

Committees:	Dates:	
Corporate Projects Board	29/03/2019	
Streets and Walkways Sub-Committee	17/04/2019	
Projects Sub-Committee	24/04/2019	
Resource Allocation Sub-Committee	02/05/2019	
Subject: Museum of London gyratory project (UPI 11377)	Issue Report: Gateway 3 Complex	Public
Report of: Director of the Built Environment Report Author: Kristian Turner	For Decision	

PUBLIC

1. Status update	<p>Project Description: Transformation of the streets and public realm of the gyratory north of St. Paul's underground station.</p> <p>RAG Status: Amber</p> <p>Risk Status: Medium</p> <p>Total Estimated Cost of Project (excluding risk): £21M-£30M</p> <p>Change in Total Estimated Cost of Project (excluding risk): £8M-£13M</p> <p>Spend to Date: £357,418 of an approved budget of £680,442</p> <p>Costed Risk Provision Utilised: n/a</p> <p>Slippage: Increase in scope (associated increased costs)</p> <p>Forward Timeline: G3 Outline Options Appraisal Report - early 2020</p> <p>Background The existing gyratory between St. Paul's and the Museum of London is a complex and traffic dominated one-way gyratory system. The nature of the one-way system encourages high traffic speeds which is intimidating for other road users. The nature of the gyratory affects the quality of the public realm, with few opportunities for open spaces and limited legibility to key trip and visitor destinations in the area for people on foot, and indirect west to east journeys for people on bicycles.</p> <p>The objective of the gyratory project is to transform the area by removing barriers to movement and providing public realm amenity. This will significantly improve access to Culture Mile from the south.</p> <p>This will be achieved by fundamentally changing the street network by introducing two-way streets, prioritising people on foot, improving road safety and improving access between transport hubs and cultural destinations.</p>
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	<p>Progress to date:</p> <p>2015 – high level modelling undertaken at the Rotunda junction to determine traffic impacts of three options to alter the roundabout to facilitate a new ground floor entrance for the Museum of London.</p> <p>2016 - confirmation of the Museum of London moving to West Smithfield and likely public realm opportunities arising from the removal of the Rotunda</p> <p>2017 – outline highway options developed to improve the flow of traffic at the Rotunda junction</p> <p>2018 – Further high-level traffic modelling undertaken to identify highway and traffic scenarios for further investigation</p> <ul style="list-style-type: none"> - Discussions on the traffic modelling and statutory traffic approvals required for the gyratory project have commenced with TfL. - Adoption of the Culture Mile Look and Feel Strategy - Draft Transport Strategy
<p>2. Requested decisions</p>	<p>Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)</p> <p>Requested Decisions:</p> <p>It is recommended that Members of the <i>Streets and Walkways</i> and <i>Project Sub Committees</i> approve:</p> <ol style="list-style-type: none"> 1. The change in the name of the project from Museum of London Gyratory to “<i>St. Paul’s Gyratory Transformation</i>”. 2. An increase in the scope of the project for the design of highway and public realm options at the Rotunda junction. 3. An increase in the scope of the project to undertake the traffic modelling over a much wider area in coordination with other transformational City projects. 4. The redefined Project Objectives in paragraph 7 to align with the City’s recently adopted Corporate Plan. <p>It is recommended that Members of the <i>Resource Allocation Sub Committee</i>, <i>Streets and Walkways Sub Committee</i> and <i>Project Sub Committee</i> approve:</p> <ol style="list-style-type: none"> 5. An increase in the estimated project budget of £245,579, to £926,021 to fund the project to Gateway 3; 6. The allocation of S106 monies to fund the £245,579 increase in budget to develop the project to Gateway 3; 7. Delegate authority for any adjustments between elements of the budget to the Director of the Built Environment in conjunction with the Chamberlain’s Head of Finance, provided the total approved budget of £926,021 is not exceeded and the scope remains unchanged.
<p>3. Budget</p>	<p>Total Estimated Project Cost</p> <p>The total estimated cost of the project is £21M-£30M. This is an increase in the cost estimated in 2014 but reflects a more accurate costings based on recently delivered similar Transportation and Public Realm projects.</p>

The current expenditure on the project is £357,418 from an approved budget of £680,442, leaving £323,024 to be utilised in developing the project to Gateway 3. However, a further £245,579 is estimated to be required to reach Gateway 3 due to additional design work undertaken previously which was not accounted for in the earlier estimate, and the increase in project scope.

This proposed budget is detailed in the summary table below and the capital funding sources can be found in Appendix 2.

Revised Budget to reach Gateway 3			
Description	Approved Budget (£)	Increase (£)	Revised Budget (£)
Surveyors Staff Cost	4,000	-3,000	1,000
Highways Staff Cost	5,000	13,000	18,000
Open Spaces Staff Cost	1,000		1,000
P&T Staff Cost	305,000	106,621	411,621
P&T Fees	345,442	128,958	474,400
Hospitality*	5,000		5,000
Traffic Modelling (P&T fees)	15,000		15,000
TOTAL	680,442	245,579	926,021

*means costs for facilitating stakeholder engagement

The staff costs and fees to reach Gateway 3 represent approximately 4-5% of the £21M-£30M scheme estimate. These have been benchmarked against other transportation and public realm schemes delivered by the City and have been found to be proportionate and appropriate for a project of this scope and complexity.

A full time Project Manager will coordinate tasks across the project with a project team to deliver key tasks including procurement, traffic & pedestrian modelling, consents & approvals, air quality monitoring, transport surveys, traffic design, structural assessments, public realm lighting design, public & stakeholder engagement, communications and consultation. A full breakdown is provided in Appendix 3

Between now and the end of 2019, it is anticipated that staff time on the St. Paul's Gyrotory Project will be distributed as follows;

- 1 Project Director allocating 20% of their time
- 1 Principal Project Manager allocating 33% of their time
- 1 Project Manager allocating 100% of their time

	<ul style="list-style-type: none"> • 1 Public Realm Project Manager allocating 33% of their time • 1 Highways design engineer for 10% of their time • 1 Engagement Officer allocating 33% of their time • Nominal amount of time for advise from Open Spaces and City Structures <p>It is estimated that the above will amount to approximately 3000 staff hours. This will cover the technical and stakeholder work that will be required.</p> <p>Procurement Procurement at this stage of the project will mostly concern the procurement of consultant services, such as traffic and pedestrian modelling and public realm concept designs. It is proposed that these services will be procured by the City Procurement team through competitive tender or through an appropriate framework contract that the City is permitted to access (following a due diligence assessment by City Procurement).</p> <p>Costed Risk Provision requested for this Gateway: No Cost Risk Provision is requested</p>
<p>4. Issue description</p>	<ol style="list-style-type: none"> 1. The project name is no longer applicable as the Museum of London (MoL) is moving to West Smithfield. There has been confusion between this project and the new Museum of London public realm project. The project is over such a wide area that the most appropriate project name is proposed to be <i>St. Paul's Gyrotory Transformation</i>. 2. This project was initiated in 2014. Since then the scope of the project has changed due to the development of other projects. 3. The Museum of London will be moving to Smithfield in 2023-2025. This means that the Rotunda, which acts as a roundabout, will be removed which was not part of the original scope of the project. The original scope of the project was that the highway design would work around the Rotunda and indeed part of the early work on the project was outline traffic modelling to investigate if traffic changes could be made to facilitate a ground floor entrance for the Museum. 4. As the Rotunda acts as a roundabout, its removal has a knock-on effect for the design approach for the other streets which make up the gyrotory. 5. The design approach for the junction therefore needs to be mindful of the possible form of the future redevelopment of the MoL and Bastion House sites. 6. One option for the redevelopment of the MoL site is for the Centre for Music (C4M). Members have been briefed on the concept designs for C4M and a media launch took place on the 21st January.

7. As the C4M project is at concept stage, it is not known (at this time) if or when it might be constructed. The design options for the gyratory therefore need to be developed so that there is an allowance or flexibility in the design for future changes to be made if a development like this, or an alternative development, is made within the next 5-10 years.
8. The removal of the Rotunda also presents an opportunity for the creation of new public spaces which must be concept designed at this Gateway (increased scope).
9. There are a number of other schemes in close proximity to the project area which all have impacts on traffic movement. These include:
 - Beech Street Transformation
 - Museum of London at West Smithfield
 - All Change at Bank, and
 - Schemes promoted in neighbouring Boroughs
10. The need to model traffic over a much wider area to allow for the above schemes represents an increase in the scope of this project over what was estimated in 2014.
11. The draft Transport Strategy provides a framework for the future design and management of City streets. The strategy prioritises the needs of people walking above vehicle movement.
12. It is proposed to redefine the project objectives to focus on the needs of the area to align with the outcomes of the recently adopted Corporate Plan.
15. **Project Objectives**
At Gateway 2 the success criteria for the project was defined as:
 - Improved road safety
 - Improvement of access through the area
 - Improvement of legibility to key visitor destinations
 - Improved access to public transport nodes
 - Upgraded facilities for cyclists
 - Increased pedestrian capacity
 - Enhanced public realm in the St. Paul's and Museum of London areas
16. To align with the Corporate Plan, it is proposed that the project objectives are redefined as:

St. Paul's Gyratory Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity
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A - To reduce casualties towards Vision Zero target for KSI's*	Contribute to a flourishing society	1 – People are safe and feel safe	C – Protect consumers and users of building, streets and public spaces.
B – To ensure buildings and public spaces are protected	Contribute to a flourishing society	1 – People are safe and feel safe	C – Protect consumers and users of building, streets and public spaces.
C – Improve pedestrian comfort levels	Shape outstanding environments	9 – We are digitally and physically well-connected and responsive	D – Improve the experience of arriving in and moving through our spaces.
D - To improve air quality by reducing NO2 levels	Shape outstanding environments	11 – We have clean air, land and water and a thriving and sustainable natural environment	A – Provide a clean environment and drive down the negative effects of our own activities.
E – To create new public spaces	Shape outstanding environments	10 - We inspire enterprise, excellence, creativity and collaboration	C – Create and transform buildings, streets and public spaces for people to admire and enjoy
F – Improve the quality of the public realm to create streets and public spaces for people to securely admire and enjoy	Shape outstanding environments	12 – Our spaces are secure, resilient and well maintained	A – Maintain our buildings, streets and public spaces to high standards.

* Vision Zero is the Mayor of London's Transport Strategy Objective to reduce the number of people killed or seriously injured on London streets to zero by 2041.

17. To meet the project objectives, changes to the operation of large parts of the gyratory will be needed. In brief these could be:

- The introduction of two-way traffic on some or all of Montague Street, King Edward Street, Newgate Street and St. Martin's-le-Grande
- Widening of footways on Newgate Street, St. Martin's-le-Grande and Aldersgate Street
- New signalised intersection at the junction of London Wall, Aldersgate Street and Montague Street
- Redesign of the junctions of King Edward Street / Angel Street, King Edward Street / Newgate Street and Cheapside / St. Martin's-le-Grande

	<ul style="list-style-type: none"> • Creation of new public spaces at the southern and northern ends of the gyratory <p>18. The scope of the gyratory project is such that it could only be delivered as a phased programme over a number of years. The detailed design work will also be phased to ensure that if the scope of the scheme changes or is reduced that design costs will not be abortive.</p> <p>19. Design options will be developed with consideration for the likely site redevelopments in the area which may be forthcoming, such as the previously discussed MoL and Bastion House sites, and the BT site on Newgate Street. This is to ensure that improvements made through this project don't then need to be changed to accommodate the needs of development sites.</p> <p>20. Proposed next steps: To develop outline options for Members to consider in a Gateway 3 Report later this year, the following will be undertaken:</p> <ul style="list-style-type: none"> • Develop public realm concept design options for the overall gyratory, identifying key improvements and areas of opportunity. • Development of a traffic model and testing of different street network layouts to determine feasibility, working towards two different options for how the redesign of the current Rotunda junction will be incorporated into the redesign of the wider gyratory. • Development of Healthy Street plans for the Culture Mile / Bank and Guildhall area as set out from the Transport Strategy to work towards the traffic reduction required to deliver the transformation. • A programme manager from the City Transportation team will coordinate the transport elements across the Culture Mile projects to ensure a strategic approach is taken to ensure the cumulative traffic implications are fully quantified. • The project team will develop Outline Options for the gyratory project to be reported to members in the Gateway 3 report in Spring 2020
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Appendices

Appendix 1	Cover Sheet
Appendix 2	Finance tables
Appendix 3	Cost Breakdown to Gateway 3
Appendix 4	Plan showing Project Area

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