neighbouring streets to support other workstreams within their Middlesex Street area regeneration programme.

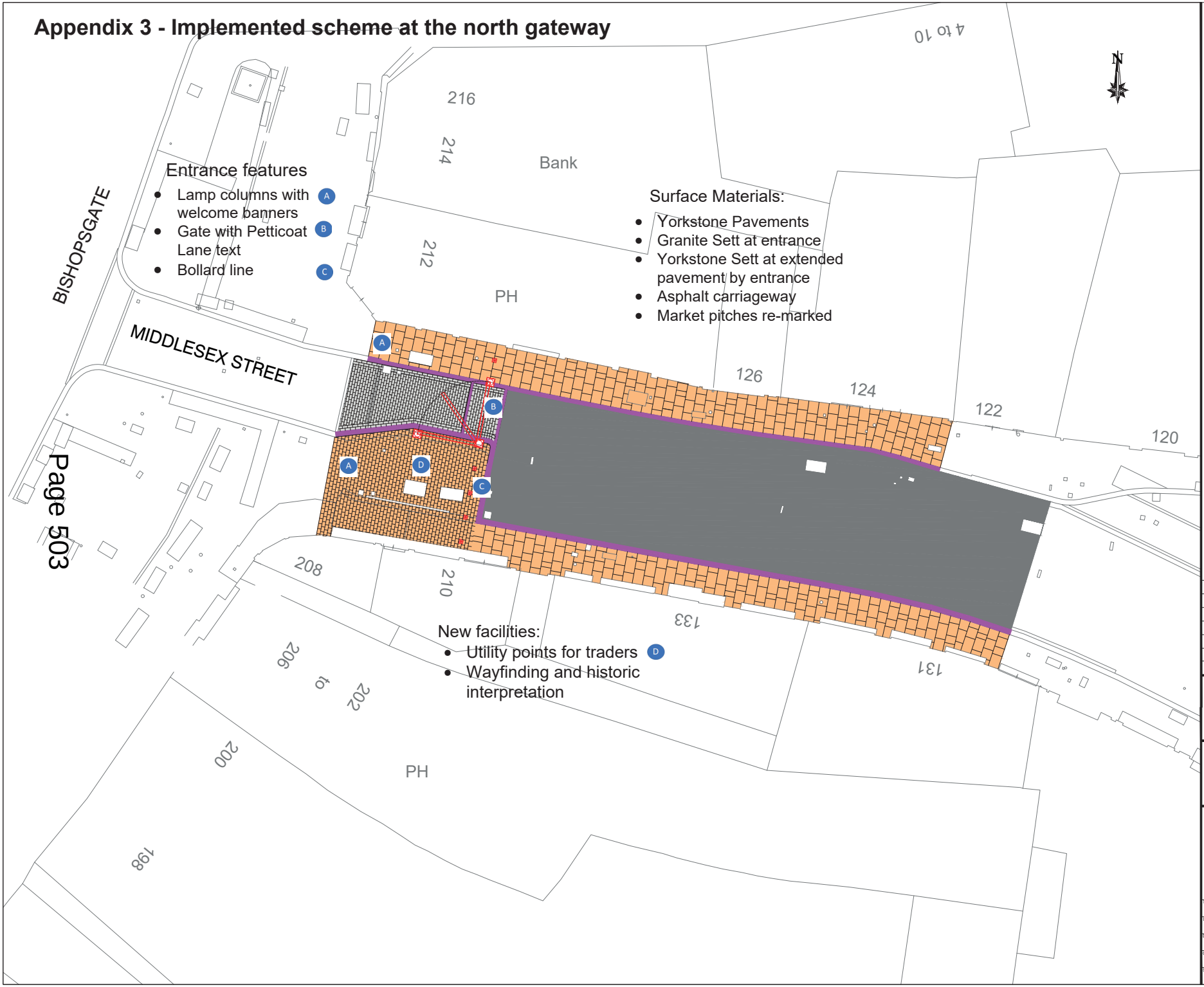
Total anticipated on-going commitment post-delivery [£]:N/A
Programme Affiliation [£]: Liverpool Street area strategy

Appendix 2

Table 1: Expenditure to Date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800365: Middlesex Street Area Enhancement Phase 2 (SRP)			
P&T Staff Costs	58,551	58,549	2
P&T Fees	38,235	38,234	1
Total 16800365	**96,786**	**96,783**	**3**
16100365: Middlesex Street Area Enhancement Phase 2 (CAP)			
Env Servs Staff Costs	118,998	120,832	(1,834)
Open Spaces Saff Costs	3,000	296	2,704
P&T Staff Costs	127,032	130,422	(3,390)
P&T Fees	72,468	43,028	29,440
Env Servs Works	354,219	293,710	60,509
Trial Works	4,239	4,239	-
Planting maintenance	14,798	14,798	-
Total 16100365	**694,754**	**607,325**	**87,430**
GRAND TOTAL	**791,540**	**704,108**	**87,432**

Table 2: Budget Adjustment Required			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800365: Middlesex Street Area Enhancement Phase 2 (SRP)			
P&T Staff Costs	58,551	-	58,551
P&T Fees	38,235	-	38,235
Total 16800365	**96,786**	**-**	**96,786**
16100365: Middlesex Street Area Enhancement Phase 2 (CAP)			
Env Servs Staff Costs	118,998	1,834	120,832
Open Spaces Saff Costs	3,000	(2,704)	296
P&T Staff Costs	127,032	3,390	130,422
P&T Fees	72,468	-	72,468
Env Servs Works	354,219	(2,520)	351,699
Trial Works	4,239	-	4,239
Planting maintenance	14,798	-	14,798
Total 16100365	**694,754**	**-**	**694,754**
GRAND TOTAL	**791,540**	**-**	**791,540**

Appendix 3 - Implemented scheme at the north gateway



Rev No.	Date	Description	By

Revision

PROJECT:
MIDDLESEX STREET
AREA ENHANCEMENT
PHASE 2

TITLE:
NORTHERN GATEWAY
GENERAL ARRANGEMENT

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

Sheet: SHEET 1 of 1
Date: SEP 20
Designed by: KEW
Checked by: BM
Scale & Drawing Size: 1:100@A1
Revision:
Drawing No: CoL/16100365/NG/GA

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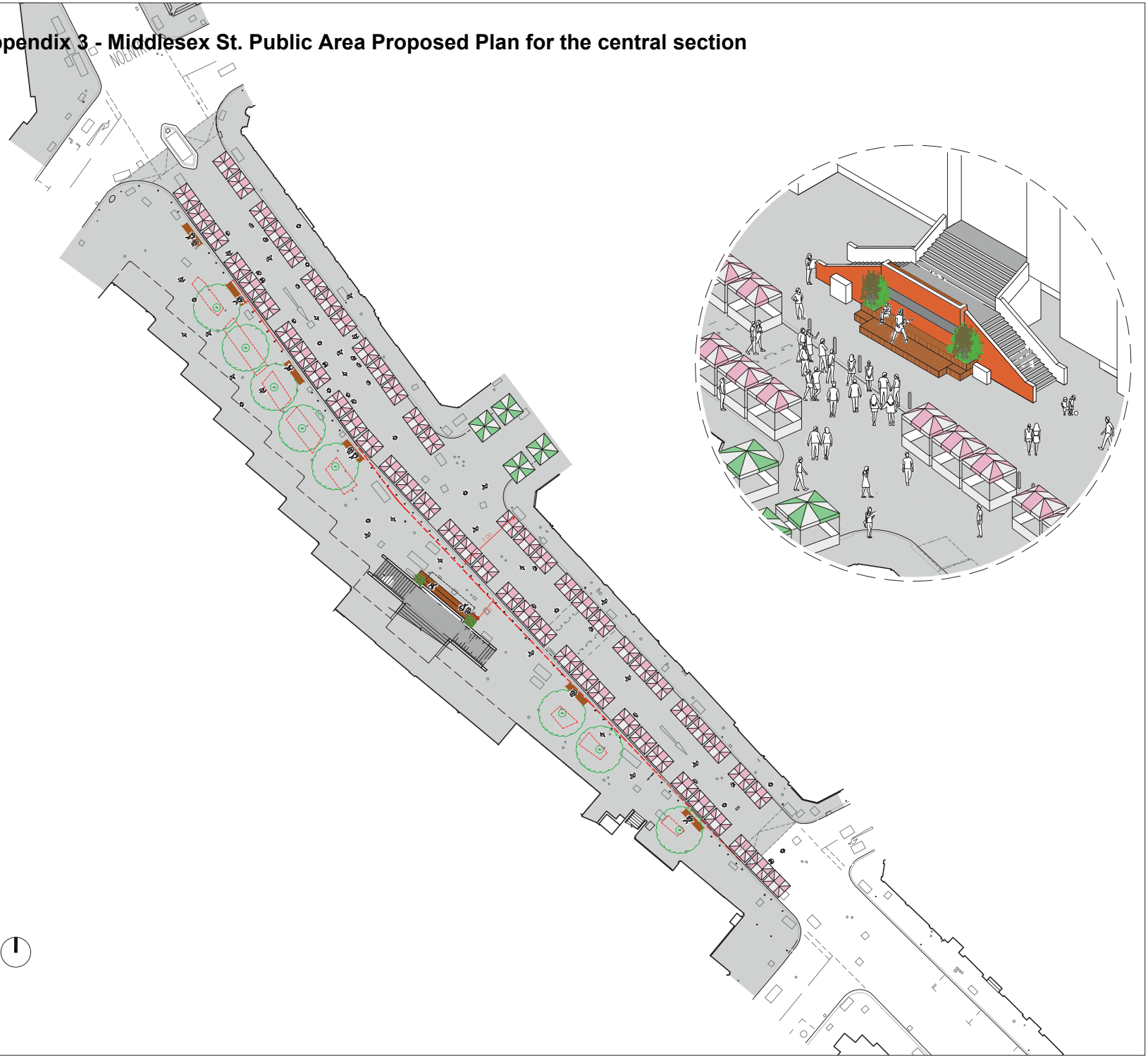
City of London 100023243 2018.

Appendix 3 - Middlesex St. Public Area Proposed Plan for the central section



(*includes LB of Tower Hamlets areas and market stall arrangements on Sundays

NOTES:
This drawing should not be scaled.
The contractor is to verify all dimensions and conditions on site and report any discrepancies to the Architect immediately.
This drawing is to be read in conjunction with all relevant documents and drawings
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www.ntarc.co.uk

REV	DATE	DESCRIPTION	DRN	CHKD

NEIL TOMLINSON
Architects

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FACSIMILE +44 (0)20 7089 5748
EMAIL INFO@NTARC.CO.UK
WWW.NTARC.CO.UK
HORSESHOE WHARF, 6 CLINK STREET, LONDON SE1 9FD

DRAWING STATUS:
FOR INFORMATION

CLIENT:
CITY OF LONDON

PROJECT:
MIDDLESEX STREET AREA

DATE:	SCALE:	DRAWN BY:	CHECKED BY:
April '22	As Indicated@A3	AS	NT

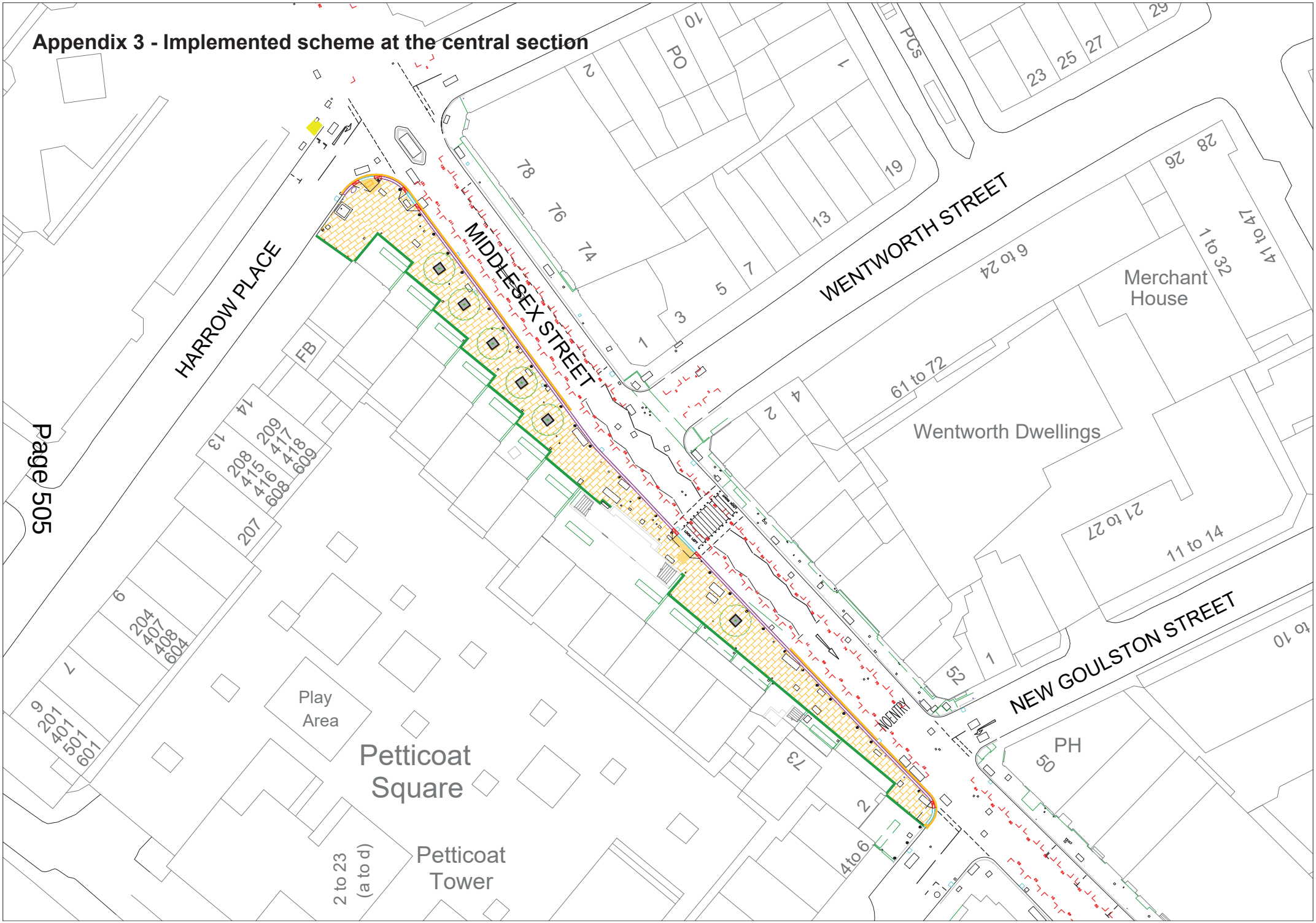
DRAWING TITLE:
PUBLIC REALM IMPROVEMENTS*

CONFIDENTIAL

DRAWING NUMBER:

REVISION:
A

Appendix 3 - Implemented scheme at the central section



Appendix 4



Middlesex Street central area – the path outside the Estate was predominated by the large granite planters



Middlesex Street central area – street trees and seating replaced the concrete planters, creating more space for people walking and wheeling and opportunities to rest. The function of the street remains unchanged.



Banners, introduce as a part of the quick wins, and a permanent gate at the northern gateway of Middlesex Street and on Bishopsgate (evening)

Committees: Streets and Walkways Committee - for decision Projects and Procurement Sub Committee - for information	**Dates:** 4 February 2025 4 February 2025
Subject: One Crown Place - Section 278 highway works **Unique Project Identifier:** 11902	**Gateway 6: Outcome Report** Light
Report of: Executive Director Environment **Report Author:** Isaac Taylor – Transport Planner Trainee, Policy and Projects, City Operations	**For Decision**
PUBLIC	

Summary

1. Status update	**Project Description:** One Crown Place Section 278 Highway Improvements are located on the north side of Sun Street and includes the following works: • Increased pavement width from 1.5 metres to 5 metres with new granite kerbs • Line markings • Carriageway reinstatement • Planting of four Ginkgo trees • Installation of new lighting columns • Re-installation of a TfL Docking Station • Installation of five new Sheffield cycle stands **RAG Status:** Green **Risk Status:** Low **Costed Risk Provision Utilised:** N/A **Final Outturn Cost:** £278,792

2. Next steps and requested decisions	**Requested Decisions:** Members of Streets & Walkways Sub Committee are asked to: • Approve the content of this Outcome Report and agree for the Project to be closed • Any funds remaining unspent from the Section 278 Works Payment (along with any accrued interest) to be returned to the developer
3. Key conclusions	The project has been successfully completed within budget, with delays against the original programme. This was due to delayed development and the impact of the global Covid-19 pandemic. Works were paused due to national restrictions, further works were postponed due to access, the developer did not release footway at agreed times. Key learning and recommendations for future projects are: • close co-ordination and engagement between stakeholders and project teams is essential to enable smooth project delivery.

Main Report

Design & Delivery Review

4. Design into delivery	This was a relatively simple S278 scheme, the proposed design widened the pavements on Sun Street and installed some new cycle parking and four new trees. Standard materials were used, ensuring a simple handover into delivery by the contractor. There were no notable issues regarding the design. Sun Street is a boundary street between the City and the London Borough of Hackney. The works were within the London Borough of Hackney's boundary, and through a Boundary Agreement the responsibility for the ongoing maintenance is undertaken by the City of London Corporation for the entire length of Sun Street.
5. Options appraisal	There was only one design option progressed, and this was delivered within budget.
6. Procurement route	Detailed designs were prepared by the City's highway team. The City's term contractor was used to successfully deliver the on-street works.
7. Skills base	The project team had the required resources, skills, knowledge, and experience to deliver the project.
8. Stakeholders	The project team engaged and consulted with the London Borough of Hackney, Transport for London (TfL) and the Crown Place development team during the design and construction stages. This enabled the project to be delivered to the needs of the developer and minimised risk for all stakeholders involved.

Variation Review

9. Assessment of project against key milestones	A key milestone identified at Gateway 5 in December 2019 was for the expected highway works to be completed by December 2020. However, due to slippage in the developer's programme, fit-out timescales required extensions on several occasions. This ultimately paused City works until there was confidence between both parties that no further delays would occur. The stand down of works ensured that no additional costs would be incurred at the expense of the developer due to ineffective use of worker's time. this also prevented damage to the reinstated highway by the operation of heavy machinery on the footway during the fit-out stage. The developer delays were then further exacerbated by the Covid-19 restrictions. City works resumed back onsite in September 2021 but had to accommodate the final stages of the developer's fitout. The solution was to split the site into workable segments whilst retaining access for the fitout needs. The essential highway works

	Were completed before the development's occupation date with only minor carriageway repair works remaining. These were disrupted by the construction logistics of 1-2 Finsbury Avenue development site on Sun Street that effected our contractor's ability to undertake the work without adding a disproportionate cost. The remaining minor carriageway repair works were complete in July 2024 which completed the Section 278 works for One Crown Place.
10. Assessment of project against Scope	The project scope was to deliver highway improvements on the northern side of Sun Street (from Wilson Street to Crown Place). The project delivered highway enhancements which provide benefits for people walking, wheeling and cycling with minimal impact on motor vehicles. The project delivered wider pavements, increased on-street cycle parking numbers, retained the existing number of Santander cycles, increased the number of street trees and introduced restrictions to prohibit waiting, loading, and unloading, which should increase the safety for people cycling, driving and riding on Sun Street from the risks associated with stationary vehicles. The Crown Place development has off-street loading facilities which are accessed from Earl Street.
11. Risks and issues	All identified risks as part of the risk register exercise did not occur. The unidentified risks that occurred during the project lifecycle were: • The COVID-19 pandemic which caused unforeseen delays for both the developer and the City of London Corporation able to manage this within the cost. • Transport for London's Santander Cycle Team (TfL) were in the process of procuring a term contractor for installing Santander cycle infrastructure. TfL's programme for awarding the contract could have risked delaying the delivery of the Section 278 works, but due to the working relationship with TfL, the City's term contractor at the time (JB Riney) were able to install the Santander cycle infrastructure with oversight from TfL. This enabled the City to deliver the essential project works to the developer's timescale. • 1-2 Finsbury Avenue construction logistics site effecting the proportionate workability of minor works
12. Transition to BAU	Following completion of the works, the delivered project is now managed under normal maintenance activities. This has been possible as the project team included representatives from all service areas including the London Borough of Hackney.

Value Review

<table>
<tr><td>13. Budget</td><td>
<table>
<tr><td></td><td>The project cost was estimated to be in the region of £350,000</td></tr>
</table>
<table>
<tr><th></th><th>At Authority to Start work (G5)</th><th>Final Outturn Cost</th></tr>
<tr><td>Fees</td><td>£12,800</td><td>£ 0</td></tr>
<tr><td>Staff Costs</td><td>£72,018</td><td>£75,336</td></tr>
<tr><td>Works</td><td>£219,653</td><td>£ 203,456</td></tr>
<tr><td>Commuted Maintenance Sum (City Gardens)</td><td>£7,053</td><td>£0</td></tr>
<tr><td>Total</td><td>£311,524</td><td>£278,792</td></tr>
</table>
After the commuted maintenance sum has been taken, there is approximately £25k to be returned to the developer

Please confirm whether or not the Final Account for this project has been verified.* No
</td></tr>
<tr><td>14. Investment</td><td>N/A</td></tr>
<tr><td>15. Assessment of project against SMART objectives</td><td>The project did deliver against the all the “Success Criteria” which were the following:
1. Meeting the needs of the developer
2. Meeting the City’s and the London Borough of Hackney’s requirements: appearance, function and cost (funded by the developer)
3. Implementing a scheme which benefits the public by providing a more pleasant environment for people through widened footways and an enhanced street scape
4. Delivery of the works to a timetable that is set by the occupation date of the tenant. Covid-19 did not impact this criterion as the developer’s programme changed prior to and as a result of Covid-19 restrictions and City works adapted to deliver to the change in occupation date.</td></tr>
<tr><td>16. Key benefits realised</td><td>The key benefits have been realised “Providing an enhanced environment for all street users” by increasing footway widths, on-street cycle parking and amount of street trees.</td></tr>
</table>

Lessons Learned and Recommendations

17. Positive reflections	On reflection the management of communication between all stakeholders involved particularly during the Covid-19 Lockdown enabled all stakeholders to adapt to the needs of each stakeholder to coordinate and ensure the essential works were delivered for occupation.
18. Improvement reflections	On reflection the foresight to understand how the 1-2 Finsbury Avenue development would impact the delivery of minor repair works to the carriageway on Sun Street could have been better coordinated by taking earlier opportunities for coordinating our works with road or lane closures associated with Sun Street. The project was not able to undertake the works due to health & safety concerns, which would have required a disproportionate cost to be incurred compared to the value of the works needed to be undertaken. It was deemed that the appropriate approach was to coordinate the works with a planned road or lane closure on Sun Street to efficiently manage resources and minimise disruption. This delayed the project completion by approximately 2 years.
19. Sharing best practice	The project is a good example of cross-borough coordination with our neighbours the LB of Hackney and the collaborative work with TfL's Santander Cycle Hire Team.
20. AOB	None

Appendices

Appendix 1	Project Coversheet
Appendix 2	Before and After Images

Contact

Report Author	Isaac Taylor
Email Address	Isaac.Taylor@CityofLondon.gov.uk
Telephone Number	07801950767

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Project Coversheet

[1] Ownership & Status

UPI: 11902
Core Project Name: One Crown Place (Sun Street) S278
Programme Affiliation (if applicable): N/A
Project Manager: Isaac Taylor
Definition of need:
Crown Place is a development that sits within the London Borough of Hackney. In 2015 the London Borough of Hackney (the "**Council**") granted conditional planning permission for the demolition of 17–19 Sun Street, 1-17 Crown Place and 8-16 Earl Street excluding the front façade.

Part of the development fronts onto Sun Street, with the City and Hackney borough boundary running along the centreline. The Council is the local highway authority for the northern half of Sun Street and the City is the local highway authority for the southern half. The City exercises various highway functions in respect of the full width of Sun Street, pursuant to two section 8 agreements made between the Council and the City dated 28 May 2008 and 7 November 2017 respectively.
Key measures of success:

- Meeting the requirements of the City and the Council in terms of: appearance, function and cost (funded by the developer)
- Implementing a scheme which benefits the public by providing a more pleasant environment for people through widened footways and an enhanced street scape
- Meeting the needs of the developer

Expected timeframe for the project delivery: N/A: Project completed in July 2024

Are we on track for completing the project against the expected timeframe for project delivery? No, project completed three years later than planned due to Covid-19 and co-ordinating snagging works with the 1-2 Finsbury Square development.
Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G1&2 report (as approved by PSC 18/07/2017):

- Total Estimated Cost (excluding risk): £350,000
- Resources to reach next Gateway (excluding risk): £40,000
- Spend to date: £0
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:N/A

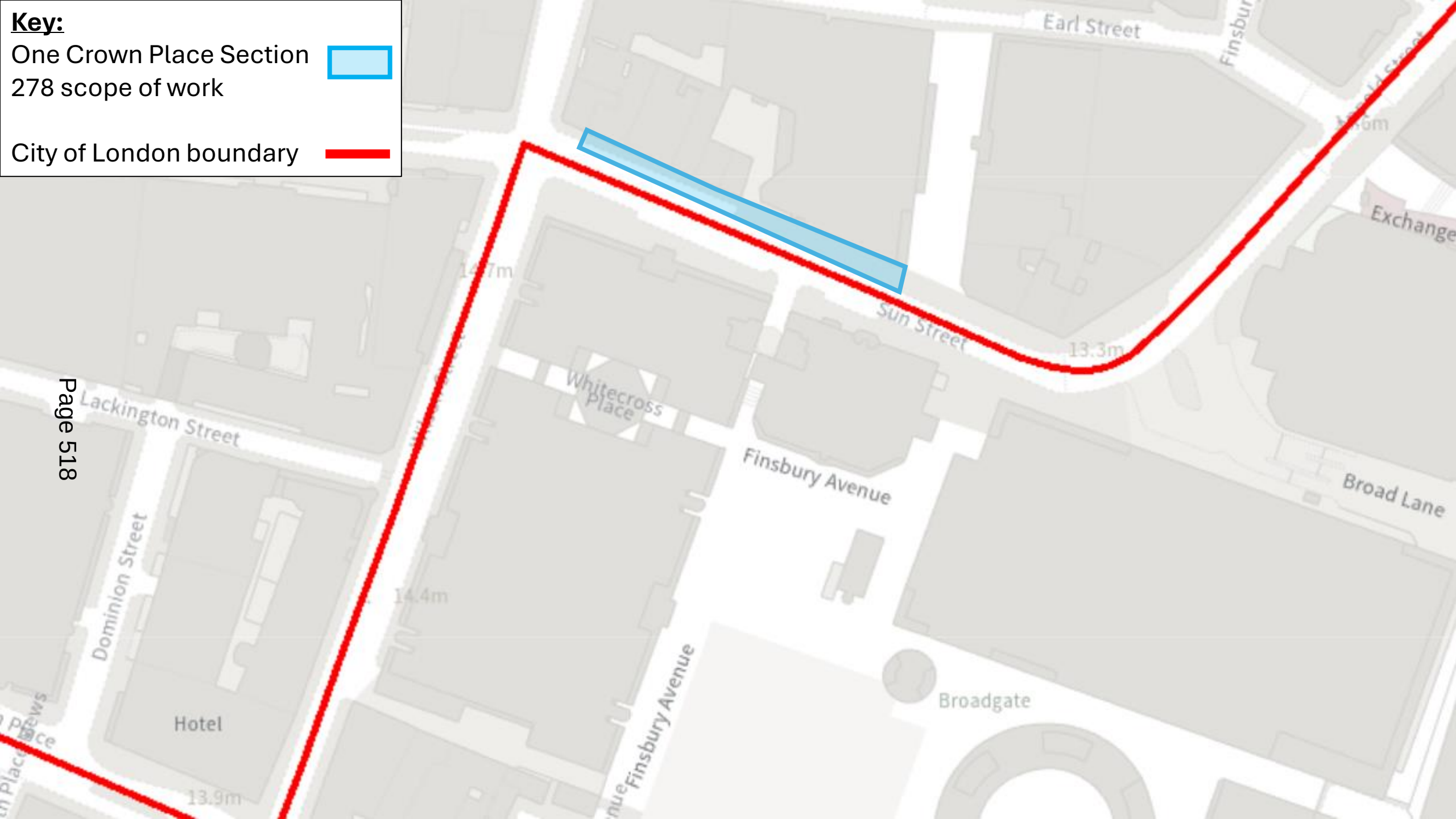
'Authority to start Work' G5 report (Delegated Chief Officer):

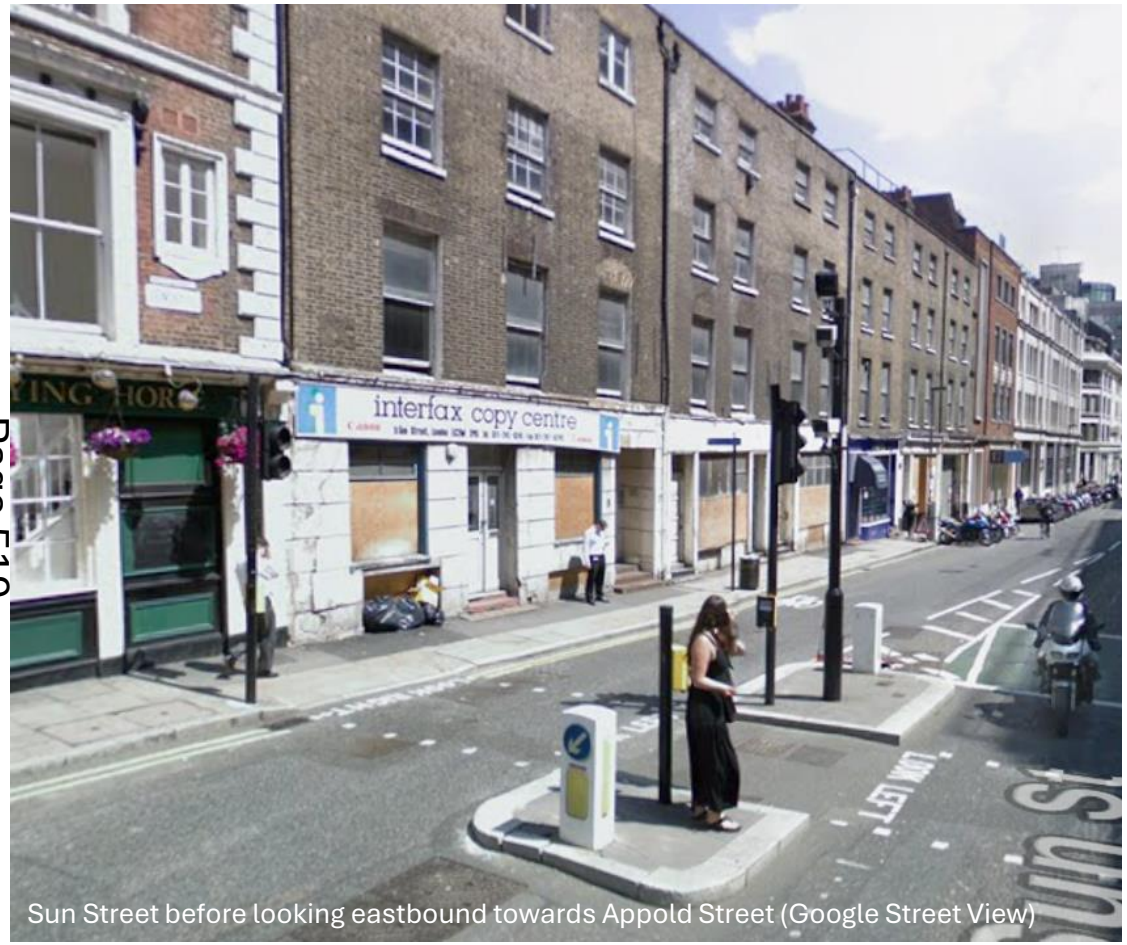
- Total Estimated Cost (excluding risk): £311,524
- Resources to reach next Gateway (excluding risk): £283,726
- Spend to date: £27,798
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
    1. Phase 1 construction January – March 2020
    2. Phase 2 construction January – March 2021

Total anticipated on-going commitment post-delivery [£]: 7053 (for maintenance of street trees)
Programme Affiliation [£]: N/A

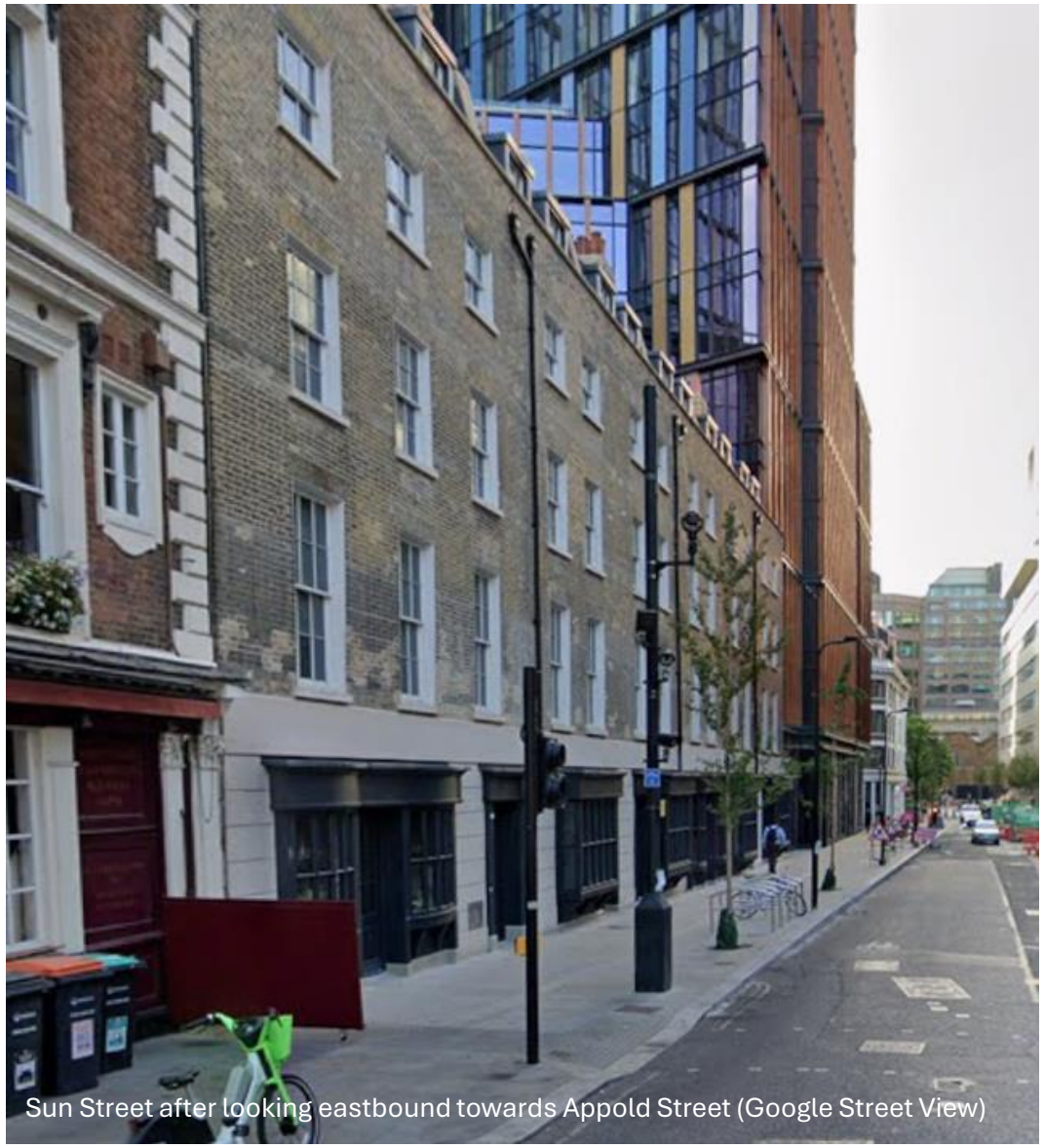
One Crown Place

Sun Street: Section 278 Works Before and After Images


Key:
One Crown Place Section 278 scope of work
City of London boundary
Earl Street
Sun Street
Whitecross Place
Finsbury Avenue
Lackington Street
Dominion Street
Hotel
Broadgate
Broad Lane
Exchange
13.3m
14.4m
13.9m



Sun Street before looking eastbound towards Appold Street (Google Street View)



Sun Street after looking eastbound towards Appold Street (Google Street View)

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Committee(s)	**Dated:**
Streets & Walkways Sub Committee	4 February 2025
Subject: Special Events on the Highway	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse Engaged Communities & Vibrant Thriving Destination
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: Executive Director of the Environment	**For Decision**
Report author: Ian Hughes, Director City Operations, Environment Department	

Summary

This report outlines the major special events planned for 2025 and provides Members with an opportunity to consider & comment on the appropriateness of those events, considering their nature, scale, impact and benefits.

There continues to be a relative stable core of 13 regular sporting, ceremonial, or celebratory events likely to take place on the City's streets in 2025. These core events are highly professional and extremely well-run, generating a range of charitable, reputational & promotional benefits to the City and delivered with the minimum of fuss or complaint.

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

Last year saw a new event called the Sports Fest involving a combination of activities in the City Cluster and organised by Central London Alliance in conjunction with several of the City's BIDs.

Finally, this report also notes for Streets and Walkways Sub Committee the event related 'benefits in kind' granted to charitable & other organisations in 2024.

Recommendation(s)

Members are recommended to:

- Agree to support the regular core events programme listed in paragraph 9 and detailed in Appendix 1.

Members are also recommended to:

- Note the Benefits in Kind listed in Appendix 4

Main Report

Background

1. This report provides an update to Members on the programme on on-street special events currently planned to take place in 2025. Although some events are more commercial than others, most are organised with the intention of raising money for charitable causes of promoting specific City strategies and Mayoral initiatives. Each event aims to deliver some form of social, financial or community benefit, but the City's long-term approach has been to ensure that the impact on residents, businesses and traffic must not be disproportionate.

2. Planning for each major event takes place well in advance to minimise their impact on others and to co-ordinate them into the wider programme of works taking place on the City's streets. Officers from the Environment Department lead this process with the assistance of a variety of departments including Town Clerks, Remembrancer's and the City Police.

3. The Executive Director, Environment Department has delegated authority to write traffic orders to close roads for special events, so Member approval for each major event is not required. However, there are established guidelines for officers to follow in determining the suitability of events (including the process for appropriate political oversight), enabling the provision of advice for organisers, and setting out the procedure for consents and approvals.

Events from 2024: Sports Fest

4. This event was new to 2024 based around St Paul's, Aldgate and the Crescent, and involved various activities offering free family sessions and corporate challenges for businesses to enjoy, from crazy golf, beach volleyball/tennis, pickleball and a variety of mini games.

5. Although this event was not without its challenges, it was still a success and met several of the City's objectives such as increasing footfall from visitors, creating a rich and thriving social and cultural offering aligned to the objectives of Destination City.

6. This event was a relatively new concept which, although not requiring road closures, did require parts of the highway to be occupied for several weeks at a time. The City's authority to allow events to take place is limited by legislation to a maximum of three days so approval for these events had to be sought from the Secretary of State, lengthening the time needed for the application to be authorised. Given that similar such events are likely to be requested in future, this has led to a review of the application process, notice periods and fees to reflect

the additional level of complexity involved.

7. Reflecting on last year's event, it was also clear that the City Corporation should consider the policy objectives & benefits of such events, and not simply consider them in terms of accessibility, health & safety and disruption to the community. These was a clear steer from Members that applicants should be able to demonstrate how such events are aligned to key corporate policies, and as such, work is currently in progress to produce a policy framework that applications such as this can be assessed against. This would include:

    - Alignment to and delivery of, key corporate strategies such as Destination City, Sports Strategy & Cultural Strategy
    - Quality threshold i.e., is it a good quality event?
    - Relevance to the City Corporation and / or Square Mile
    - Experience of organising similar past (and successful) events

8. A condition of the application will be for the Event organisers to provide an event summary of both qualitative feedback and quantitative data which should include, for example:

    - Data intelligence i.e., number of attendees, diversity, where they travelled from,
    - Press and publicity
    - A benefits realisation assessment in relation to their event's objectives and the City's policy framework

Events Calendar 2025

9. The City's on-street event programme has developed a consistent rhythm, with a core programme of 13 substantial, well-run, and popular events becoming established over time. Full details behind each of these events can be found in Appendix 1, but they can be separated into three distinct categories:

    <u>Sporting</u>

    - London Winter Run – Sunday 23 February
    - London Landmarks Half Marathon – Sunday 6 April
    - London Marathon – Sunday 27 April
    - Saucony London 10k (previously Asics 10k/London 10k) – Sunday 13 July
    - Great City Race – Tuesday 22 July (evening)
    - London Triathlon – Sunday 10 August
    - Bloomberg Square Mile Run – Thursday 18 September (evening)
    - Vitality 10k Race – Sunday 28 September
    - Royal Parks Half Marathon – Sunday 12 October

    <u>Ceremonial</u>

    - Cart Marking – Saturday 19 July
    - Sheep Drive – Sunday 28 September

- Lord Mayor's Show – Saturday 8th November

Celebratory

- New Year's Eve – 31 December

10. This core group of events is organised by experienced and professional event management companies with well-established routes, detailed communication plans and effective working relationships built up over time with the three key highway authorities for Central London, namely the City of London, Transport for London and Westminster City Council.

11. The success of events such as the London Marathon, the Great City Race and the London Landmarks Half-Marathon mean that the City remains an attractive location for mass participation charitable 'fun run' type events. These events generally remain popular with the public & participants, they are safely managed, and they provide the City with a range of secondary benefits, including publicity & footfall, visibility on the international stage, connections to the charitable sector and (in some cases) help promote the City's own events and programmes.

12. This year, there will be no RideLondon event taking place. Following strategic discussions with partners, London Marathon Events consider it to be the right time to take a pause and work on a new concept for this cycling event.

13. Event organisers are aware that they do not have a permanent agreement to hold their events on City streets, but as can be seen in Appendix 3 (which sets out the established events assessment matrix), these events are typically considered 'Green' in terms of delivering a positive balance between the benefits they bring against the impact they cause.

14. As Members & officers have noted before, with 13 such events now on the City's calendar, there is always the potential for diminishing returns from adding similar events and there can be 'event fatigue' from residential groups given the same streets are often used for more than one event. In addition, there are limited officer resources to help deliver these events and sufficient room must be maintained in the calendar to ensure business as usual activities such as utility street works, resurfacing and crane operations can still be accommodated that can't otherwise take place during the week.

One-Off Events in 2025

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

16. In previous years, these sorts of events have included:
    - International sporting events such as the Tour de France (2014) and the International Association of Athletics Federations marathon (2017)

- City-led events such as the Smithfield 150 celebrations (2018), Lunchtime streets initiatives and various cultural activities & promotions
- Events coordinated with key partners such as the Afghanistan Commemoration at St Paul's Cathedral (2015), the Commonwealth Heads of Government Visit (2018) and Car Free Day (2019)
- State events such as those related to Her Majesty the Queen's Platinum Jubilee and the Proclamation of His Majesty the King (2022)

17. Due to the upcoming election, this report is slightly earlier in the year than usual, and we are yet to receive any applications for one-off events in 2025 that would require roads to be closed. However, applications linked to the Cultural Strategy review, Destination City and / or the Sports Strategy (see below) are still possible, and Members will be informed as appropriate as these come forward.

Cultural Strategy & Destination City

18. In August 2024, Emma Markiewicz, Director of The London Archives was appointed as the Senior Responsible Officer to lead as the Head of Profession for Culture. The role is to lead the delivery of the Cultural Strategy for the City Corporation, encompassing our institutions as well as other cultural and partner attractions in and around the Square Mile. This is a pivotal role, reporting to the Culture, Heritage and Libraries Committee and links with the Destination City programme.

19. The Head of Profession for Culture has a principal task of creating the new Cultural Strategy for the City of London Corporation. This piece of work needs to be undertaken to fill a significant gap which has grown and to support Destination City as positioning the Square Mile as a magnetic place. It will contribute to the City Plan 2024 and the Corporate Plan objectives, including to develop a vibrant thriving destination. The ambition is that the implementation of the Cultural Strategy will reposition the City Corporation as a leading cultural destination.

20. Any activity in 2025 on the highway or in the public realm under the new Destination City Programme or Culture team will be planned and carried out in close collaboration with the relevant internal departments. To ensure that the need for any road closures and special event applications are completed within the necessary timeframe and following correct procedures.

21. Background information regarding the Destination City Review and the development of the Cultural Strategy can be found in 'Developing the Cultural Strategy – Terms of Reference', CHL, 9th December (public).

Sports Strategy

22. Members will be aware that a new sport strategy for the Square Mile was approved by the Policy and Resources Committee in June 2023. The vision is for the City of London to become a global city of sport by investing in sports facilities, activating our public spaces, celebrating the impact of sport, attracting high

quality sport events and promoting community sport.

23. We are midway through the first phase of the strategy and progress in being made on delivering the sport priorities for the organisation. This Sub Committee has specific interest in the aspirations to activate our public spaces and attract high quality sport events to the Square Mile. On activating spaces, funding has been approved to install a new outdoor gym facility on Old Watermen's Walk as part of a wider plan to increase free-to-use sport and fitness equipment available to residents, workers and visitors. On events, officers are exploring opportunities to host new sport events in the Square Mile and will update Members on developments on this in due course.

24. Phase 2 of the sport strategy is due to commence in April 2026 and officers are already considering options around long term funding and governance arrangements for delivering on these sport objectives for the City Corporation. Members of this Sub Committee will be kept informed of these proposals as they develop.

Financial Implications: Benefits in Kind

25. The City Corporation has typically sought to facilitate certain charitable activities by waiving particular administrative fees & charges as a benefit in kind. The Director has delegated authority to do this on a case-by-case basis in accordance with the Member-approved guidance that sets out the likely circumstances where this can be done.

26. In particular, the need to ensure appropriate cost recovery to offset wider budget constraints has ensured a significant degree of challenge is applied to requests to waive fees, whilst officers are also aware they must seek to ensure parity and even-handedness in providing benefits in kind to similar types of events.

27. For some time, the Environment Department has summarised this information for the Finance Committee, but to improve transparency of the decision making behind this process, that Committee now recommends that all current benefits in kind with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each benefit.

28. Therefore, for the purposes of transparency, Members of Streets & Walkways Sub Committee (as the spending Committee for special event management) are asked to note the Benefits in Kind provided under this protocol and set out in Appendix 4.

Security Implications

29. The use of the City's Anti-Terrorism Traffic Regulation Order (ATTRO) in relation to special events will be covered in more detail by a separate report to Streets & Walkways Committee. Nevertheless, it can be noted here that the ATTRO was used in conjunction with the events related to the London Marathon and New Year's Eve celebrations.

Corporate & Strategic Risk Implications

30. The events outlined in this report aligns with a number of corporate strategies including:
    - Provide inclusive access to facilities for physical activity and recreation.
    - Cultivate excellence in sport and creative & performing arts.
    - Preserve and promote the City as the world-leading global centre for culture.
    - Protect, curate and promote world-class heritage assets, cultural experiences and events.

31. In addition, enabling events to take place on the City's streets (when safe to do so) will drive visitors to, and animate, the City in a safe and managed way as part of long-term recovery plans.

Legal, Resource, Climate & Equalities Implications

32. None

Conclusion

33. This report summarises the major events planned for 2025, including a series of on-street cultural and transport-strategy related activities to supplement the core established major events. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

Appendices

- Appendix 1 – Core Event Programme for 2025
- Appendix 2 – Core Event Timeline for 2025
- Appendix 3 – Summary Event Assessment for 2025
- Appendix 4 – Benefits in Kind for 2024

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APPENDIX 1 – Core Event Programme 2025

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
London Winter Run	Sunday 23 February	7.30am – 4pm	Human Race Ltd	City of London	Community event raising money for charity	18,000	9th year	City Streets, and Westminster (WCC)
London Landmarks Half Marathon	Sunday 6 April	6.30am – 4pm	Tommy's (with The Great Run Company)	City of London & City of Westminster	Community & Charitable Event	16,000	7th Year	Iconic sites within the City
London Marathon	Sunday 27 April	7am-8.30pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	50,000	More than 20 Years	Embankment & Upper / Lower Thames St
Saucony London 10k (previously Asics 10k/London 10k)	Sunday 13 July	7am – 2pm	Motivsports	City of London, Westminster & Transport for London	Community events raising money for charity	15,000	Annual event	Embankment, Upper/Lower Thames St
Cart Marking	Saturday 19 July	7am – 2pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	200	Annual event	London Wall, Gresham St, Guildhall area
Standard Chartered Great City Race	Tuesday evening 22 July	6.30pm-10.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a city company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	More than 10 years	City Road, London Wall, Bank area & Cheapside.
London Triathlon	Sunday 10 August	5am – 1pm	Limelight Sports	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)
Bloomberg Square Mile	Thursday evening 18 September	7pm – 9pm	Square Mile Sport	City of London	Fun Run raising money for charity	1,500,	More than 10 years	Gresham Street

Vitality 10K Race	Sunday 28 September	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	15,000	More than 10 years	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC
Sheep Drive	Sunday 28 September	5.30am – 7pm	Worshipful Company of Woolman	City of London / Southwark	Historical City Event with sheep being herded over Southwark bridge by Freemen of the City as well as a Livery Fair in Queen Street	1,000	More than 10 years	Southwark Bridge, Queen Street Place, Queen Street
Royal Parks Half Marathon	Sunday 12 October	7.30am-8.30pm	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	More than 10 years	Victoria Embankment west of Blackfriars.
Lord Mayor's Show	Saturday 8 November	7am-7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event	City area west of Bishopsgate.
New Year's Eve Fireworks	Wednesday 31 December	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual celebratory event	Blackfriars area & Westminster near London Eye

APPENDIX 2 – Core Event Timeline for 2025

Date	Event	Disruption
23/02/2025	Winter Run	-2
06/04/2025	London Landmarks Half M.	-3
27/04/2025	London Marathon	-3
13/07/2025	Saucony London 10k	-2
20/07/2024	Cart Marking	-1
22/07/2025	Great City Race	-5
10/08/2025	London Triathlon	-2
18/09/2025	Bloomberg Sq Mile	-1
28/09/2025	Vitality 10k Race	-2
28/09/2025	Sheep Drive	-1
12/10/2025	Royal Parks Marathon	-2
08/11/2025	Lord Mayor's Show	-4
31/12/2025	New Years Eve	-6

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

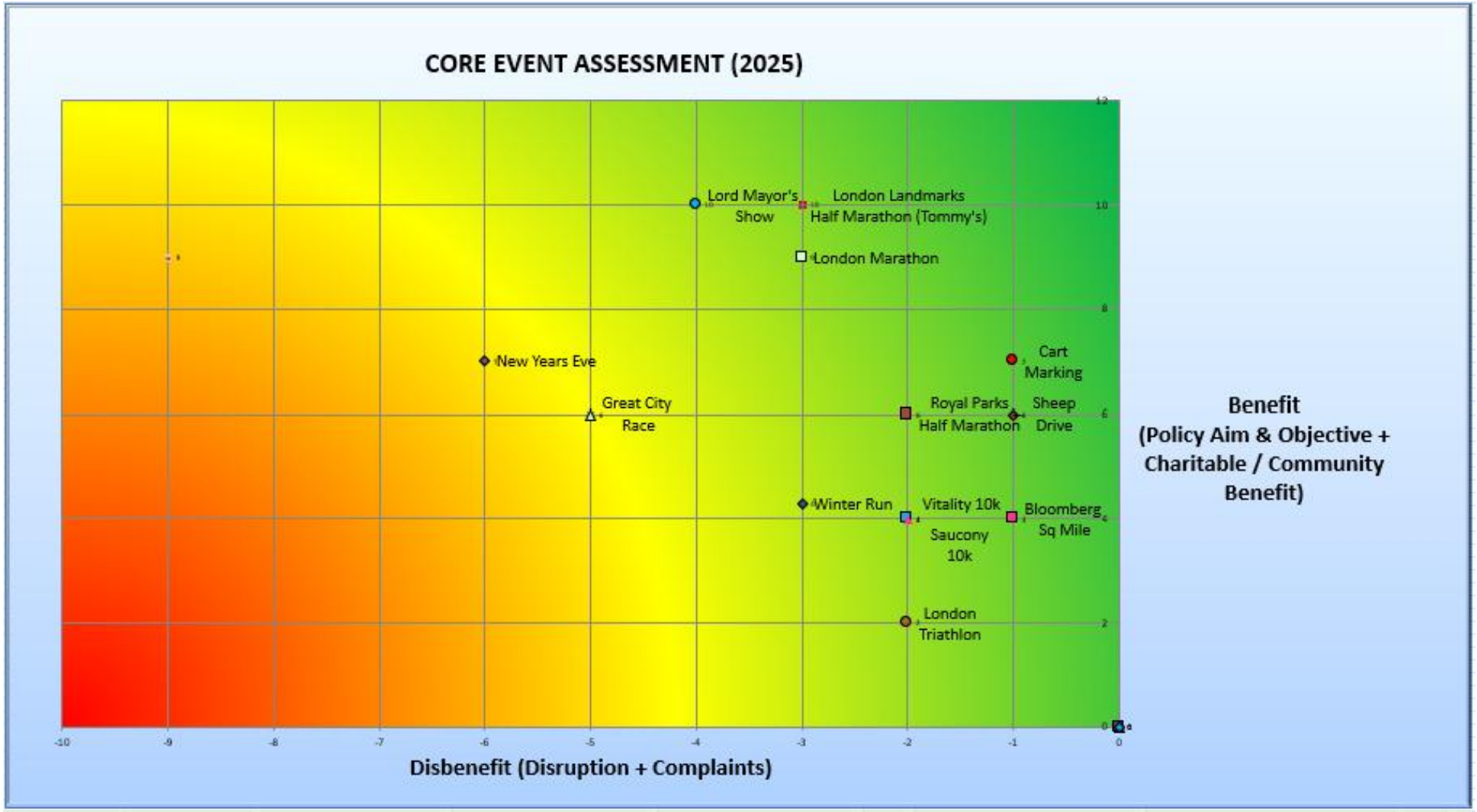
		Cumulative Disruption									
Month	Week	1	2	3	4	5	6	7	8	9	10
Jan	1	New Year's Eve									
	2										
	3										
	4										
Feb	5										
	6										
	7										
	8	Winter Run									
Mar	9										
	10										
	11										
	12										
	13										
Apr	14	London Landmarks								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

APPENDIX 3 – Summary Event Assessment for 2025

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

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

Using these criteria, the relative assessment for the planned known events in 2025 is represented on are currently as follows:


CORE EVENT ASSESSMENT (2025)
Lord Mayor's Show
London Landmarks Half Marathon (Tommy's)
London Marathon
New Years Eve
Cart Marking
Great City Race
Royal Parks Half Marathon
Sheep Drive
Winter Run
Vitality 10k
Bloomberg Sq Mile
Saucony 10k
London Triathlon
Benefit (Policy Aim & Objective + Charitable / Community Benefit)
Disbenefit (Disruption + Complaints)
-10
-9
-8
-7
-6
-5
-4
-3
-2
-1
0
2
6
8
10
12

APPENDIX 4 – Benefits in Kind for 2024

Date	Event Name	Application Fee	Temporary Traffic Order	Hoarding Licence	Parking Suspension	Dispensation	Total
February							
25/02/2024	London Winter Run				630		630
April							
07/04/2024	London Landmarks Half Marathon				2,810		2,810
May							
22/05/2024	Sheriffs Ride	150					150
26/05/2024	Ride London				1,165		1,165
June							
04/06/2024	Trinity Tide Procession	500	1,900				2,400
26/06/2024	Japan State Visit				4,035		4,035
July							
20/07/2024	Cart Marking				1,320		1,320
23/07/2024	Standard Chartered Great City Race				3,120		3,120
September							
08/09/2024	Merchant Navy Memorial Day	150			1,720		1,870
16/09/2024	Fusilier's Freedom of the City	500			1,830		2,330
22/09/2024	Vitality 10k				1,380		1,380
26/09/2024	Bloomberg Square Mile				1,680		1,680
29/09/2024	Sheep Drive				280		280
November							
09/11/2024	Lord Mayor's Show	500	1,900	530	77,515		80,445
10/11/2024	Remembrance Sunday	500	1,900		310		2,710
10/11/2024	Trinity Square Remembrance Sunday	500	1,900				2,400
December							
02/12/2024	Lord Mayor's Banquet				4,035		4,035
24/12/2024	Smithfield Meat Auction	150					150
TOTALS		2,950	7,600	530	101,830		112,910

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