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<b>Committees:</b> Corporate Projects Board - for decision Streets and Walkway Sub - for decision Projects Sub - for decision	<b>Dates:</b> 01 September 2021 10 September 2021 15 September 2021
<b>Subject:</b> RWE: Millennium Bridge House Area Improvements  <b>Unique Project Identifier:</b>	<b>Gateway 2:</b> <b>Project Proposal</b> Light
<b>Report of:</b> Director of the Built Environment  <b>Report Author:</b> Emmanuel Ojugo	<b>For Decision</b>
<h1 style="margin: 0;">PUBLIC</h1>	

**Recommendations**

<p><b>1. Next steps and requested decisions</b></p>	<p><b>Project Description:</b> An improvement project within the immediate perimeter and streets in the wider vicinity of the approved Millennium Bridge House development at 2 Lambeth Hill.</p> <p><b>Next Gateway:</b> Gateway 5 - Authority to Start Work (Light)</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Agree the delivery team to implement the project</li> <li>• Facilitate governance for the decommissioning and recommissioning of HSBC Sculptures on Peter’s Hill (Millennium Bridge Approach)</li> <li>• Design development and stakeholder engagement to take place ahead of the next gateway report.</li> </ul> <p><b>Funding Source:</b> S106/S278 Agreement with the developer of Millennium Bridge House.</p> <p><b>Requested Decisions:</b></p> <p>Members are asked to approve the initiation of this project:</p> <ul style="list-style-type: none"> <li>• The budget of <b>£50,000</b>, that forms the legally agreed Section 106, Design and Evaluation Fee Payment is approved for the project to reach the next Gateway;</li> <li>• Also to note the total estimated cost of the project at <b>£150K-300K</b> (excluding risk);</li> </ul>
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	<ul style="list-style-type: none"> <li>Note that at the next reporting stage, any proposed Cost Risk Provision be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman of Streets &amp; Walkways sub-Committee and Projects sub-Committee.</li> <li>Authorise officers to negotiate and enter into a Section 278 agreement, in accordance with the requirements of the Section 106 agreement.</li> </ul>																				
<p><b>2. Resource requirements to reach next Gateway</b></p>	<table border="1" data-bbox="496 607 1358 1267"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Staff time P&amp;T</td> <td>Project management, detailed design, stakeholder engagement</td> <td>S106</td> <td>19,000</td> </tr> <tr> <td>Staff time Highways</td> <td>Design guidance / integrity</td> <td>S106</td> <td>11,000</td> </tr> <tr> <td>Fees</td> <td>Survey work and related services</td> <td>S106</td> <td>20,000</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> <td><b>50,000</b></td> </tr> </tbody> </table> <p><b>Costed Risk Provision requested for this Gateway:</b> A cost risk provision is not required at this stage of the project.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time P&T	Project management, detailed design, stakeholder engagement	S106	19,000	Staff time Highways	Design guidance / integrity	S106	11,000	Fees	Survey work and related services	S106	20,000	<b>Total</b>			<b>50,000</b>
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<p><b>3. Governance arrangements</b></p>	<ul style="list-style-type: none"> <li>Streets and Walkways Sub-Committee</li> <li>Tom Noble (City Public Realm Group Manager) Responsible Officer for Senior Governance</li> <li>A project board is not necessary for this project, because it is relatively straightforward. The project will utilise existing governance and reporting arrangements via the gateway process that manages the process of evaluation and design through to delivery.</li> </ul>																				

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**Project Summary**

<p><b>4. Context</b></p>	<p>4.1. On 18th March 2021 a planning approval was issued for the refurbishment and extension of the existing building at 2 Lambeth Hill, currently known as Millennium Bridge House. The works involve the partial demolition and partial infilling of the existing structure and the introduction of a new facade to all elevations and extension to the building at all floors.</p> <p>4.2. The approval is for a mixed office development with retail elements, and improved access to publicly accessible areas between the Riverside Walk and the Millennium Bridge Approach at Peter’s Hill.</p> <p>4.3. The existing restricted northern access to the Millennium Bridge from Queen Victoria Street will be maintained as will the integrity of restricted access to the Riverside Walk from High Timber Street.</p> <p>4.4. The approved measures to enable step-free access to the building from Peter’s Hill frontage will enable the potential removal of the HSBC Gates and adjustments made to part of the City Walkway. This action forms part of planning obligations captured in the Section 106 Agreement between the developer and the City of London to mitigate the effects of the development. It will require that the developer submits a Gates Strategy and obtains all necessary consents and approvals to achieve this.</p>
<p><b>5. Brief description of project</b></p>	<p>5.1. The project will propose measures to streets adjacent to the development at Millennium Bridge House which are considered necessary to make the Millennium Bridge House development acceptable in planning terms. These will include, but are not necessarily restricted to, Millennium Bridge Approach at Peter’s Hill, Lambeth Hill and Paul’s Walk (which forms part of the Thames Path).</p> <p>5.2. The materials palette will be in keeping with current guidance on placemaking in the City Public Realm supplementary planning document and Technical Manual (2016).</p> <p>5.3. In order to facilitate the development of Millennium Bridge House, the potential to remove and relocate the HSBC Gates on Peter’s Hill will be explored as part of that undertaking. This particular element will require that the developer submit a Gates Strategy. The Gates Strategy is intended to address how the approvals are to be sought due to the stakeholder interest and intellectual property interests of the HSBC Gates.</p>

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	<p>5.4 The City of London Corporation will work closely with the developer to ensure compliance with statutory approvals and internal processes.</p>
<p><b>6. Consequences if project not approved</b></p>	<p>6.1. There will be no mechanism through which the highway changes required to accommodate and mitigate the effects of the new building can be delivered.</p> <p>6.2. The City has given a S106 commitment to undertake the evaluation and design “as soon as practicable” following receipt of the evaluation and design payment, which has now been made by the developer. This is also required to enable the developer to comply with their S106 covenant to enter into a S278 Agreement, which agreement will require design details to have been settled and costed. It is also highly likely that pedestrian access will be a significantly poorer experience if necessary changes are not implemented.</p> <p>6.3. This route is also important to the City’s cultural offer and its connection to other nearby cultural nodes that offer strategic connections and cultural anchors beyond the “square mile”. This is in keeping with the objectives within the City’s Culture Mile Public Realm Identity guidelines (2019).</p>
<p><b>7. SMART project objectives</b></p>	<p>7.1. Deliver a high quality, accessible public realm and pedestrian environment in the proximity of the development (Appendix 1), the quantum of which will be determined as part of the design process.</p> <p>7.2. The project will be developed and implemented in collaboration with various agencies and reduce the maintenance burden on the City by reconfiguring the space with the use of standard materials.</p> <p>7.3. The implementation of the works will be coordinated with the development’s construction programme.</p>
<p><b>8. Key benefits</b></p>	<p>8.1. Improved pedestrian movement in the City is expected as a result of a new decluttered environment that improves pedestrian permeability.</p> <p>8.2. Reduced maintenance burden by a using the City’s standard palette of materials promoting the City’s identity through consistency of coverage in accordance with current guidance in the City Public Realm supplementary planning document and Technical Manual (2016).</p> <p>8.3. The developer’s aspirations and requirements will be met, by ensuring the surrounding highways work is completed to a high standard prior to occupation of the development.</p>

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<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>12.1. There are limited options given the very specific terrain and site conditions in the area that form part of planning obligations agreed in the S106. Footways will be paved in standard materials such as Yorkstone and granite to ensure a consistent palette across both public and private areas.</p> <p>12.2. There is an aspiration to have the HSBC Gates currently on Peter’s Hill (Millennium Bridge Approach) removed. It is believed this will not only facilitate the development of Millennium Bridge House but improve pedestrian access, and in particular, access to the Peter’s Hill façade. The developer will submit a Gates Strategy in keeping with conditions of the planning approval for the development.</p> <p>12.3. The ability to remove the HSBC Gates will be dependent on consents including from the Lottery Fund, in respect of which the Gates Strategy will need to be prepared by the developer and approved by the City.</p>
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**Project Planning**

<b>13. Delivery period and key dates</b>	<p><b>Overall project:</b> The highway work will be coordinated with the building’s planned practical completion in Q4 2023. It is envisaged that the project will be completed in phases to accommodate the development’s construction programme, which is subject to change.</p> <p><b>Key dates:</b> A Gateway 5 report is expected in Q1 of 2022 to tie in with the developer’s programme.</p> <p><b>Other works dates to coordinate:</b> The implementation and completion stages of the highways work are dependent on the development’s programme.</p>
<b>14. Risk implications</b>	<p><b>Overall project risk:</b> Low</p> <ul style="list-style-type: none"> <li>• <b>Full cost of works unknown</b> <i>Risk response: accept</i></li> </ul>

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	<p>As the design develops, the likely cost of the scheme will be established. The scope of the project will be tailored to ensure the developer is able to cover the costs.</p> <ul style="list-style-type: none"> <li>● <b>Project not delivered to programme</b> <i>Risk response: reduce</i></li> </ul> <p>The developer requires the environmental enhancement works to be completed to coordinate with their building refurbishment which is to be completed at the end of 2023. Therefore, a programme will be developed to ensure compliance with this date.</p> <ul style="list-style-type: none"> <li>● <b>Requirements regarding the HSBC Gates prove problematic and extend the programme</b> <i>Risk response: reduce</i></li> </ul> <p>The developer will submit a Gates Strategy for consideration that will address the approval mechanism that will in turn determine how this element of the project will be progressed.</p> <p>The design and evaluation to be carried out by the City pursuant to the S106 Agreement will be highly dependant on whether or not the HSBC Gates can be removed. Therefore until there is certainty regarding the removal of the HSBC Gates and the consents are in place, the extent to which design and evaluation can be progressed beyond this stage will be limited; and this is dependent on the submission and implementation of the Gates Strategy by the developer.</p> <p>Further information available within the Risk Register (Appendix 3)</p>
<p><b>15. Stakeholders and consultees</b></p>	<ul style="list-style-type: none"> <li>● Developer of Millennium Bridge House</li> <li>● The Millennium Bridge Commission</li> <li>● Bridge House Trust</li> <li>● National Lottery</li> <li>● Sir Anthony Caro Estate</li> <li>● City of London School</li> <li>● District Surveyor</li> <li>● Comptroller and City Solicitor</li> <li>● Development Management Division</li> <li>● City Arts Initiative</li> <li>● The City of London Access Team</li> </ul>

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**Resource Implications**

<p><b>16.Total estimated cost</b></p>	<p><b>Likely cost range (excluding risk): £150K-300K</b>  <b>Likely cost range (including risk):</b> Any costs that would appear to exceed the current tolerance range will be managed within the provisions of the S106 agreement and reported to Committee at the next Gateway.</p>							
<p><b>17.Funding strategy</b></p>	<p>Choose 1: All funding fully guaranteed</p>	<p>Choose 1: External - Funded wholly by contributions from external third parties</p> <table border="1" data-bbox="557 734 1348 911"> <thead> <tr> <th data-bbox="557 734 1139 790">Funds/Sources of Funding</th> <th data-bbox="1144 734 1348 790">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="557 797 1139 846">Section 106/278 Agreement</td> <td data-bbox="1144 797 1348 846">150K-300K</td> </tr> <tr> <td data-bbox="557 853 1139 911" style="text-align: right;"><b>Total</b></td> <td data-bbox="1144 853 1348 911"><b>150K-300K</b></td> </tr> </tbody> </table> <p>The Comptroller/ City Solicitor and Chamberlain are aware of the S106 agreement which contains the necessary provisions to fulfil planning obligations.</p> <p>However, the scope of works to be funded and the sum payable by the developer remain to be agreed in the forthcoming S.278 Agreement. The scope of works to be agreed must demonstrably be for the purpose of making the development is acceptable in planning terms, to ensure it is within the scope of the S.106 Agreement.</p>	Funds/Sources of Funding	Cost (£)	Section 106/278 Agreement	150K-300K	<b>Total</b>	<b>150K-300K</b>
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<p><b>18.Investment appraisal</b></p>	<p><b>Not Applicable</b>  <b>On-going revenue implications</b>            18.1.Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at the next Gateway when the detailed design will be finalised.</p>							
<p><b>19.Procurement strategy/route to market</b></p>	<p>19.1.It is anticipated that all works will be undertaken by the City’s Highways term contractor, currently J.B. Riney.</p> <p>19.2.The design work is proposed to be carried out in-house by the Highways team in collaboration with the developer of Millennium Bridge House.</p> <p>19.3.The materials and specification of the design will be the City’s standard specification, in accordance with the City Public Realm Supplementary Planning Document and Technical Manual (2016).</p>							

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<b>20. Legal implications</b>	20.1.A Section 106 Agreement has been finalised with the developer and the City.
<b>21. Corporate property implications</b>	<i>None.</i>
<b>22. Traffic implications</b>	<i>None.</i>
<b>23. Sustainability and energy implications</b>	23.1.It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes.
<b>24. IS implications</b>	<i>None.</i>
<b>25. Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li>An equality impact assessment will be undertaken and included in the next Gateway report.</li> </ul>
<b>26. Data Protection Impact Assessment</b>	<i>None</i>

**Appendices**

<b>Appendix 1</b>	Plan of the project area
<b>Appendix 2</b>	Project Briefing
<b>Appendix 3</b>	Risk Register

**Contact**

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