

Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	NA
[2] Core Project Name	1 Leadenhall Street section 278 Highway works		
[3] Programme Affiliation (if applicable)	NA- Standalone project		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes (on behalf of Director of the Built Environment)
[5] Senior Responsible Officer	Tom Noble – City Public Realm
[6] Project Manager	Maria Herrera- City Public Realm

Description and purpose					
[7] Project Mission statement					
Improved public realm surrounding the development to create an attractive environment and mitigate the impacts of the development caused by the increase in footfall.					
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?					
Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.					
[9] What is the link to the City of London Corporate plan outcomes?					
<ul style="list-style-type: none"> • People are safe and feel safe. • To shape outstanding environments. • Our spaces are secure, resilient and well-maintained. 					
[10] What is the link to the departmental business plan objectives?					
2. Promoting the construction of high quality, inspiring buildings which attract diverse uses and users 4. Creating an accessible and inclusive City which is stimulating, safe and easy to move around in 6. Enabling a rich and thriving social and cultural offer 7. Improving quality and safety of the environment for workers, residents and visitors					
[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	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'>>	
<ul style="list-style-type: none"> - Improved public realm surrounding the development to create an attractive environment. - Enhanced approach to Leadenhall Market supporting the area as a local destination. - Providing additional space for people to walk on Bishopsgate and Leadenhall Street, in line with the City's adopted strategies. 	
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)	
Improved pedestrian comfort levels in the area and a safer and enhanced entrance to Leadenhall market.	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £550,000 Upper Range estimate: £800,000 (dependant on utilities and impacts on the construction progress and logistics, and possible introduction of vehicle restrictions on Whittington Avenue)	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
Maintenance costs will be covered by the project and materials are a per the City's standards palletete of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.	
[16] What are the expected sources of funding for this project?	
External Section 278 contribution.	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
Lower Range estimate: Q4 2022 Upper Range estimate: Q1 - 2023 <Critical deadline(s):> 18 June 2021 – Developer's start construction date, by when the S278 agreement should be completed, in line with the requirements of the planning permission and Section 106 agreement.	

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
Limited. This is a standard highway and public realm improvement project.	
[19] Who has been actively consulted to develop this project to this stage?	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	<i>Officer Name: Olumayowa Obisesan</i>
Chamberlains: Procurement	<i>Officer Name: NA</i>
IT	<i>Officer Name: NA</i>
HR	<i>Officer Name: NA</i>
Communications	<i>Officer Name: NA</i>
Corporate Property	<i>Officer Name: NA</i>

External	Developer's team
External	Transport for London
City Transportation	
City Highways	
<p>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</p> <p>Please note the Client supplier departments.</p> <p>Who will be the Officer responsible for the designing of the project?</p> <p>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</p>	
Client	Department: Built Environment
Supplier	Delivered by the City's Term contractor
Project Design Manager	Maria Herrera – City Public Realm Highways officer (TBC)
Design/Delivery handover to Supplier	Gateway stage: NA <Post Project Proposal>

City of London: Projects Procedure Corporate Risks Register

Project Name:	1 Leadenhall Street - Section 278 highway works	PM's overall risk rating:	Low	CRP requested this gateway	£ -	Average unmitigated risk	3.3	Open Risks	8
Unique project identifier:	TBC	Total estimated cost (exec risk):	£ 800,000	Total CRP used to date	£ -	Average mitigated risk score	1.0	Closed Risks	0

General risk classification											Mitigation actions							Ownership & Action				Comment(s)	
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on 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
R1	2	(3) Reputation	GATE 1 TO 6 - Issues or delays in any required consents such as Permits which cause delay to project delivery	As stipulated in the S106 agreement; S278 agreement is required to be in place ahead of starting the construction works.	Unlikely	Minor	2		N	B - Fairly Confident	Project initiation report is being submitted promptly and timescales are to be agreed with developer. Detailed design of the highways works has been agreed in general. There is scope to extend the deadline of the S278 sign-off, if needed, and without impacting the developers programme.		Unlikely	Minor	£0.00	2	£0.00	n/a	12/01/2021		Maria Herrera		Maintain regular and on-going liaison with the developer team and Col. colleagues.
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, heritage, TfL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/or costs.	Rare	Major	4		N	B - Fairly Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times (utilities and TfL) or complex approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		Highway works overlap with TfL boundary areas which will require careful consideration of design and implementation.
R3	2	(4) Contractual/Partnership	A delay in the sign-off of the separate S278 agreement between transport for London and the developer.	As stipulated in the S106 agreement; S278 agreement between the developer and TfL is required to be in place ahead of starting the construction works.	Possible	Serious	6		N	B - Fairly Confident	Early identification and engagement with developers project team is being undertaken. Design has been informally agreed by all parties, and will inform the elements of the S278 agreements. It has been discussed the possibility of extending the deadline of the signoff of the agreement, without impacting the developers' targeted start date.		Possible	Minor	£0.00	3	£0.00	n/a	12/01/2021		Maria Herrera		TfL officers have been involved in the design process and early negotiations for the S278 agreement. TfL officers have raised the fact that the need for the S278 is too early on in the process and there is a risk of the development timescales shifting due to current uncertainty. The requirements for the a signoff as per the planning obligation can be agreed between the various parties without the need of a Deed of
R4	2	(4) Contractual/Partnership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason.	Rare	Minor	1		N	B - Fairly Confident	* Arrange construction planning meeting with highway contractor prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		Early liaison with the principal contractor will ensure that the required resources are available to meet the TBC programme. The required internal resource is small and easily replaceable if needed.
R5	2	(2) Financial	GATE 1 TO 6 - Inaccurate or incomplete project estimates	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.	Possible	Minor	3		N	B - Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor and Highways colleagues to review costs during construction.		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		A detailed project cost estimate will be produced at the next stage, as project gets developed and final scope agreed.
R7	2	(4) Contractual/Partnership	GATE 1 TO 6 - Delays on development's implementation impacts negatively on project delivery (time & costs)	Areas of work and phasing depend on progress from the developer and allowing access to the site. Any delays on the developers construction programme will impact the delivery of they highway works. S	Possible	Serious	3		N	B - Fairly Confident	* Include regular meetings with the developer, local stakeholders, and Transport for London. * Include some slack in the programme to absorb low-level delays * Enable a phasing approach to the works to respond to developer's timescales.		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		The overall delivery of the project could be extended as a result of delays in the development, resulting in additional costs required to continue managing and overseeing the project. Impacts as a result of Brexit and Covid19 have not yet been estimated, but will be discussed in upcoming meetings. Commencement of construction is currently planned for Q1 2021, with a project lifetime 2.5-3 years.
R8	2	(4) Contractual/Partnership	GATE 1 TO 6 - TfL delays on project implementation impacts negatively on project delivery (time & costs)	The scope of Col. S278 project may require a third party (TfL) to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Possible	Minor	3		N	A - Very Confident	* Include regular meetings with the developer, local stakeholders, and Transport for London. * Include some slack in the programme to absorb low-level delays		Rare	Minor	£0.00	1	£0.00	n/a	12/01/2021		Maria Herrera		Regular meetings with the developer will ensure that a fair amount of notice is received should Col. works need to be reprogrammed. The terms of the S278 agreement mean that the Developer is responsible for any associated resultant costs.