

Committees: Streets & Walkways Sub <i>[for decision]</i> Projects & Procurement Sub <i>[for information]</i>	Dates: 4 February 2025 4 February 2025
Subject: Moor Lane Environmental Enhancements Unique Project Identifier: 9441	Gateway 3/4 Regular Issue Report
Report of: Executive Director Environment Report Author: Tom Noble, Transport & Public Realm Projects	For Decision
<h1 style="text-align: center;">PUBLIC</h1>	

1. Status update	<p>Project Description: Public realm enhancements in Moor Lane to provide greening and an improved pedestrian environment.</p> <p>The project was paused in January 2024 in order to ‘reset’ the approach to the design of the scheme, with a more collaborative process involving local stakeholders, including residents, being endorsed.</p> <p>The pause in the project also allowed for options for traffic movement in Moor Lane to be considered as part of the Bunhill, Barbican & Golden Lane Healthy Neighbourhood Plan (HNP). This report provides an update on the outcomes of the HNP public consultation in respect of Moor Lane; a separate report on the wider results of the consultation will be submitted for consideration in May 2024.</p> <p>RAG Status: Amber (Amber at last report to committee)</p> <p>Risk Status: Medium (High at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): £1,560,000 (excluding Area A which was fully funded through a Section 278 agreement)</p> <p>Change in Total Estimated Cost of Project (excluding risk): No change since last report to Committees.</p> <p>Spend to Date: £414,836</p> <p>Costed Risk Provision Utilised: Not applicable.</p> <p>Slippage: The project has been paused since January 2024, resulting in slippage to the original programme.</p>
2. Requested decisions	<p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p>

	<p>Requested Decisions:</p> <ol style="list-style-type: none">1. Authorise officers to work with the project Working Group to procure consultants to develop a design for Moor Lane based on a closure to through movement of motor vehicles (see section 4 of this report for more details);2. Authorise the budget adjustment related to staff costs and fees to be actioned as outlined in section 3 below and in Appendix 3.																																				
<p>3. Budget</p>	<p>Appendix 3 and the table below contain breakdown of funds required to progress the scheme’s design. Re-allocation of funds from Contingency and Works budgets to Fees and Staff Costs budgets is being requested as part of this report. This is shown in the Resources Required column of the table.</p> <p>The current approved budget is £1,560,000. Expenditure to date is £414,836.</p> <table><tr><th colspan="4">Resources Required to reach the next Gateway</th></tr><tr><th>Description</th><th>Approved Budget (£)</th><th>Resources Required (£)</th><th>Revised Budget (£)</th></tr><tr><td>Staff costs</td><td>290,486</td><td>10,000</td><td>300,486</td></tr><tr><td>Fees</td><td>142,245</td><td>30,755</td><td>173,000</td></tr><tr><td>Works</td><td>1,011,650</td><td>-24,000</td><td>987,650</td></tr><tr><td>Contingency*</td><td>16,755</td><td>-16,755</td><td>0</td></tr><tr><td>Planting Maintenance</td><td>86,483</td><td></td><td>86,483</td></tr><tr><td>Highway Maintenance</td><td>12,381</td><td></td><td>12,381</td></tr><tr><td>TOTAL</td><td>1,560,000</td><td>-</td><td>1,560,000</td></tr></table> <p>Costed Risk Provision requested for this Gateway: None.</p>	Resources Required to reach the next Gateway				Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)	Staff costs	290,486	10,000	300,486	Fees	142,245	30,755	173,000	Works	1,011,650	-24,000	987,650	Contingency*	16,755	-16,755	0	Planting Maintenance	86,483		86,483	Highway Maintenance	12,381		12,381	TOTAL	1,560,000	-	1,560,000
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<p>4. Issue description</p>	<p>4.1 In May 2023 a Gateway 5 report for Moor Lane was approved. This report gave authority to implement a design for public realm improvements in Moor Lane.</p> <p>4.2 In September 2023 a Gateway 5 progress report was approved. This report noted that resident representatives from Willoughby House, which overlooks Moor Lane, had expressed dissatisfaction with the approved design and had requested that the project be paused. Officers committed to a ‘reset’ of communication and engagement for the project, and also to undertake a review of the existing design including obtaining external, independent assessments. A full copy of the September 2023 report is included in the background papers of this report.</p> <p>4.3 In January 2024 an Issue report for Moor Lane was approved. This report noted that options for more transformative change in Moor Lane were reliant on changes to traffic management</p>																																				

for the street, and that such changes should be considered as part of a review of traffic management across the wider area through the HNP process. A full copy of the January 2024 report is included in the background papers of this report.

4.4 The January 2024 report also gave authority for the project to revert to the Gateway 3/4 Options Appraisal stage, to allow for a review of the scheme's objectives and revise the design in collaboration with local stakeholders through a project Working Group. The Working Group includes local residents, Ward Members, and representatives from local businesses and the Culture Mile BID. The Group has met twice to date, to agree terms of reference and discuss items for the development of a new consultancy brief for the design of the project.

4.5 A public consultation on the HNP ran during November and December 2024. The consultation proposed four options for traffic management in Moor Lane, these are summarised below and also shown in Appendix 4:

- Option 1: One way southbound for motor vehicles, with two-way access retained for cycles. This option would allow for footway widening along Moor Lane;
- Option 2: Closure to motor vehicles at the junction with Fore Street, with two-way access retained for cycles and access for servicing permitted from Silk Street. This option would allow for the creation of a new public space at the southern end of Moor Lane;
- Option 3: Closure to motor vehicles at the junction with Silk Street, with two-way access retained for cycles and access for servicing permitted from Fore Street. This option would allow for the creation of a new public space at the northern end of Moor Lane;
- Option 4: Retaining the existing traffic operation (i.e. two-way for motor vehicles, except evenings and weekend when the road will be closed to through traffic). This option would allow for some footway widening in Moor Lane but less than in Option 1.

4.6 Whilst the wider data from the consultation is still being assessed, responses to the specific proposals for Moor Lane have been reviewed. The percentage of responses in support of each option were as follows:

- Option 1: 7.9%
- Option 2: 33.2%
- Option 3: 43.7%
- Option 4: 15.3%

4.7 Many of the respondents indicating preference for Option 2 also suggested they would support Option 3, and vice versa.

	This indicates an overall preference for the closure of Moor Lane to through vehicle traffic.
5. Proposed next steps	<p>5.1 On the basis of the consultation responses, officers are proposing to recommence the project and the design process, based on a closure of Moor Lane to through vehicle traffic. A brief for design services is being drafted and will shortly be ratified by the Working Group. It is intended to complete this procurement process before the next Streets and Walkways committee in May, and a Gateway 3/4 Options Appraisal report will be submitted to committee in due course.</p> <p>5.2 There will be further public consultations and engagement, including statutory traffic order consultation, as the project progresses.</p> <p>5.3 A Progress report setting out more details of the governance of the project, including programme and roles and responsibilities, will be submitted to May committees.</p>

Background papers

- Gateway 5 Progress report (approved by S&W sub-committee on 26 September 2023)
- Gateway 5 Issue report (approved by S&W sub-committee on 30 January 2024)

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Finance tables
Appendix 4	Plans showing the four options for traffic management in Moor Lane as contained in the Bunhill, Barbican & Golden Lane Healthy Neighbourhood Plan consultation

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Project Coversheet

[1] Ownership & Status

UPI: 9441

Core Project Name: Moor Lane Environmental Enhancements

Programme Affiliation (if applicable): Bunhill, Barbican & Golden Lane Healthy Neighbourhood

Project Manager: Andrea Moravicova

Definition of need:

Moor Lane has been earmarked as an area for improvement for several years. A scheme was developed and approved in 2011, which resulted from extensive consultation and proposed the creation of a linear park along Moor Lane. The proposals were to be funded by the Section 106 agreement for the Milton Court development and approval was granted to implement the scheme on site. However, the scheme was paused in light of the emerging 21 Moorfields development which is now complete.

A revised design for the scheme was approved at Gateway 5 in May 2023, however local stakeholders subsequently objected to the approved design, whilst still supporting the overall ambition to enhance the street.

In January 2024 an Issue report for the project was approved. This gave authority for the project to revert to Gateway 3/4 (Options Appraisal), allowing for a review of the objectives of the project and a revised set of design options to be produced.

Key measures of success:

- To improve the experience, accessibility and safety of walking, wheeling, and cycling in the area by aligning the public realm in Moor Lane with the City Public Realm Supplementary Planning document and Transport Strategy.
- Introduce greening and where appropriate sustainable urban drainage on Moor Lane in line with the objectives of the Climate action Strategy.
- To create a public realm that is attractive, inclusive, and resilient.

Expected timeframe for the project delivery:

Implementation of Area A (eastern footway and carriageway) was completed in early 2024. Implementation of Area B is now expected in 2026.

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

The project is currently on track against the 'reset' programme, as endorsed in the January 2024 report.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

No.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

The project is part of the Barbican Area Streets & Walkways Enhancement Strategy and was approved as one of the strategy's high priority schemes by the Court of Common Council in 2008 following a public consultation exercise.

In July 2011 an evaluation report was approved by Members to implement environmental enhancements on Moor Lane.

Approval was granted to progress to detailed design stage, seek relevant permissions and implement the scheme. A budget of £1,391,136 was made available following the report approval.

Evaluation report – approval for implementation (as approved by Street & Walkways Sub-committee 18/07/11)*:

- Total Estimated Cost (excluding risk): £1.55M
- Resources to reach next Gateway (excluding risk): £1.45M
- Spend to date: £257,526
- Estimated Programme Dates: Works were intended to commence in 2012.

Scope/Design Change and Impact: Create a linear park, with trees and planters, along the west footway on Moor Lane.

*It should be noted that the evaluation report approved in 2011 predated the current Gateway reporting procedure.

Gateway 3 - Issue report (as approved by Project Sub-committee on 30 November 2020 and Streets and Walkways Sub-committee 1 December 2020)*

- Total Estimated Cost (excluding risk): £1.7-£2.2M
- Resources to reach next Gateway (excluding risk): £230,382 (£128,566 from approved Section 106 budget and £101,816 funded through 21 Moorfields Section 278 agreement)
- Spend to date:
- Costed Risk Against the Project:
- Estimated Programme Dates:
 - Design review & surveys: Dec 2020 - Mar 2021
 - Consultation: Mar – May 2021
 - Detail design: Jun – Sept 2021
 - Gateway 4/5: Sept 2021
 - Construction package: Oct 2021– Feb 2022
 - Phased implementation (minimum 6 months): Spring 2022 – late 2022/Early 2023

Scope/Design Change and Impact: The design aligns with the brief described within the Evaluation report, whilst considering the stakeholders' feedback to date, the changing context of the area and the development of the site at 21 Moorfields. The scope was increased to include the Section 278 works to east footway adjacent to the 21 Moorfields development.

An increase to the overall project budget has been incurred due to the revised scope, although this increase is fully funded through a Section 278 agreement.

*Upon approval of the 2011 report, officers were given authority to proceed with detail design and implement the scheme, however, several modifications required to the scheme outlined in the issue report, officers considered the existing scheme to be at Gateway 3 stage. It was, therefore, proposed that the next report to Members is a Gateway 4/5, outlining the detail design and requesting authority to start work.

Gateway 4c-5 – Detailed Design & Authority to Start Work Area A (as approved by Streets and Walkways sub-committee on 5 July 2022 and Operational Property and Projects sub-committee in August 2022)

Total Estimated Cost (excluding risk):

- Total Estimated Cost (excluding risk): £2,958,680
- Resources to reach next Gateway (excluding risk): £1,448,680 (to implement S278 works)
- Spend to date: £364,588
- Costed Risk Against the Project: £50,000
- Estimated Programme Dates:
 - Sign S278 Agreement and receipt of funds: July 2022
 - Procurement of materials following sign-off of the construction package: July 2022*
 - Submit traffic management plan / permits: July 2022
 - Construction package for Area A: August 2022
 - Phased implementation (minimum 6 months): October 2022**
 - Gateway 5 report related to Area B:
 - Snagging in Area A: June / July 2023
 - Gateway 6 outcome report for both phases (Area A & Area B): December 2023

**Subject to signing the Section 278 Agreement and receipt of funds from Developer. The lead in times for procuring materials are 12-16 weeks.*

***Subject to changes to the Developer's programme and site release.*

Scope/Design Change and Impact:

Some changes to design were made to incorporate greenery to the east footway design without compromising the security requirements of the development.

Gateway 4-5 – Detailed Design & Authority to Start Work Area B (as approved by Streets and Walkways sub-committee on 23 May 2023 and Operational Property and Projects sub-committee on 5 June 2023)

Total Estimated Cost (excluding risk):

- Total Estimated Cost (excluding risk): £2,958,680
- Spend to date: £ £350,000 (Area B)
- Costed Risk Against the Project:
- Estimated Programme Dates:
 - Finalise construction package for Area B: June 2023
 - Procurement of materials following sign-off of the construction package: June 2023

- Submit traffic management plan / permits: August 2023
- Phased implementation: September 2023 – April 2024
- Snagging in Area B: May 2024
- Gateway 6 outcome report for both phases (Area A & Area B): September 2024

Scope/Design Change and Impact:

Delays in the development programme delayed the start of implementation of the S278 works (Area A) by approximately ten months.

Gateway 5 Progress report (as submitted to Streets and Walkways sub-committee 26 September 2023)

Reporting period: May 2023 – September 2023

Update on activities undertaken to date in relation to Area B (west footway on Moor Lane). These mainly involved discussions on the design and greening with representatives of Willoughby House and the Heron, and the Barbican Association. It also highlighted the next steps, which included further discussion on greening with local stakeholders, and development of greening proposals in consultation with the City's Garden's team and a consultant.

Gateway 5 Issue report (as submitted to Streets & Walkways sub-committee on 30 January 2024)

Reporting period: September 2023 – January 2024

- Approved incorporation of Area B of the Moor Lane Environmental Enhancement project within the Barbican, Bunhill and Golden Lane (BBGL) Healthy Neighbourhood Plan programme.
- Agreed to revert the project to Gateway 3/4 Options Appraisal stage to review the scheme's objectives and revise the designs in collaboration with local stakeholders through the Working Party.
- Endorsed consideration of traffic management to Moor Lane that could provide opportunities for further greening of the street through the BBGL Healthy Neighbourhood Plan.
- Resources required to reach the next Gateway (excluding risk): £85,000 (met from within the existing project budget).

Total anticipated on-going commitment post-delivery [£]:

Details of maintenance costs will be set out as part of the next Gateway report.

Appendix 2

City of London: Projects Procedure Corporate Risks Register

Project name: Moor Lane Environmental Enhancements

Unique project identifier: 9441

Total est cost (exc risk) £1560000

Corporate Risk Matrix score table

PM's overall risk rating	Medium		Minor impact	Serious impact	Major impact	Extreme impact
Avg risk pre-mitigation	8.5	Likely	4	8	16	32
Avg risk post-mitigation	5.0	Possible	3	6	12	24
Red risks (open)	0	Unlikely	2	4	8	16
Amber risks (open)	10	Rare	1	2	4	8
Green risks (open)	2					

Costed risks identified (All)

£40,000.00	3%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£40,000.00	3%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£0.00	0%
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CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
2	10.0	£0.00	0	2	0
4	8.8	£40,000.00	0	3	1
2	10.0	£0.00	0	2	0
1	6.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
2	4.5	£0.00	0	1	1
1	12.0	£0.00	0	1	0

Issues (open)	1
All Issues	1

Open Issues

Extreme	Major	Serious	Minor
0	0	1	0
0	0	1	0

All Issues

Cost to resolve all issues
(on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			Moor Lane Environmental Enhancements				PM's overall risk rating:			Medium		CRP requested this gateway		£ -		Average unmitigated risk			8.5		Open Risks		12
Unique project identifier:			9441		Total estimated cost (exc risk):				£ 1,560,000		Total CRP used to date		£ -		Average mitigated risk score			5.0		Closed Risks		10	
General risk classification											Ownership & Action												
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to issues	Comment(s)
R1	5	(3) Reputation	Project is not delivered to agreed timeline due to technical issues that arise either in design or construction phase	If security measures on Moor Lane are not completed prior to the occupation of 21 Moorfields, their tenant will not be able to occupy the building.	Possible	Serious	6	£0.00	N		A programme will be developed taking the security requirements into account and the implementation will be phased to ensure compliance with the development's programme.	£0.00	Possible	Minor	£0.00	3	£0.00		13/09/2020		Andrea Moravcova	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R2	5	(2) Financial	Developer does not agree to full costs of the scheme	This will either extend the project timeline as negotiations would take longer or reduce the project scope to align with agreed costs	Possible	Serious	6	£0.00	N		As the design develops, the likely cost of the scheme will be established. The scope of the 'Area A' works will be financed by the Section 278 agreement (where works are required to mitigate the impact of the 21 Moorfields development).	£0.00	Unlikely	Minor	£0.00	2	£0.00		13/09/2020		Andrea Moravcova	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R3	5	(4) Contractual/Partnership	Delays in supply, issues in productivity or resource	Negative impact on project delivery, both monetarily and timewise, causing potential delays to programme and increasing costs.	Possible	Serious	6				Engaging with suppliers and term contractor to programme works and procure materials well in advance, allowing for at least 16 weeks lead in times. Regular monitoring of supply chain via existing meetings with principal contractor.		Unlikely	Serious	£0.00	4	£0.00				Andrea Moravcova		
R4	5	(10) Physical	Unforeseen technical and / or engineering issues identified	Late identification of any engineering or technical issues will disrupt delivery and may increase costs and timelines	Possible	Major	12				Undertake standard surveys and trialholes, visit sites during development construction		Unlikely	Serious		4	£0.00				Andrea Moravcova		
R5	5	(2) Financial	The full cost of the project is unknown	If the costs are not ascertained soon enough in the project process, the design might exceed the available project budget	Possible	Major	12	£0.00			As the design develops, the likely cost of the scheme will be established. The scope and design of the project will be tailored to ensure the scheme can be financed from the available project budget. Additional sources of funding will be explored.	£0.00	Possible	Serious	£0.00	6	£0.00		14/09/2020		Andrea Moravcova		
R6	5	(3) Reputation	Stakeholders object to the amended scheme	The City would not be delivering a scheme that is supported by the local community, and it would not therefore be responsive to their needs. A redesign would be required which could impact on the programme and budget.	Possible	Serious	6	£0.00			Consultation will be undertaken with stakeholders as part of the project process and the design will be adapted if required. Consultation was previously undertaken in 2011 and local stakeholders were supportive of the proposals. The Meanwhile Moor Lane scheme implemented in Autumn 2020 is gathering feedback from users and will inform the permanent scheme.	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/10/2020		Andrea Moravcova	01/02/2024	This risk has materialised and has been moved to Issues. Additional risk regarding stakeholder involvement has been added (R20).
R7	5	(9) Environmental	The existing Moor Lane design must be significantly reduced in scope to accommodate 21 Moorfields development requirements	The scheme would not fully be delivering on the previously approved objectives of the scheme, missing an opportunity to deliver an environmentally resilient, biodiverse scheme.	Possible	Serious	6	£0.00			Both the 21 Moorfield highway requirements and Moor Lane designs for the Western footway were reviewed together as one scheme by the relevant City officers. The technical feasibility and levels design will be progressed accordingly.	£0.00	Possible	Serious	£0.00	6	£0.00		14/09/2020		Andrea Moravcova		
R8	5	(4) Contractual/Partnership	The expiry of the contract with the City's term contractor in 2022 could cause an increase in the cost of works	If a new term contractor is selected with higher rates, the cost of the works would increase	Likely	Major	16	£0.00			A tender process will be undertaken, where a new contractor will be appointed. Notice will be given of any cost implications as soon as possible in the procurement process.	£0.00	Likely	Serious	£0.00	8	£0.00		15/09/2020		Giles Radford	01/07/2022	New highways term contract is now in place and new rates have been agreed, which will be factored into future project budgets.
R9	5	(3) Reputation	LUL object to the scheme on the basis of the scheme being located over their infrastructure	The project design would require further amendment, impacting project programme	Possible	Major	12	£0.00			LUL will be consulted as soon as possible in the design process to ensure the design is developed in accordance with their requirements	£0.00	Unlikely	Serious	£0.00	4	£0.00		14/09/2020		Andrea Moravcova		

R10	5	(3) Reputation	Delays to public realm works starting on site due to 21 Woodfields construction delays	The implementation of the project would be delayed	Possible	Minor	3		£0.00			Implementation of the project is co-ordinated to align with the developer's programme. Delays in developer's construction were clearly communicated and accounted for in the revised programme.	£0.00	Possible	Minor		£0.00	3	£0.00			14/09/2020		Andrea Moravicova	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R11	5	(5) H&S/Wellbeing	A new national lockdown due to COVID-19 delays the programme, through an inability to carry out necessary surveys or trial holes	delay to programme	Possible	Serious	6		£0.00			Follow guidance and undertake new way of working as necessary.	£0.00	Possible	Minor		£0.00	3	£0.00			15/09/2020	Giles Radford	Andrea Moravicova	01/01/2022	COVID-19 measures no longer in place.
R12	5	(2) Financial	The developer does not agree to commuted sums required for the s278	The cost of maintaining the s278 area post completion will increase and need to be funded by the City	Likely	Major	16		£0.00			The developer will be made aware of the maintenance implications of the s278 works, the HVM maintenance costs will need to be funded by the developer at a minimum	£0.00	Possible	Major		£0.00	12	£0.00			07/07/2021		Tom Noble/PM	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R13	5	(4) Contractual/Partnership	The developer does not agree to the terms on the s278 agreement	The programme will be delayed whilst the agreement takes longer to negotiate	Possible	Major	12		£0.00			Respond to the developer in a timely manner on comments and progress negotiations on elements directly if needed	£0.00	Possible	Serious		£0.00	6	£0.00			08/07/2021		Tom Noble/PM	01/03/2024	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R14	3	(9) Environmental	s278 scope: Lack of utility information due to no PAS 128 survey information causes delays to programme and cost increases due to unexpected clashes found after the detailed design process	The programme will be delayed to redesign the relevant area and liaise with utilities, and also increases the project cost due to the re-doing of design/approvals or diversion of utilities necessary	Likely	Extreme	32		£0.00			Trial holes and site investigation to be carried out prior to implementation, utility clashes based on current information to be design as soon as possible	£0.00	Likely	Major		£0.00	16	£0.00			09/07/2021		Tom Noble/PM/Engineer	07/05/2022	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R15	3	(1) Compliance/Regulatory	s278 scope: Lack of utility information due to no PAS 128 survey information causes H&S issues on site during implementation	A H&S incident occurs on site, causing a legal dispute on liability and whether Principal Designer duties have been fulfilled	Possible	Extreme	24		£0.00			Wording to be included in the s278 agreement to make the developer aware of the risks and limit the City's liability were possible, site investigations to be carried out prior to implementation	£0.00	Unlikely	Extreme		£0.00	16	£0.00			15/07/2021		Ben Manku/Giles Radford	07/05/2022	This risk related to the 'Area A' work on the eastern side of Moor Lane which is now complete.
R16	5	(9) Environmental	SUDS scheme not feasible due to underground constraints	The SUDS scheme would either have to be removed from the project scope or a redesign of the SUDS would be required which could impact project programme and costs	Possible	Minor	3		£0.00	N		SUDS will form part of the design brief for the updated options, and will be considered alongside other potential enhancements. Climate resilience will be a key requirement of the brief.	£0.00	Unlikely	Minor		£0.00	2	£0.00			01/02/2022		Andrea Moravicova		
R17	5	(2) Financial	SUDS design costs more than anticipated	The SUDS scheme would either have to be removed from the project scope or a redesign of the SUDS would be required which could impact project programme and costs	Possible	Minor	3		£0.00			SUDS will form part of the design brief for the updated options, and will be considered alongside other potential enhancements. Climate resilience will be a key requirement of the brief.	£0.00	Unlikely	Minor		£0.00	2	£0.00			01/02/2022		Andrea Moravicova		
R18	5	(2) Financial	Underground conditions / depths will require changes to design	The proposal to plant trees or other greenery is affected by presence of underground utilities undetected through standard surveys and design will need to be revised.	Likely	Serious	8		£40,000.00	N		Known utility routes have been considered in the design, additional trial holes and site investigation have been undertaken prior to implementation. The new design brief will require the consideration of these constraints.	£0.00	Unlikely	Minor		£0.00	2	£0.00			01/02/2022		Andrea Moravicova		
R19	4	(2) Financial	Costs of new design options exceed available budget	The new design options exceed the available project budget, requiring a 'scaling back' of the project.	Possible	Major	12		£0.00			The current budget will be communicated to respondents to the design brief but consultants will be encouraged to explore all options. Additional sources of funding will be explored.	£0.00	Possible	Major		£0.00	12	£0.00			03/12/2024		Tom Noble		
R20	4	(3) Reputation	Local stakeholders do not support the new scheme	The new design for the scheme is not supported by local stakeholders resulting in further delays and reputational damage.	Likely	Serious	8		£0.00	N		A Working Group comprising local stakeholders has been established to steer the project. All key decisions will be endorsed by this Group before being approved by S&W sub-committee.	£0.00	Possible	Serious		£0.00	6	£0.00			03/12/2024		Tom Noble		
R21	4	(1) Compliance/Regulatory	Approvals not granted for proposals on non-highway land	Design proposals for project areas which are not public highway are not approved by the relevant land owner, leading to reduced scope and lower impact of the scheme	Possible	Major	12		£0.00	N		Representatives from the Barbican Estate Office sit on the Working Group, reducing the risk of designs for non-highway land not being supported.	£0.00	Unlikely	Major		£0.00	8	£0.00			03/12/2024		Tom Noble		
R22	4	(1) Compliance/Regulatory	Changes to traffic operation are not approved	Proposals to restrict through vehicle traffic are not approved leading to a significantly reduced scope	Unlikely	Major	8		£0.00	N		Consultation through the HNP have indicated support for vehicle restrictions which reduces the risk that objections are received when Traffic Orders are submitted.	£0.00	Rare	Major		£0.00	4	£0.00			03/12/2024		Tom Noble		

City of London: Projects Procedure Corporate Issues Log

Project Name:		Moor Lane Environmental Enhancements												
Unique project identifier:		9441												
General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/ Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
L01	R6	(3) Reputation	Stakeholders object to the amended scheme	The City would not be delivering a scheme that is supported by the local community, and it would not therefore be responsive to their needs. A redesign would be required which could impact on the programme and budget.	Serious	Officers have agreed	01-Feb-24	Gillian Howard	Tom Noble		In progress	£ -		

Appendix 3

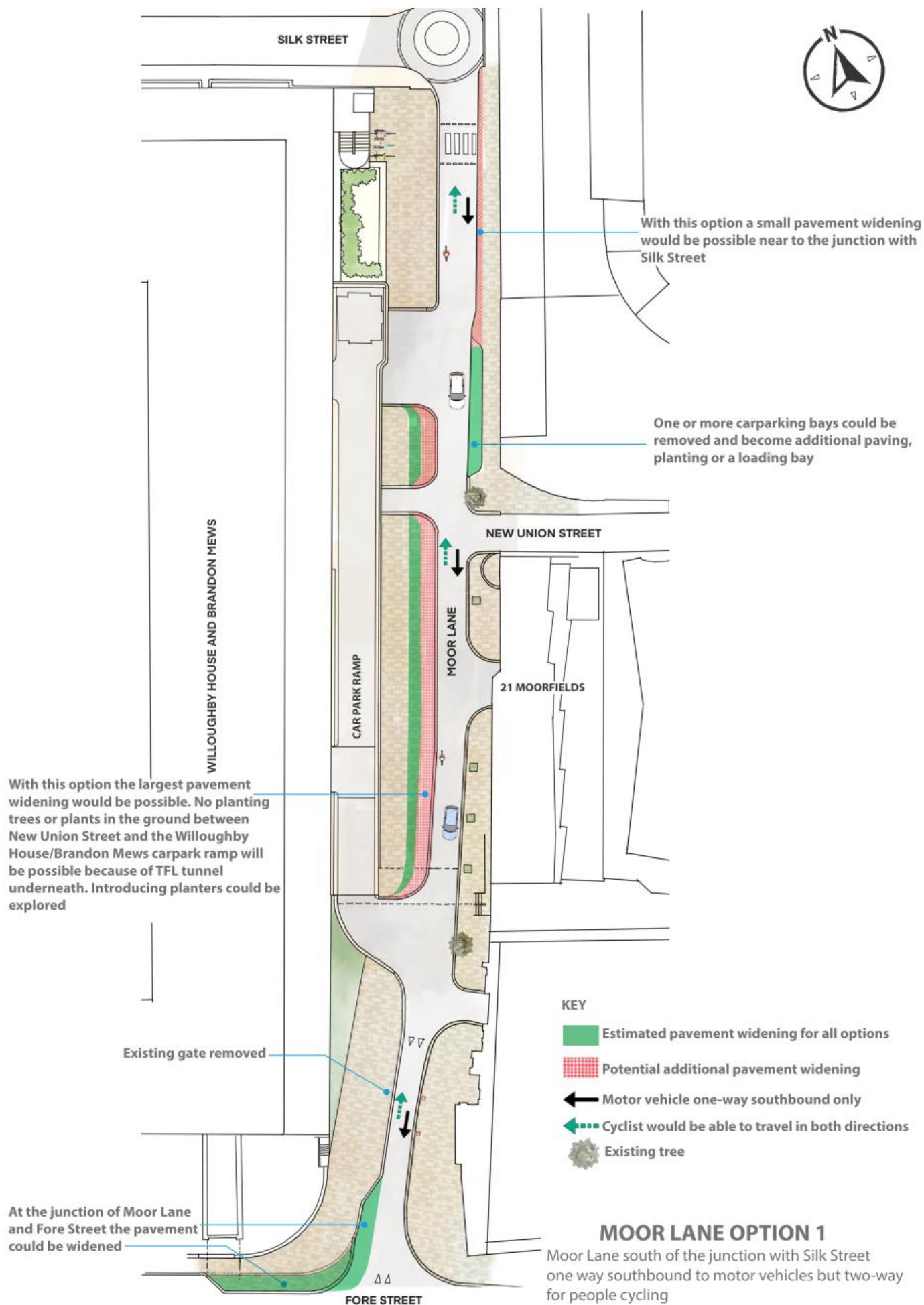
Table 1: Expenditure to Date - Moor Lane S106 - 16100237			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	91,000	53,256	37,744
Legal Staff Costs	2,000	52	1,948
Open Spaces Staff Costs	6,759	1,401	5,358
P&T Staff Costs	190,727	164,130	26,597
Fees	136,245	80,515	55,730
Traffic Orders	6,000	-	6,000
Drainage Works	111,000	-	111,000
General Works	679,324	106,972	572,352
Lighting Works	40,000	8,510	31,490
Planting	181,326	-	181,326
Contingency	16,755	-	16,755
Open Spaces Maintenance	86,483	-	86,483
DES Maintenance	12,381	-	12,381
TOTAL	1,560,000	414,836	1,145,164

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	91,000		91,000
Legal Staff Costs	2,000		2,000
Open Spaces Staff Costs	6,759		6,759
P&T Staff Costs	190,727	10,000	200,727
Fees	136,245	30,755	167,000
Traffic Orders	6,000		6,000
Drainage Works	111,000		111,000
General Works	679,324		679,324
Lighting Works	40,000	(24,000)	16,000
Planting	181,326		181,326
Contingency	16,755	(16,755)	-
Open Spaces Maintenance	86,483		86,483
DES Maintenance	12,381		12,381
TOTAL	1,560,000	-	1,560,000

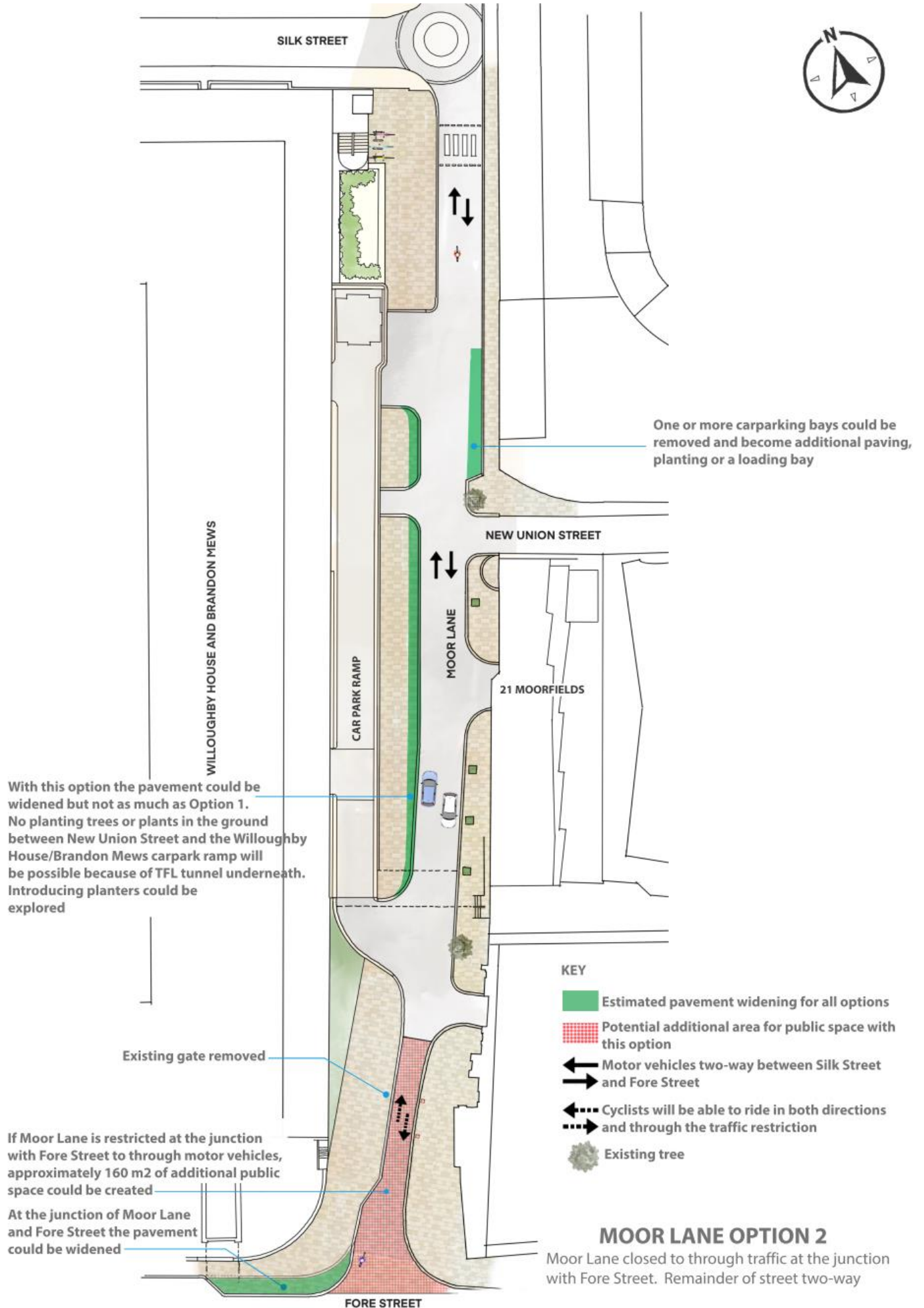
Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
S106 - Telephone Exchange - 07/00092/FULL - LCE	300,000	-	300,000
S106 - Milton Court - 06/01160/FULEIA - LCE	1,150,000	-	1,150,000
CAS - Cool Streets and Greening Programme	110,000	-	110,000
Total Funding Drawdown	1,560,000	-	1,560,000

Appendix 4

Moor Lane Option 1



Moor Lane Option 2

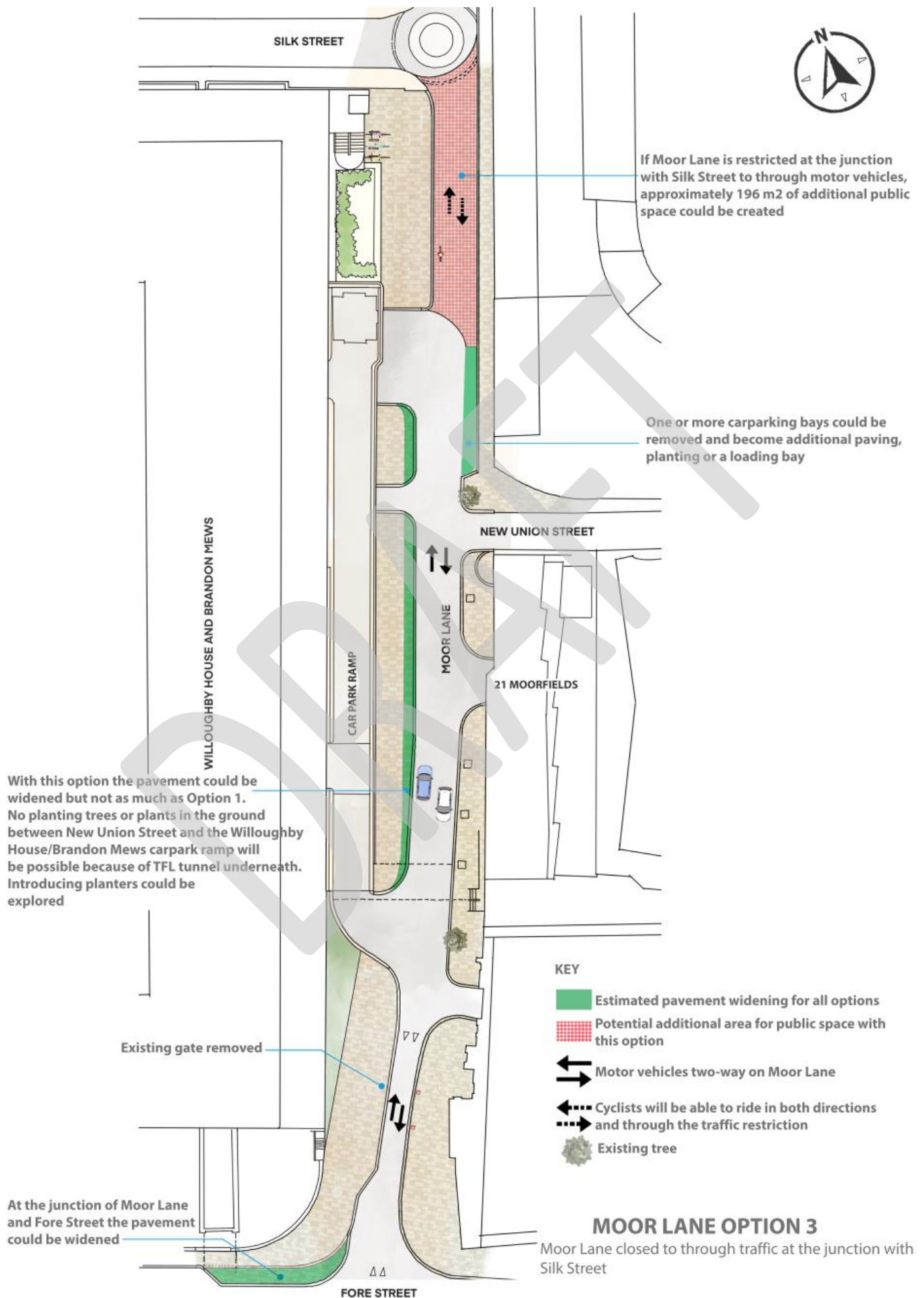




Moor Lane looking north

At the junction of Moor Lane and Fore Street, a traffic restriction could create additional pavement space and planting

Moor Lane Option 3





Moor Lane looking south

At the junction of Moor Lane and Silk Street a traffic restriction could create additional space for people walking and wheeling

Moor Lane Option 4

