

<b>Committee(s):</b>  Streets and Walkways Sub – For decision  Projects Sub – For Decision	<b>Date(s):</b>  4 <sup>th</sup> December 2018  12 <sup>th</sup> December 2018
<b>Subject:</b> Queenhithe and Vintry public realm improvements, programme report <b>Unique Project Identifier:</b> 11945,10793 and 12034	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>
<b>Report author:</b> Melanie Charalambous	

### Summary

There are a number of live and forthcoming public realm improvement projects and developments in the Queenhithe and Vintry area which have dependencies in terms of scope and timescales. It is proposed to manage these projects using a programming approach in order to coordinate reporting and updates and ensure that dependencies and risks are managed.

The projects involved are as follows.

- Mansion House Station environs public realm enhancements (Gateway 3 report appended)
- Queensbridge House Hotel Section 278 (Gateway 2 report appended)
- Globe View Walkway (approaching Gateway 4/5)

This report;

- Provides brief updates on each project with related Gateway reports included in the Appendix for decision.
- Sets out the key scope, funding and timescale dependencies and risks associated with the programme.
- Requests funds to progress the Globe View Walkway project to Gateway 4/5 with the aim of coordinating the works with the completion of the Riverside Walkway through the Queensbridge House Hotel (anticipated in 2020).

### Recommendations

Members are asked to:

1. Agree the proposed programming approach which will include joint project Gateway reporting and updates;
2. Approve funding of £65,000 from TfL Local Implementation Plan (LIP) to progress the Globe View Walkway project to Gateway 4/5;
3. Approve Option 2 of the Mansion House Station Environs project (as set out in Appendix 5), with funding of £71,500 from TfL LIP to progress to Gateway 4/5;
4. Approve initiation of the Queensbridge House Hotel S278 project (as set out in Appendix 4) with funding of £57,800 from the developer to reach the next gateway.

**Table 1: Project Summary**

<b>Project Name</b>	<b>Budget Approved to date (£'s)</b>	<b>Next Gate way</b>	<b>Funds required to reach next gateway (£'s)</b>	<b>Total Project Estimated Cost Range (£'s)</b>	<b>Next Steps</b>
Mansion House Station Environs	60,000	4/5	71,500	418,445 (Capped)	Finalise design of agreed option and consultation
Queensbridge House Hotel S278	0	5	57,800	500,000-800,000	Design development and consultation and draft S278
Globe View Walkway	109,500	4/5	65,000	350,000-458,349	Design development and consultation

## **Main Report**

### **Background**

1. There are a number of live and forthcoming projects in the Queenhithe and Vintry wards at various stages of development, including:
  - Mansion House Station environs (Gateway 3 report appended)
  - Queensbridge House Hotel S278 (Gateway 2 report appended)
  - Globe View Walkway (approaching Gateway 4)
2. These projects are not just physically adjoined, they also share dependencies in terms of scope and timelines. Please also refer to the plan, timeline and dependencies network in Appendices 1, 2 and 3.
3. In addition to these projects and the associated Queensbridge House Hotel development, there are also other developments in the vicinity that are currently under construction and will also impact on the programme and potentially require S278 highway adjustments or reparations. These include the hotel development at 19-20 Garlick Hill and the apart-hotel/restaurant development at Broken Wharf on the Riverside.

### **Current Position**

4. Below is a brief update on each of the projects contained in the proposed programme.

#### ***Mansion House Station environs***

5. This public realm enhancement project focusses on improvements to Little Trinity Lane. Outline options have been developed which include:
  - Re-landscaping the linear green public space at the southern end of Little Trinity Lane to provide an enhanced public realm, improved seating, lighting, pollution and noise mitigation

- Widened and more accessible footways and raised sections of carriageway to improve walking routes between the station and the Riverside.
6. This project shares inter-dependencies with the Queensbridge House Hotel S278 and the 19/20 Garlick Hill development (new boutique hotel approaching end of construction) along with the pedestrian bridge maintenance works. These projects impact on one another where scope, design and implementation of the works would need to be coordinated, particularly in relation to levels, drainage, lighting and kerb alignment.
  7. A Gateway 3 report is appended for decision. This sets out 2 options for consideration and associated funds required to reach the next gateway. The aim is to coordinate the detailed design with the neighbouring S.278 project and a Gateway 4/5 report is planned for December 2019.

### ***Queensbridge House Hotel S278***

8. This project involves highway changes and public realm improvements to the streets in the vicinity of the hotel development which is currently under construction (anticipated completion 2020).
9. The hotel development includes a new section of riverside walkway within the building that is being constructed by the developer. The aim is to link this walkway to the existing walkway at Queenhithe to the east and a re-opened section of walkway through Globe View to the west (see project below). It is important that the design and timing of these works are coordinated in order to achieve an accessible, pleasant and continuous Riverside walkway.
10. The highway changes and public realm improvements include paving improvements and level changes to connect to surrounding footways and walkways, as well as raised sections of carriageway to accommodate the servicing requirements of the hotel development and improve accessibility. There is also a desire to introduce greenery where possible as well as lighting and way-finding improvements.
11. This project has inter-dependencies with both the Mansion House station environs project and the Globe View Walkway project in terms of scope, design and timing. A Gateway 2 report is appended for decision.

### ***Globe View Walkway enhancements***

12. This project involves improvements to the currently closed section of Riverside Walkway within the Globe View block of flats, west of the Queensbridge House Hotel.
13. The project has been on hold since 2015 as Members agreed that this section of walkway cannot be opened up until the Queensbridge House Hotel section of walkway is completed in order to avoid issues of anti-social behaviour and rough sleeping that had previously been experienced

in such an isolated section of walkway. Delays to the hotel development have been longer than anticipated due to a legal dispute and construction logistics complexities.

14. Work completed to date on the public realm project includes development of design options and initial consultation in 2013. An option for an external walkway was developed and not taken forward following mixed responses from the consultation and instead 3 options for an enhanced internal walkway were subsequently developed before the project was put on hold in 2015.
15. Now that the hotel development is well-underway, it is proposed to re-start this project with the aim of further developing design options that will include improvements to the layout (including widening openings), finishes, lighting and accessibility of the walkway.
16. The design development will require close liaison with the residents of both Globe View and Queensbridge House, as well as the hotel developer. It is planned to consult on designs in early 2019 which will run in parallel with the drafting of the necessary legal agreements to carry out the works. Planning permission may also be required.
17. In order to progress to Gateway 4/5, funding of £65,000 is required from TfL Local Implementation Plan (LIP) (2018/19 and 2019/20). This will fund legal fees (agreement to undertake works on private land), structural engineering fees, architects' fees, lighting design fees and staff costs: project management, design development, communication, including resident consultation and stakeholders' engagement.

**Table 2: Globe View Walkway: Funds required to reach next gateway (4/5)**

Item	Cost
Fees (architects, structural engineer, lighting designer, legal)	£30,000
Staff costs (project management, design development, communication, incl. resident consultation and stakeholders' engagement)	£35,000
<b>Total</b>	<b>£65,000</b>

18. This project has inter-dependencies with the Queensbridge House hotel development and related S278 Highway works and also the Broken Wharf apart-hotel/restaurant building refurbishment to the west that is currently under construction. The programme approach will enable coordination of design, timescales and site access in close liaison with main contractors.

## **Proposal**

19. A programme approach is recommended in order to ensure that project dependencies and risks are effectively coordinated and managed leading to potential efficiencies in terms of timescales. Coordinated reporting is

also proposed to best update on individual projects in the context of others within the boundary of the programme area.

20. A plan is included in Appendix 1 that shows the project areas, together with developments. A timeline is included in Appendix 2 which shows the planned reporting and consultation dates. A dependency network is included in Appendix 3 that sets out the key interdependencies between the projects.
21. A communication strategy will be developed to ensure that Ward Members, stakeholders and local occupiers are consulted and updated on the progress of the projects within the programme.

### **Corporate & Strategic Implications**

22. See individual project reports appended.

### **Risk Implications**

23. There are a number of key risks that cut across all of the projects which are proposed to be managed at programme level. These relate to timescales, approvals, scope and budget.

24. Key programme risks:

- Full scope of works and total programme cost unknown

*Risk response: accept*

As the design develops and the Queensbridge House Hotel S278 agreement negotiations progress, the scope and cost of the scheme will be established. The scope of the project will be tailored to ensure the developer is able to cover the total project costs and the scope of the S278 works will be coordinated with the scope of Globe View and Mansion House Environs projects.

- Project not delivered to programme

*Risk response: reduce*

The Queensbridge House hotel refurbishment works are planned to be completed by June 2020. Officers will liaise with their main contractor and develop a programme to ensure best coordination of S278 highway works and Globe View walkway works.

- Structural constraints, underground utilities, ground condition

*Risk response: reduce*

Investigations and close liaison with relevant officers (Highways and Structure teams) will help establish the constraints and inform design development to minimise impact on cost.

- Site access

*Risk response: accept*

Much of the works encompassed in the programme are impacted by site access related issues because of other developments ongoing in the

programme area and the riverside location. Coordination with the relevant main contractors will be undertaken to minimise site-access issues and improve efficiencies.

- Objections from residents and/or occupiers

*Risk response: reduce*

The programme area has seen a lot of developments ongoing in close proximity to residential blocks and office buildings. Additional projects planned as part of this programme may be perceived as additional nuisance. Officers will carefully plan stakeholder engagement on this programme of works to ensure benefits are positively communicated, expectations are well managed to secure buy-in from all concerned and minimise reputational risks.

- Delays to Legal Approvals

*Risk response: reduce*

Any delays to the S278 agreement relating to Queensbridge House Hotel will impact on timescales. Officers have engaged early with the developer's project team and appropriate time for negotiation has been provided for in the project's programme.

Objections of freeholders/landowners would prevent the completion of the Licence agreement to undertake Globe View walkway enhancement works on private land (as Globe View walkway is a pedestrian route through the residential building). Robust engagement in the design development of the walkway and wider programme will minimise risks of objections. Appropriate staff resources have been included in the budget to provide and deliver quality engagement and communication activities.

## **Financial implications**

25. See individual project reports appended

## **Legal implications**

26. See individual project reports appended

## **Conclusion**

27. There are a number of projects and developments in the Queenhithe and Vintry area which have dependencies in terms of scope and timescales. It is proposed to manage these projects using a programming approach in order to ensure that dependencies and risks are managed and reporting is coordinated.

## **Appendices**

- Appendix 1: programme plan
- Appendix 2: programme outline timeline
- Appendix 3: programme dependency network
- Appendix 4: Gateway 2 report Queensbridge House Hotel S278 Works
- Appendix 5: Gateway 3 report Mansion House station environs public realm enhancements – Little Trinity Lane

## **Background Papers**

Globe View Walkway – Issues Report (May 2014)

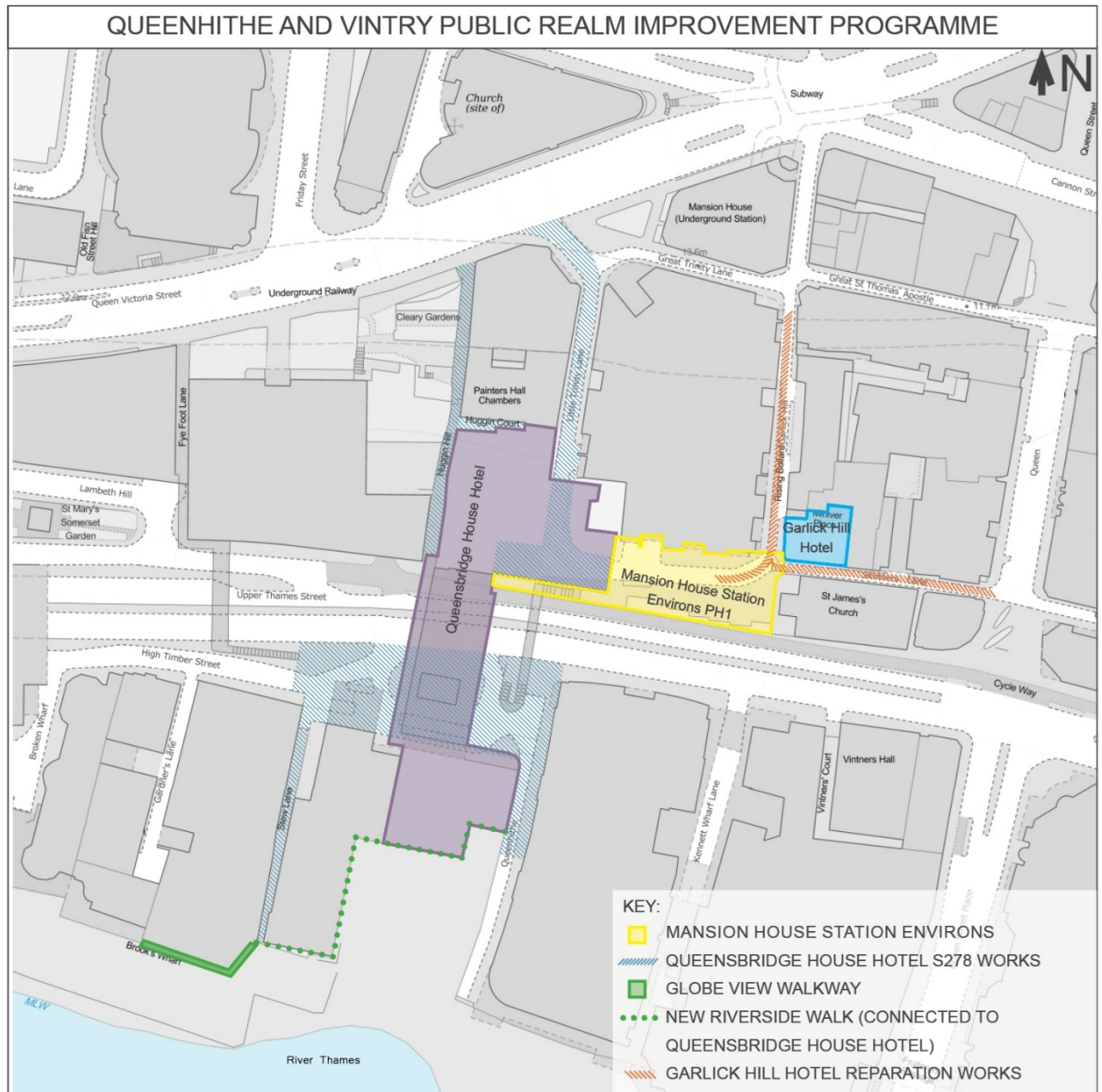
### **Melanie Charalambous**

Group Manager, City Public Realm, Department of the Built Environment

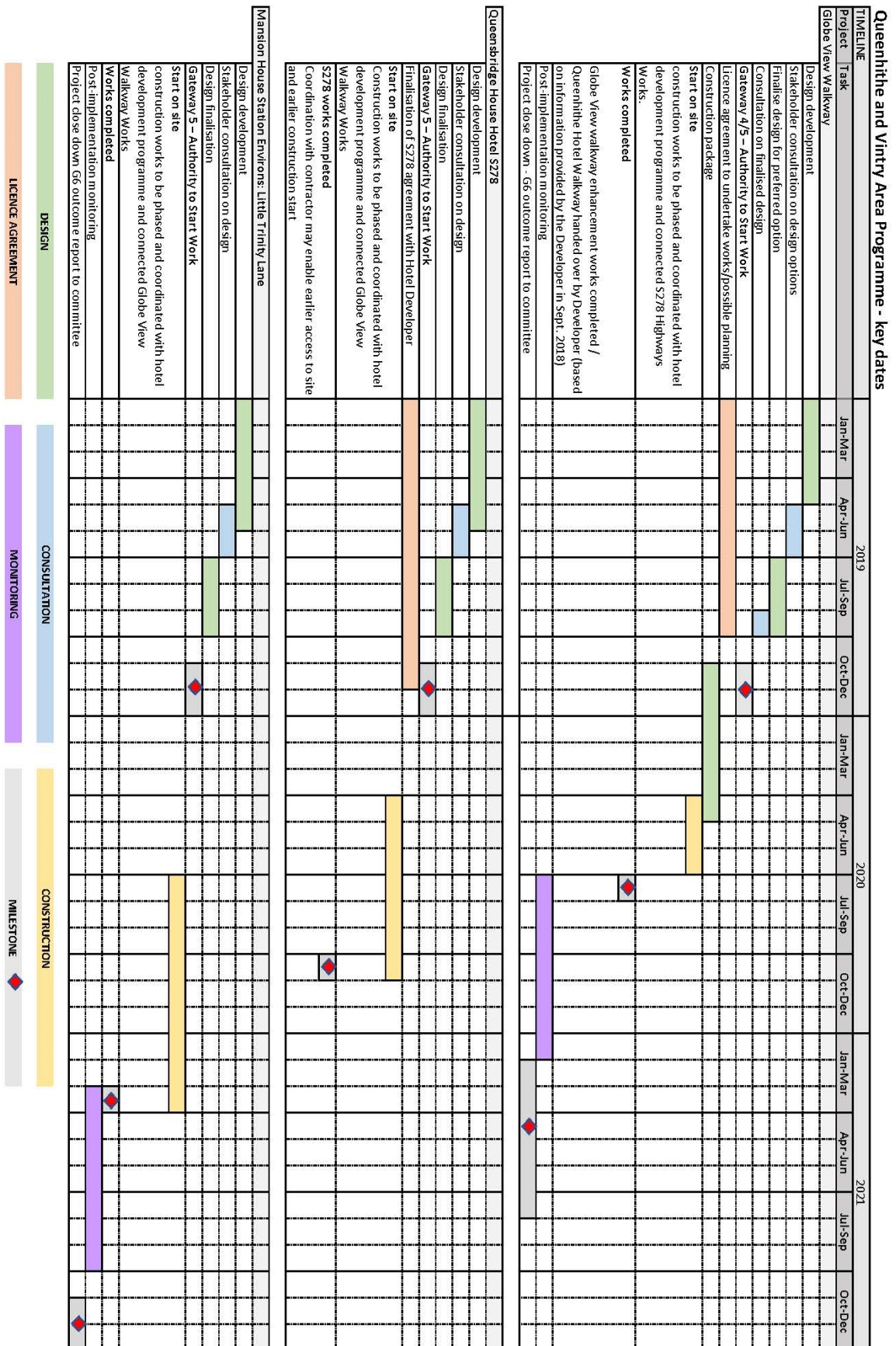
T: 020 7332 3155

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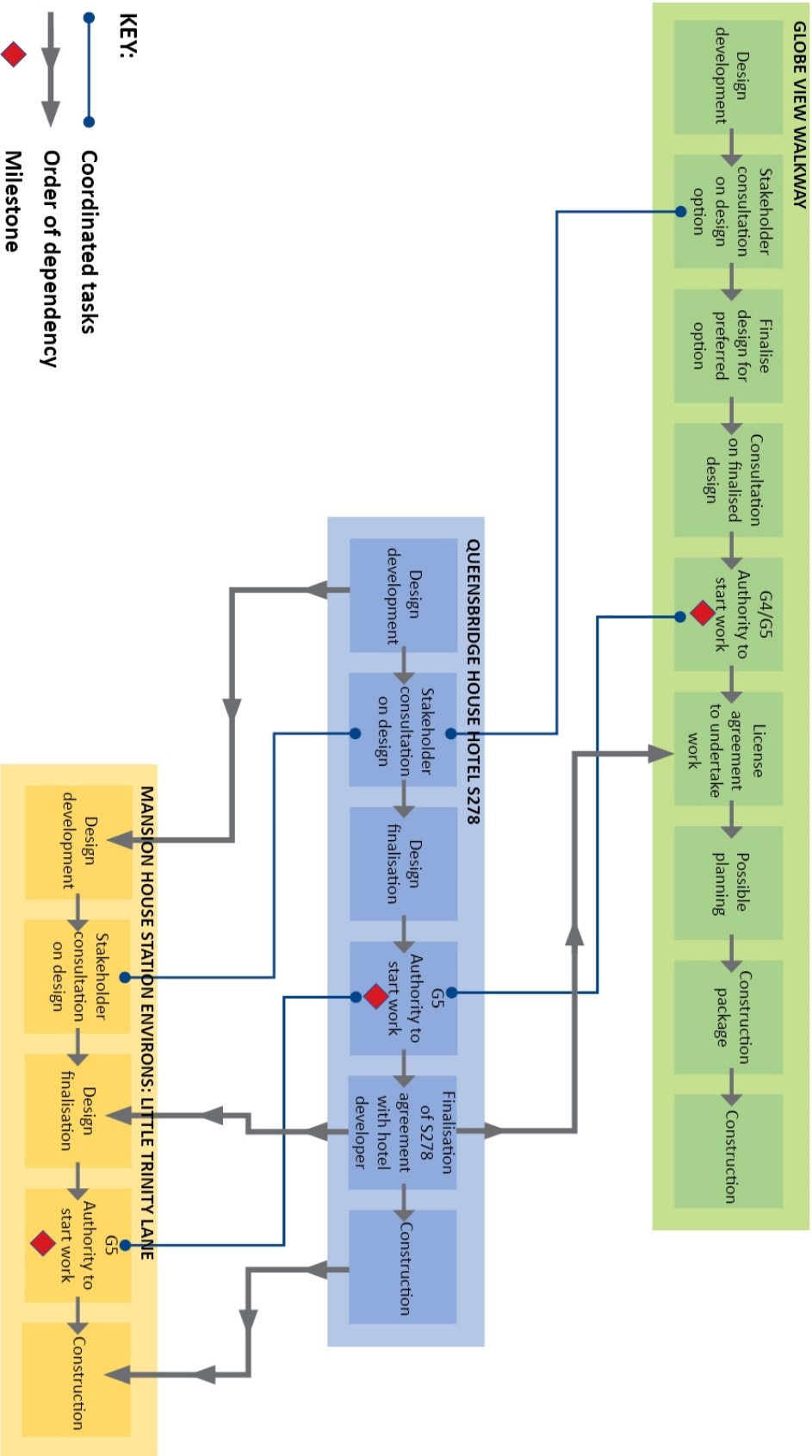
## Appendix 1: Programme plan



## Appendix 2: outline programme timeline



QUEENHITHE AND VINTRY PUBLIC REALM IMPROVEMENT PROGRAMME - DEPENDENCY NETWORK



Appendix 3 – Programme Dependency Network

#### **Appendix 4:** Gateway 2 report Queensbridge House Hotel S278 Works

<b>Committees:</b> Corporate Projects Board - <i>for decision</i> Streets & Walkways Sub-Committee - <i>for decision</i> Projects Sub-Committee - <i>for decision</i>		<b>Dates:</b> 21 November 2018 04 December 2018 12 December 2018
<b>Subject:</b> Queensbridge House Hotel Section 278 Public Realm Enhancements and Highway Works  <b>Unique Project Identifier:</b> 12034	<b>Gateway 2:</b> <b>Project Proposal</b> Light	
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Leila Ben-Hassel		<b>For Decision</b> <b>Public</b>

#### **Recommendations**

<b>1. Next steps and Requested decisions</b>	<b>Approval track:</b> 3. Light <b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Light) <b>Next Steps:</b> <ul style="list-style-type: none"><li>• A Section 278 agreement will be negotiated, drafted and entered into with the developer.</li><li>• Design evaluation, development and stakeholder engagement and consultation will be undertaken ahead of the Gateway 5 report.</li></ul> <b>Requested Decisions:</b> Members are asked to: <ul style="list-style-type: none"><li>• Approve the initiation of this project, subject to receipt of funds from the developer;</li><li>• Agree to entering into a S278 agreement with the developer</li></ul>											
<b>2. Resource requirements to reach next Gateway</b>	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff time Public Realm &amp; City Transportation</td><td>Project management, design development, stakeholder engagement, completing S278</td><td>Section 278</td><td>£17,500</td></tr></table>				Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time Public Realm & City Transportation	Project management, design development, stakeholder engagement, completing S278	Section 278	£17,500
Item	Reason	Funds/ Source of Funding	Cost (£)									
Staff time Public Realm & City Transportation	Project management, design development, stakeholder engagement, completing S278	Section 278	£17,500									

		agreement, reporting		
	Staff time Highways	managing investigations, design development and construction estimates	Section 278	£16,500
	Fees	Landscape designer, lighting designer, surveys	Section 278	£23,800
	<b>Total</b>			£57,800
<b>3. Governance arrangements</b>	<p><b>Spending Committee:</b> Streets and Walkways Sub-Committee</p> <p><b>Senior Responsible Officer:</b> Melanie Charalambous</p> <p><b>Project Board:</b> No</p> <p>Due to the small scale of this project a project board isn't required. Scope and design development decisions will be taken by the established Design Project Team.</p>			

### Project Summary

<b>4. Context</b>	<p><b>4.1</b> The Queensbridge House Hotel development is currently under construction south, over and north of Upper Thames Street across Queenhithe and Vintry wards (please see location plan in appendix 1).</p> <p><b>4.2</b> This project forms part of the wider Queenhithe and Vintry area public realm enhancement programme which includes other projects in the vicinity that require coordination with this project: Mansion House station environs public realm enhancements (currently at Gateway 3), Globe View Walkway (currently approaching Gateway 4). The proposed programme approach will enable coordination between the 3 schemes and enable managing inter-dependencies leading to potential timescales and costs efficiencies.</p> <p><b>4.3</b> The Queensbridge House Hotel development involves a change of use from office to hotel and restaurant facilities.</p> <p><b>4.4</b> A Section 278 agreement between the developer and the City is required to establish the scope of works necessary to integrate the development into the City's existing highway to minimise the impact of the increase and change of use whilst accommodating the development's operations.</p> <p><b>4.5</b> This project is linked to the following programmes, strategies and policies:</p> <ul style="list-style-type: none"> <li>• Queenhithe and Vintry Area Public Realm Enhancement Programme</li> <li>• Riverside Area Enhancement Strategy;</li> </ul>
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	<ul style="list-style-type: none"> <li>• City's draft Local Plan;</li> <li>• City's draft Transportation Strategy;</li> <li>• City's Noise Strategy;</li> <li>• City's Air Quality Supplementary Planning Document.</li> </ul>
<b>5. Brief description of project</b>	<p><b>5.1</b> The project would include accessibility, wayfinding, lighting, highway and greening enhancements subject to agreed scope with developer. These improvements would help integrate the development in the existing highway, accommodating the anticipated increase of activity and enhancing the pedestrian environment in the development's vicinity.</p> <p>The project considers the following improvements to:</p> <p><b>5.2 Huggin Hill/Huggin Court:</b> wayfinding, lighting and surfacing (adjusting levels/paving improvements) – this would enable the promotion of the new step-free route from Queen Victoria St to the riverside via the hotel.</p> <p><b>5.3 Little Trinity Lane:</b> enhancing the feeling of safety around 'back of house' areas of the hotel and the pedestrian bridge, highway road layout changes (kerb alignment and raising carriageway) to accommodate safe servicing vehicular movement, lighting improvements and introduction of greening where possible.</p> <p><b>5.4 High Timber St:</b> adjustments to road layout and levels to accommodate vehicular movement together with surfacing, public realm, lighting and greening enhancements to highlight the new hotel's porte-cochere. Any additional greening would contribute to pollution mitigation along Upper Thames St, one of the most polluted streets in the City – this will be carefully considered in regard to existing constraints (e.g. services, structural foundations).</p> <p><b>5.5 Queenhithe:</b> adjustment to the highway's layout and levels together with surfacing improvements to accommodate the hotel's operations and enhance a safe pedestrian environment.</p> <p><b>5.6 Riverside walkway / Stew Lane:</b> adjustments to levels and paving enhancements to best link up the hotel's new riverside walkway to Globe View internal riverside walkway; lighting and wayfinding improvements will also be considered to support the objective of a continuous Thames path.</p> <p>Please refer to the location map included in appendix 2.</p>
<b>6. Consequences if project not approved</b>	<p><b>6.1</b> The activities of the new hotel would not be appropriately accommodated and would impact on its operations;</p> <p><b>6.2</b> The development would not be appropriately integrated into the existing highway and the anticipated increase of activity associated with the hotel would not be mitigated by an improved highway;</p> <p><b>6.3</b> The City would miss the opportunity to improve accessibility of the riverside walk which is a key priority of the adopted Riverside Area Enhancement Strategy;</p> <p><b>6.4</b> The City would miss the opportunity to improve pedestrian access from Queen Victoria Street to the Riverside, including delivering a step-free route via the hotel over Upper Thames St;</p> <p><b>6.5</b> The City would miss the opportunity to deliver additional greenery along the most polluted City street.</p>
<b>7. SMART Project Objectives</b>	<p><b>7.1</b> Improved legibility to the riverside (measured through pre and post-implementation pedestrian surveys);</p> <p><b>7.2</b> Improved accessibility (measured through pre and post-implementation pedestrian surveys and engagement with disability groups);</p> <p><b>7.3</b> Pollution mitigation (should additional greening be introduced subject to site constraints) to be monitored by the City's environmental health team pre-and-post implementation;</p>

	<b>7.4</b> Programme and cost savings through effective coordination with the developer's contractors.
<b>8. Key Benefits</b>	<p><b>8.1</b> Improved pedestrian movement from Mansion House Station / Queen Victoria St / Queen St to the riverside;</p> <p><b>8.2</b> Improved pedestrian safety along Upper Thames St due to enhanced wayfinding and signifying of safe routes;</p> <p><b>8.3</b> Enhanced pedestrian environment in the vicinity of the hotel north and south of Upper Thames St;</p> <p><b>8.4</b> An increased feeling of safety when walking at night along High Timber St, Stew Lane and Little Trinity Lane due to improved lighting and use of high-quality materials;</p> <p><b>8.5</b> The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed prior to occupation of the development where possible.</p>
<b>9. Project category</b>	4a. Fully reimbursable
<b>10. Project priority</b>	B. Advisable
<b>11. Notable exclusions</b>	<b><i>None noted.</i></b>

### Options Appraisal

<b>12. Overview of options</b>	<p>Options are limited as the scope of S278 works has not yet been agreed with the developer. Options are also restricted in scope by known structural constraints, utility services and ground condition.</p> <p>Please refer to location map in appendix 1.</p> <p>Anticipated options are likely to include the following elements but are not limited to:</p> <ul style="list-style-type: none"> <li>• On the north side of the development <ul style="list-style-type: none"> <li>○ accessibility and wayfinding improvements;</li> <li>○ Lighting improvements;</li> <li>○ Raised carriageway along Little Trinity Lane by hotel's servicing bay (or raised table) with adjustments to kerb alignment, levels and utilities.</li> </ul> </li> <li>• On the south side of the development <ul style="list-style-type: none"> <li>○ Kerb realignment to facilitate safe access to the hotel car park and accommodate a taxi drop-off;</li> <li>○ Highways adjustments (levels and surfacing)</li> <li>○ Raised carriageway by the hotel's porte cochere</li> <li>○ surface treatments to be considered to enhance Thames Path continuity;</li> </ul> </li> </ul> <p><b>The below additional works would also be considered subject to S278 negotiations</b></p> <ul style="list-style-type: none"> <li>• lighting design scheme for wider area;</li> <li>• Investigate the introduction of greenery and art/lighting options to enhance the vicinity of the approach to the hotel and its porte-cochere.</li> </ul>
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## Project Planning

<p><b>13. Delivery Period and Key dates</b></p>	<p>Overall project: July 2018 – January 2021.</p> <p>Outline project programme:</p> <ul style="list-style-type: none"> <li>January to May 2019: Design development</li> <li>May-June 2019: Stakeholder Consultation on design</li> <li>July-September: design finalisation</li> <li>Nov/Dec 2019 Gateway 5 – Authority to Start Work;</li> <li>December 2018 – October 2019: development of S278 agreement with Hotel Developer</li> <li>April 2020: start on site – construction works to be phased and coordinated with hotel development programme and connected Globe View Walkway Works.</li> <li>October 2020: S278 works completed</li> </ul> <p>The highway works will be coordinated with the hotel refurbishment's planned site handover dates (anticipated for April 2020 for the riverside walkway and June 2020 for the rest of the hotel). Coordination with contractor may enable earlier access to site and earlier construction start.</p> <p>The project construction programme will be phased to accommodate the development's construction programme and in consideration of any site access restrictions.</p> <p>The implementation programme of the highway works are dependent on the development's programme.</p>
<p><b>14. Risk implications</b></p>	<p><b>Overall project risk:</b> Medium</p> <ul style="list-style-type: none"> <li><b>Full scope of works and total project cost unknown</b> <i>Risk response: accept</i> As the design develops and S.278 agreement negotiations progress, the scope and cost of the scheme will be established.</li> <li><b>Project not delivered to programme</b> <i>Risk response: reduce</i> The hotel refurbishment works are planned to be completed by June 2020. Officers will liaise with their main contractor and develop a programme to ensure best coordination of S278 highway works.</li> <li><b>Structural constraints, underground utilities, ground condition</b> <i>Risk response: reduce</i> Investigations and close liaison with relevant officers (Highways and Structure teams) will help establish the constraints and inform design development to minimise impact on cost.</li> <li><b>Archeology</b> <i>Risk response: accept</i> The Queenhithe and Vintry wards are known areas for archaeology. A budget allocation in the construction budget will be made to cover possible costs for an archaeological watching brief to be undertaken during excavation. The construction programme will be drawn accounting for possible archaeological finds.</li> </ul>
<p><b>15. Stakeholders and consultees</b></p>	<ul style="list-style-type: none"> <li>Developer of Queensbridge - House Hotel (4C hotels)</li> <li>Future54 - Development's Project Manager</li> <li>Vascroft Ltd – Development Main Contractor</li> <li>Local Ward Members (Vintry and Queenhithe wards)</li> <li>Local Livery Companies</li> <li>TfL</li> <li>Owners/occupiers of adjacent buildings both North and South of Upper Thames St</li> <li>The City of London Access Team</li> </ul>

	Consultation and stakeholder engagement will be undertaken as part of the wider Queenhithe and Vintry Public Realm Improvements programme. A coordinated approach to consultation will enable officers to consult residents and other stakeholders on proposals in the context of other ongoing proposed schemes in the vicinity.
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### **Resource Implications**

<b>16. Total estimated cost</b>	<b>Likely cost range: £500k-£800k</b>	
<b>17. Funding strategy</b>	All funding fully guaranteed	External - Funded wholly by contributions from external third parties
	<b>Funds/Sources of Funding</b>	<b>Cost (£)</b>
	Section 278 agreement	£500,000-£800,000
	<b>Total</b>	<b>£500,000- £800,000</b>
	Any cost increase will be agreed and funded by the developer and any underspend at the end of the project will be returned to the developer.	
	<b>On-going revenue implications</b>	
	Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at Gateway 5 when the detailed design will be finalised.	
	Maintenance costs will be assessed and covered by the developer under a S278 agreement, thereby mitigating the impact on local risk budgets.	
<b>18. Investment appraisal</b>	Not applicable.	
<b>19. Procurement strategy/Route to Market</b>	<p><b>19.1</b> It is anticipated that all works will be undertaken by the City's Highways term contractor, J.B. Riney.</p> <p><b>19.2</b> Concept design work is proposed to be undertaken by the appointed designer already working on Mansion House Environs – Little Trinity Lane project to ensure a harmonious look and feel for the wider area. It is proposed to produce the technical design and construction package 'in-house' by the project highways engineers.</p>	
<b>20. Legal implications</b>	A Section 278 Agreement is being negotiated with the developer. This will be finalised by Gateway 5.	
<b>21. Corporate property implications</b>	None.	
<b>22. Traffic implications</b>	None are anticipated on the north side and south side of the development.	
<b>23. Sustainability and energy implications</b>	It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction and long-term maintenance purposes.	
<b>24. IS implications</b>	None.	
<b>25. Equality Impact Assessment</b>	An equality impact assessment will be undertaken prior to Gateway 5.	

	At this stage, it is anticipated that the impact will be positive as these works will deliver accessibility benefits (new step-free route to the riverside / accessible riverside walk).
<b>26. Data Protection Impact Assessment</b>	None.

### **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	Location plan

### **Contact**

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<b>Telephone Number</b>	020 7332 1569

## Appendix 1: Project Briefing

Project identifier					
<b>[1a] Unique Project Identifier</b>	Awaiting identifier		<b>[1b] Departmental Reference Number</b>	NA	
<b>[2] Core Project Name</b>	Queensbridge House Hotel S278 Works				
<b>[3] Programme Affiliation</b>	Queenhithe and Vintry Public Realm Improvements				

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Yes - Delegated to Public Realm and Transportation Director
<b>[5] Senior Responsible Officer</b>	Melanie Charalambous
<b>[6] Project Manager</b>	Leila Ben-Hassel

Description and purpose					
<b>[7] Project Mission statement / Elevator pitch</b>					
To deliver highways and public realm enhancements to the area affected by Queensbridge House development. Impact of the development will be mitigated by highways adjustments, incl. levels, kerb alignments, surface treatments, as well as accessibility, lighting and wayfinding improvements. Where possible and subject to successful negotiations with the developer, enhancements may include public art and/or greening.					
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>					
<p>Queensbridge House Hotel is a large development currently under construction in the Queenhithe and Vintry wards either side of Upper Thames St (see location plan in appendix 2).</p> <p>This project offers the opportunity for the developer to contribute to mitigating the impact of the development on the wider vicinity as well as accommodating safely its operational activities. In the Queenhithe and Vintry programme area, there are two other live projects: Mansion House Station Environs and Globe View Walkway. This project presents an opportunity to deliver an improved urban realm in line with the City's look and feel aspirations of for the wider area. Garlick Hill, Huggin Hill, Huggin Court and Little Trinity Lane are key routes from the City to the riverside and this project offers the opportunity to deliver comfortable walking routes (identified in the City's draft Transportation Strategy), incl. a step-free route via the hotel over Upper Thames St.</p>					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
<p>[2] People enjoy good health and wellbeing.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces are secure, resilient and well-maintained.</p>					
<b>[10] What is the link to the departmental business plan objectives?</b>					
<p>[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands.</p> <p>[5] Creating an accessible city which is stimulating, safe and easy to move around in</p> <p>[8] Improving quality of life for workers, residents and visitors.</p>					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b>	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b>	Y

Compliance with legislation, policy and audit				New opportunity/ idea that leads to improvement	
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#### Project Benchmarking:

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

- 1) A new pedestrian link will be created, which is expected to enable improved pedestrian movement in the City.
- 2) Improved lighting and high-quality materials is expected to increase public perception of safety when using the new passageway.
- 3) The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed prior to occupation of the development.

##### **[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)**

N/A

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

Lower Range estimate: £500,000  
Upper Range estimate: £800,000

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

Revenue regarding maintenance implications for highways (and Open Spaces department if greening is introduced) are anticipated to be of minimum impact. These costs will be assessed and covered by the developer under a S278 agreement. Impact on local risk budgets will therefore be neutral and possibly improved. Costs and impact on local risk budgets will be confirmed at Gateway 5 when the detailed design will be finalised.

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

The project will be fully funded by a s.278 agreement which will be entered into with the developer of Queensbridge House Hotel.

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

**Overall project:** Jan. 2019 to June 2020

**Other works dates to coordinate:** The implementation timescales are dependent on the development's programme. Close coordination with the development's main contractor will enable mitigating programme risks. An outline programme is included in the main Gateway 2 report.

#### Project Impact:

##### **[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?**

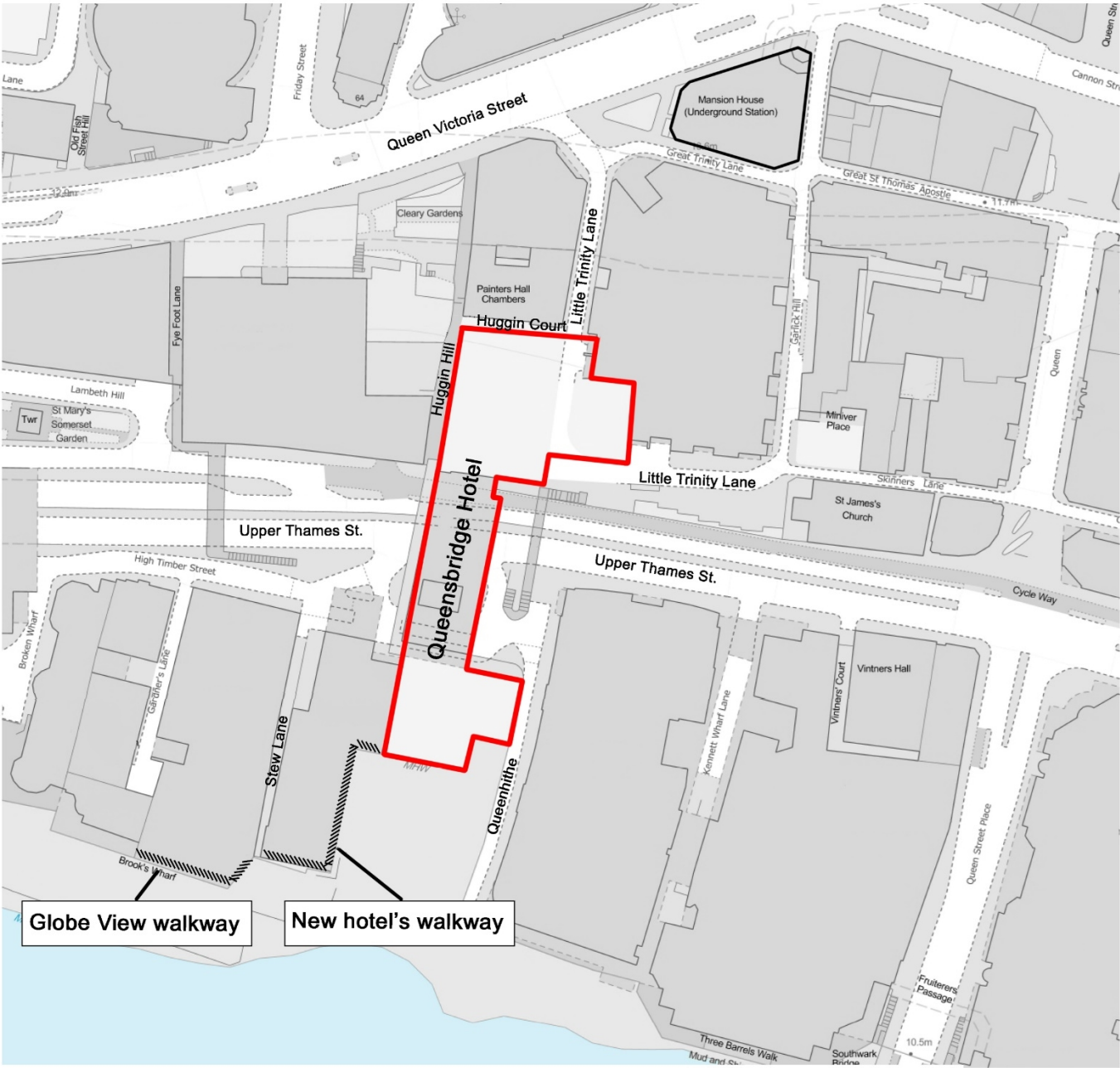
The project will not be a high-profile activity, it is not expected to generate public or media impact. However it should be noted that ward members of Queenhithe are scrutinising works closely on behalf of residents they represent as the delivery plans for the riverside walkway have been delayed for years due to legal dispute over air rights as well as delays to the development. Close communication, consultation and engagement of residents and ward members will be key areas of the project process.

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

Chamberlains: Finance	Officer Name: Darshika Patel
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Chamberlains: Procurement	Officer Name: not applicable
IT	Officer Name: not applicable
HR	Officer Name: not applicable
Communications	Officer Name: Not applicable
Corporate Property	Officer Name: Not applicable
External	Developer of Queensbridge House

Appendix 2: Location map



**Appendix 5:** Gateway 3 report Mansion House station environs public realm enhancements – Little Trinity Lane

<b>Committees:</b>	<b>Dates:</b>	
Streets and Walkways Sub-Committee Projects Sub	04 December 2018	
	12 December 2018	
<b>Subject:</b> Mansion House Station Environs – Little Trinity Lane public realm enhancements	<b>Gateway 3 Outline Options Appraisal (regular)</b>	<b>Public</b>
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Leila Ben-Hassel		<b>For Decision</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <ul style="list-style-type: none"> <li>• <i>Progress to date including any changes since previous gateway</i> To date, officers have undertaken surveys, liaised with internal and external stakeholders and developed concept design options. However, due to limited available funding, it is proposed to focus the project on Little Trinity Lane which is considered to be the higher priority element as it delivers greater benefits.</li> <li>• <i>Overview of Options</i> The project aims to deliver an enhanced and enlarged green public space at the southern end of Little Trinity Lane, with seating, a more accessible and comfortable walking environment, lighting improvements and integrated measures to mitigate impacts of noise and pollution from Upper Thames Street. Two options have been developed. Both options deliver a larger, greener, more welcoming and comfortable environment to transform this currently unattractive and under-utilised public space. The options propose different treatments for the southern edge of the space (where it meets Upper Thames Street). <ul style="list-style-type: none"> <li>• Option one ‘<i>Public realm enhancements of area with metal screen structure to boundary</i>’ includes a high hedge alongside a bespoke metal wall that will include measures to reduce noise disturbance from the traffic.</li> <li>• Option two ‘<i>public realm enhancements of area with pergola structure to boundary</i>’ includes a pergola structure alongside a hedge that will include climbing plants to form a ‘green screen’.</li> </ul> </li> </ul> <p>Option two ‘<i>public realm enhancements of area with pergola structure to boundary</i>’ is recommended as it provides a better visual solution and additional greenery maximising potential pollution mitigation. It also enables lighting to be integrated into the pergola structure, thereby avoiding the need for light columns and minimising clutter.</p>		

• *Finance Summary:*

The total project cost for Option two is to be within a cap of £418,445, funded from a mix of S106 contributions from local developments and TfL (Local Implementation Plan) funding.

**Table 1: Expenditure to date - Mansion House Station Public Realm Improvements**

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	10,000	-	10,000
P&T Staff Costs	25,000	27,557	-2,557
Fees	25,000	13,950	11,050
<b>TOTAL</b>	<b>60,000</b>	<b>41,507</b>	<b>18,493</b>

**Table 2: Revised Budget to reach Gateway 4/5 - Mansion House Station Public Realm Improvements**

Description	Balance (£)	Additional Resources required to reach next Gateway (£)	Revised Budget to reach next Gateway (£)
Env Servs Staff Costs	10,000	14,000	24,000
P&T Staff Costs	-2,557	17,557	15,000
Open Spaces Staff Costs	0	2,500	2,500
Fees	11,050	18,950	30,000
<b>TOTAL</b>	<b>18,493</b>	<b>53,007</b>	<b>71,500</b>

**Recommendations**

It is recommended that Members:

1. Approve Option two (*'public realm enhancements of area with pergola structure to boundary'*) to develop to Detailed design and Authority to Start work (Gateway 4/5);
2. Approve funding of £71,500 to reach the next gateway to be funded by TfL Local Implementation Plan 2018-19/2019-20, as set out in Table 2.

## Options Appraisal Matrix

See attached.

### Appendices

<b>Appendix 1</b>	Location Plan
<b>Appendix 2</b>	Visuals of outline options

### Contact

<b>Report Author</b>	Leila Ben-Hassel
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<b>Telephone Number</b>	020 7332 1569

## Options Appraisal Matrix

	<i><b>Option one: public realm enhancements of area with metal screen structure to boundary</b></i>	<i><b>Option two: public realm enhancements of area with pergola structure to boundary</b></i>
<b>1. Brief description</b>	<ul style="list-style-type: none"><li>• This project aims to deliver an enhanced and enlarged public space at Little Trinity Lane to provide a more welcoming and comfortable environment to transform this currently unattractive and under-utilised public space.</li><li>• The proposals explored at concept design stage seek to exploit and celebrate the most striking components of the space such as the feature trees and church façade as well as introducing more seating and a strongly planted edge to increase greenery and encourage longer pedestrian dwell time.</li><li>• Both options include the same hard landscaping elements with widened footways, a granite setted carriageway cutting through a York stone paved pedestrian space and additional seating. The options propose different treatments to the southern edge of the space.</li></ul>	
	<ul style="list-style-type: none"><li>• Option one proposes that existing trees would be retained to form a feature spine running through the centre of the scheme,</li></ul>	<ul style="list-style-type: none"><li>• The landscape design Option two proposes similar tree retention and hard landscape layout as Option one, with the</li></ul>

	<p>with a curving timber topped bench winding its way in and out as the area slopes down towards the new hotel.</p> <ul style="list-style-type: none"> <li>• Clusters of individual timber seats supplement the seating capacity defining gathering areas.</li> <li>• The southern edge of the space along Upper Thames St proposes an enlarged, continuous planting bed with a screen to the south side, composed of evergreen hedging and a bespoke Cor-Ten illuminated wall.</li> <li>• This structure would be designed to provide a visual, physical and acoustic barrier to traffic noise and pollution on Upper Thames Street.</li> </ul> <p>Please refer to the Option one indicative montage views in Appendix 2.</p>	<p>introduction of a feature pergola structure to the southern edge of the space.</p> <ul style="list-style-type: none"> <li>• This would provide a framework for climbing plants and create a semi-perforated wall of greenery and canopy.</li> <li>• Supported by integrated feature lighting, the proposed lower level hedging and planting beds would become a more prominent focal point in the space.</li> <li>• It would not only act as a screen and buffer from the adjacent road noise but with appropriate climbing plants introduced, it would also add important leaf cover to filter air particulates as well as hanging scented flowers to add further sensory distraction to the space.</li> <li>• The proposed pergola introduces a rhythm and verticality to the southern edge, providing a framework for climbing plants and offering seasonal colour as well as shade for the seating.</li> </ul> <p>Please refer to the Option two indicative montage views in Appendix 2.</p>
<b>2. Scope and exclusions</b>	<ul style="list-style-type: none"> <li>• Highway Works identified in the scope of the S278 agreement for the Queensbridge House Hotel (currently in negotiation) will be excluded from this project.</li> </ul>	

<b>Project Planning</b>		
<b>3. Programme and key dates</b>	<ul style="list-style-type: none"> <li>• January to May 2019: Design development</li> <li>• May-June 2019: Stakeholder consultation on design</li> <li>• July-September 2019: design finalisation</li> <li>• Nov/Dec 2019 Gateway 4/5 – Authority to Start Work;</li> <li>• July 2020: start on site – construction works to be phased and coordinated with hotel development programme and connected Globe View Walkway Works.</li> <li>• March 2021 works completed</li> <li>• March 2021 – Sept 2021: Post-implementation monitoring</li> <li>• Project close down – Nov/Dec 2021 / G6 outcome report to committee</li> </ul> <p>The proposed programme approach would enable greater coordination with existing City projects in the vicinity and with the Queensbridge House Hotel development's programme. This could lead to timescale efficiencies.</p>	
<b>4. Risk implications</b>	<ul style="list-style-type: none"> <li>• Restricted site access.</li> <li>• Carrying out works alongside TfL road (coordination required during construction – temporary closure of a section of the Cycle Super Highway on Upper Thames St may be required)</li> <li>• Unknown structural condition of retaining wall (along Upper Thames St). A condition survey of the wall will be undertaken and officers will be liaising closely with the City's Structures Team;</li> <li>• Funding for implementation not confirmed. Officers will be designing to funding available;</li> <li>• Timescales subject to possible delays of the hotel construction programme. Officers will be liaising closely with the developer's team;</li> <li>• Known presence of archaeology in the vicinity</li> </ul>	
<b>5. Benefits and disbenefits</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Less greening to maintain</li> <li>• Greater noise mitigation with the higher hedge and metal screen</li> </ul>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• The green screen presents a 'softer' visual solution</li> <li>• Greater potential for pollution mitigation with the climbing plants forming a canopy;</li> </ul>

	<p>Disbenefits:</p> <ul style="list-style-type: none"> <li>• The high hedge and wall presents a 'harder' visual barrier;</li> <li>• The high hedge may present challenges for maintenance;</li> <li>• The metal screen wall would require larger foundations;</li> <li>• Additional lamp columns would be required adding clutter to the footway.</li> </ul>	<ul style="list-style-type: none"> <li>• Less clutter as the pergola structure offers the opportunity for integrated lighting and power (conceal electrical ducts / light fittings);</li> <li>• More shade for the seating with the climbing plants forming a canopy;</li> <li>• smaller foundations required;</li> </ul> <p>Disbenefits:</p> <ul style="list-style-type: none"> <li>• more capacity for greening would require more maintenance; this would be mitigated by the introduction of an irrigation system.</li> <li>• Less potential to block traffic noise from upper Thames Street</li> </ul>
<b>6. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>• Developer of Queensbridge House Hotel</li> <li>• Local Ward Members (Vintry and Queenhithe wards)</li> <li>• Local Livery Companies</li> <li>• Owners/occupiers of adjacent buildings</li> <li>• St James and Garlick Hythe Church</li> <li>• Garlick Hill / Skinners Lane hotel</li> <li>• The City of London Access Team</li> <li>• TfL</li> </ul>	
<b>Resource Implications</b>		
<b>7. Total Estimated cost</b>	The budget is capped at £418,445	

<b>8. Funding strategy</b>	<p>The proposed funding strategy is outlined below and will be finalised by Gateway 4/5. The overall project funding is subject to Member approval as part of the DBE project prioritisation report to December 2018 committees.</p> <ul style="list-style-type: none"> <li>• S106s from developments in the vicinity;</li> <li>• TfL Local Implementation Plan 2017/18 and 18/19 as referenced in TfL LiP allocation report (Nov. 2018 Planning and Transportation Committee);</li> </ul> <p>Possible S278 contribution in relation to Queensbridge House Hotel and Garlick Hill/Skinners Lane Hotel developments will be investigated as the project progresses and confirmed at Gateway 4/5.</p>
<b>9. Estimated capital value/return</b>	<p>N/A</p>
<b>10. Ongoing revenue implications</b>	<p>Despite the proposed additional greening, the introduction of an irrigation system would ease maintenance arrangements.</p> <p>The replacements of old setts with new granite setts in the carriageway would reduce highway maintenance costs.</p> <p>It is anticipated that the introduction of LED lighting would have minimal impact on maintenance costs.</p> <p>The design will be developed with maintenance considerations in liaison with officers of Open Spaces and Highways teams. The impact on local risk budgets will be further assessed as the design is developed and confirmed ahead of Gateway 4/5.</p>
<b>11. Affordability</b>	<p>The budget is defined subject to Member approvals. Officers will develop the design to the available budget.</p>
<b>12. Legal implications</b>	<p>There are no legal implications relating to this scheme. However some elements of the scheme may fall into the scope of the S278 agreement connected to Queensbridge House Hotel currently under negotiation.</p>

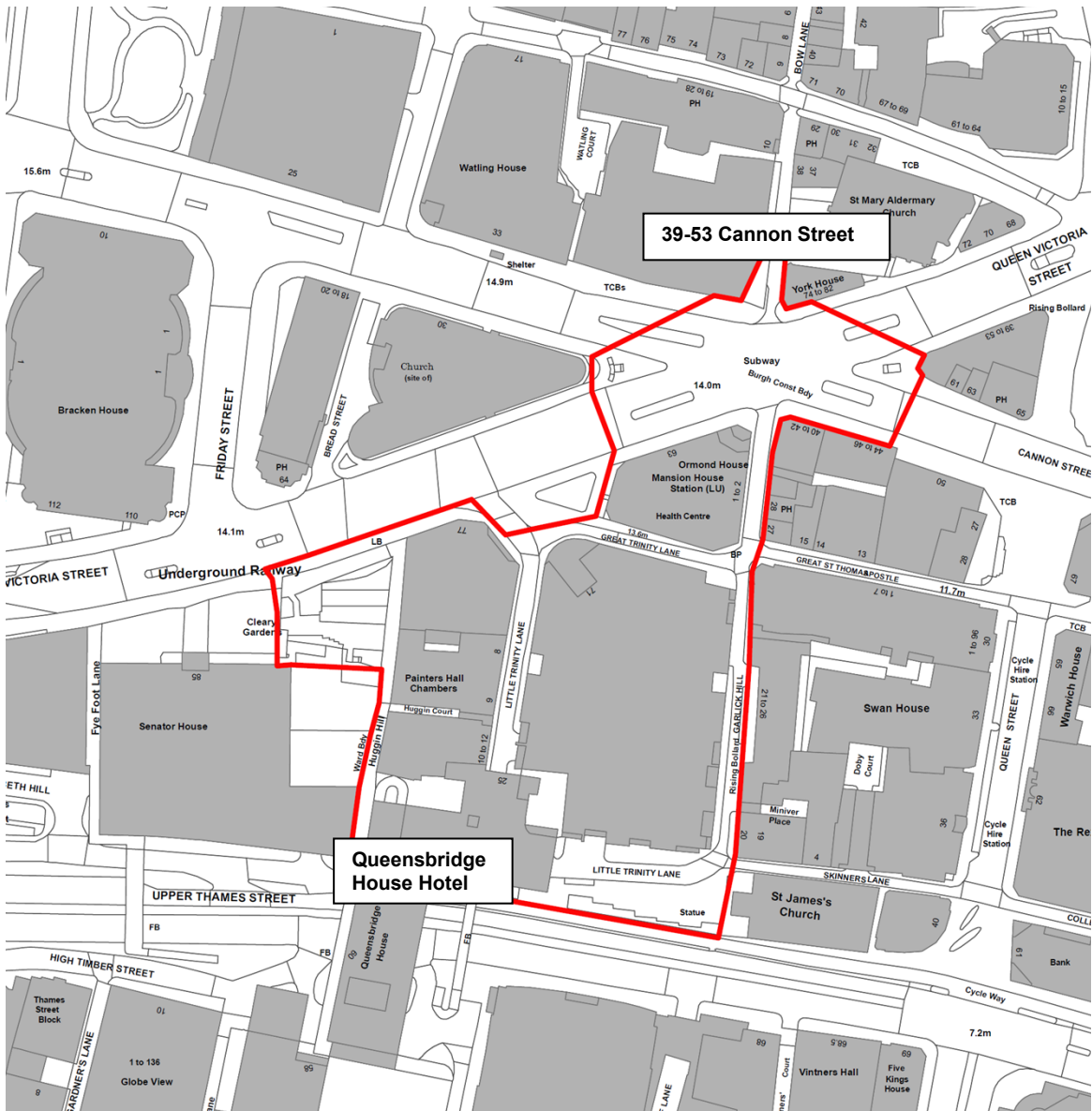
<b>13. Corporate property implications</b>	N/A	
<b>14. Traffic implications</b>	<p>Traffic implications for this project are minor. It is proposed to maintain the existing direction of traffic and to explore the possible relocation of two existing parking spaces in the direct vicinity of the scheme where kerb alignment may be amended to accommodate large vehicular movement relating to the servicing to the new hotel yard (Queensbridge House Hotel) on Little Trinity Lane.</p> <p>Close liaison with TfL will be required ahead and during construction as works along the main greening area may require the temporary closure of part of TfL Cycle Super Highway on Upper Thames St.</p>	
<b>15. Sustainability and energy implications</b>	<ul style="list-style-type: none"> <li>• Greenery to mitigate impacts of pollution; Option 2 offers greater greening potential and thus more scope for pollution mitigation;</li> <li>• The inclusion of suds will be investigated in close liaison with the Open Spaces Department and accommodated as best as possible as the design progress, taking into account existing site constraints;</li> <li>• All lighting will be LED as per guidance of the City's Lighting Strategy;</li> <li>• Other sustainability elements will be explored as the design is developed.</li> </ul>	
<b>16. Equality Impact Assessment</b>	Engagement with the City's Access team is ongoing and a full Equality Impact Assessment will be undertaken ahead of Gateway 4/5.	
<b>17. Recommendation</b>	Not recommended	<b>Recommended</b>
<b>18. Next Gateway</b>	Gateway 4/5 – Detailed Option appraisal and Authority to Start Work	

**19. Resource requirements to reach next Gateway**

<b>Table 3: Resources required to reach the next gateway</b>			
<b>Item</b>	<b>Reason</b>	<b>Cost (£)</b>	<b>Funding Source</b>
Fees	Detailed Landscape design Detailed Lighting design Utilities' investigations and trial holes	£30,000	TfL
Highways Staff costs	Production of construction package drawings	£24,000	TfL
City Public Realm and Transportation Staff costs	Project Management, incl. liaison and consultation with internal and external stakeholders, communication and managing approvals	£15,000	TfL
Open Spaces Staff costs	Liaison and input in the general design and planting design	£2,500	TfL
<b>Total</b>		<b>£71,500*</b>	

\*Includes underspend from previous Gateway and TfL LIP funding for 2018/19 and 2019/20

Appendix 1: Mansion House Environs Project Location Plan



## Appendix 2: Visuals of outline options

- Option One



***Illustrative overview***



***Illustrative view looking east towards St James Garlickhythe Church***

- Option Two



***Illustrative overview***



***Illustrative view looking east towards St James Garlickhythe Church***