

Committees: Corporate Projects Board - <i>for information</i> Streets and Walkways Sub-Committee <i>[for decision]</i> Projects and procurement Sub <i>[for information]</i>	Dates: August 2025 (urgency) 16 September 2025 14 October 2025
Subject: Mansion House Stations Environs – Little Trinity Lane (Phase 1) Unique Project Identifier: <i>PV Project ID - 11945</i>	Gateway 6: Outcome Report Regular
Report of: Executive Director, Environment Report Author: Leila Ben-Hassel	For Information
<p style="text-align: center;">PUBLIC</p>	

Summary

1. Status update	Project Description: Public Realm improvements at the southern end of Little Trinity Lane (see location map in appendix 2). The project aimed to deliver increased greening, improved seating as well as climate resilience measures such as SUDs and tree planting. The project aimed to create a more welcoming and comfortable environment where workers, residents and visitors would want to dwell as well as delivering climate resilience measures forming part of the City Climate Action Strategy's Cool Street and Greening Programme. RAG Status: Green (Green at last report to Committee) Risk Status: Low (Low at last report to committee) Costed Risk Provision Utilised: 0 Final Outturn Cost: £755,303 (including CRP)
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<p>2. Next steps and requested decisions</p>	<p>Requested Decisions:</p> <p>Members of the Streets and Walkways Sub Committee are asked to:</p> <ol style="list-style-type: none"> 1. Note and approve the content of this outcome report. 2. Authorise the Chamberlain's department to return unspent project funds to the Cool Steets and Greening Programme to be reallocated to other projects within the programme (subject to the verification of the final account). 3. Approve the revised project budget as set out in Table 2 in Appendix 1. 4. Agree to close the project.
<p>3. Key conclusions</p>	<ul style="list-style-type: none"> • Works were completed within the approved project budget. • The project delivered an increase in biodiverse planting area, a new rain garden and increased seating leading to a more attractive public realm for residents, workers and visitors alike to spend time and for local organisations to hold outdoor events, including setting-up licensed tables and chairs. • There is an acknowledgement that the overall project programme slipped and reasons are summarised in Section 9: <i>Assessment of project against key milestones</i>. • Once works started on site, the delivery was time efficient thanks to early engagement with suppliers and effective phasing of the works by the Highways Construction Manager. The supply issue of York Stone was addressed early in the project and an alternative sandstone was identified and procured instead to protect the programme delivery. • Close coordination with local occupiers including the Westin Hotel St Paul's, the Mercers' Boutique hotel, Virgin Active, St James' Garlickhythe Church, the Doctors' Surgery and Painters' Hall throughout the design and the phasing of the works led to minimal disruptions to their operations. • The suspension of the disabled bays for the duration of the works on site was undertaken following due process of undertaking an EQIA and alternative parking options communicated effectively with local occupiers. Similarly with the Doctor's bay. • The relocation of the Swan and Barge Master statue was undertaken with utmost care engaging the owners effectively (the Vintners' Livery Company).

Main Report

Design & Delivery Review

4. Design into delivery	<p>The design was developed based on extensive site analysis which helped establish design constraints and considerations early on. The design was adapted to avoid costly utilities' diversions. The existing drainage system was fully investigated and the City's Highways Drainage Manager was engaged in the drainage design of the new scheme, including on how to connect the drainage system of the new rain garden to the existing highways drainage.</p> <p>The existing trees were fully assessed by City Gardens who recommended they be felled to be replaced by new trees due to their poor condition. The assessment of the area beneath the trees indicated an old carriageway construction. It enabled the project team to factor in excavation of this old structure to enable healthier growth of the new trees' roots.</p> <p>Extensive site analysis with the right expertise helped minimise issues during construction.</p>
5. Options appraisal	<p>The design option that was favoured during consultation was the one that was taken to detailed design stage. However, the design was adapted to remove the proposed granite raingarden planter along the carriageway as it would have been too vulnerable to impacts by large delivery vehicles operating in the vicinity. It was also quite costly and would have brought the overall budget above the approved funding allocation.</p> <p>A raised table between Skinners Lane, Little Trinity Lane and Garlick Hill was also included the original preferred design option. However, the TfL funds to deliver this element were not available and so this table was omitted from the works programme.</p> <p>These changes were communicated clearly and in a timely manner to local occupiers and stakeholders and the final design. Excluding the carriageway planter and raised table from the scope (for consideration in future phases) was approved at Gateway 5.</p> <p>Changes in original programme are explained in section 9.</p> <p>Overall, the approved final design was delivered as per agreed specifications, within the budget and programme set at Gateway 5.</p>
6. Procurement route	<ul style="list-style-type: none">• The concept design work was procured through an RFQ (Request for Quotation) in 2018 and four fee proposals were submitted and assessed. The project was subsequently paused.

	<ul style="list-style-type: none"> • The landscape architect who had been awarded the concept design phase of work in 2018 was appointed through direct award for the detailed design stage following the project being restarted in 2022. • The highways construction technical design was done in-house by our Senior Highways Project Engineer. • The environmental engineer was appointed as a direct award following CoL Procurement Standards for services under £10,000. • The necessary surveys were commissioned through the Highways Team. • The construction works were delivered by the City Highways Term Contractor. • The original artist's company and foundry for the bargemaster statue were appointed through direct award as they had original casts, technical drawings and history of the original installation. • A fine art transport company was appointed through direct award to protect the project's programme. They were needed once it was established that the insurance liability of the foundry was not sufficient during transportation between site and storage.
7. Skills base	<p>The project team was set-up by the Project Manager to bring together the necessary skills as follows:</p> <ul style="list-style-type: none"> • CoL Senior Highways Designer and Construction Manager; • An externally appointed Landscape Designer with horticultural expertise; • CoL City Gardens Officers • An externally appointed Environmental Engineer to undertake drainage and levels design for the new rain garden • CoL Highways Drainage Manager <p>An externally appointed art studio to lead on the relocation of the Barge Master and Swan statue.</p> <p>The relevant skills across the team enabled the early identification of constraints and issues to inform the development of the design and avoid issues arising during construction.</p> <p>The project benefitted from having a senior construction manager with a lot of experience and established relationships with suppliers. Due to his expertise and experience, he was able to identify issues early on and act swiftly as well as managing the phasing of the works effectively.</p>
8. Stakeholders	<p><u>Internal Stakeholders:</u></p> <ul style="list-style-type: none"> • CoL Highways

	<ul style="list-style-type: none"> • CoL City Gardens Tree Officer • CoL City Gardens Horticultural Project Manager • CoL Cleansing • CoL Environmental Resilience Team – Cool Streets and Greening Programme Manager <p><u>External Stakeholders:</u></p> <ul style="list-style-type: none"> • the Westin Hotel St Paul's • the Mercers' Boutique hotel • Virgin Active • St James' Garlickhythe Church and • the Doctors' Surgery on Garlick Hill • Painters' Hall Livery Company
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Variation Review

9. Assessment of project against key milestones	<ul style="list-style-type: none"> • Mansion House Stations Environs – Little Trinity Lane Project was initiated in 2018 but was paused following the impact of the pandemic on TfL's overall financial position. • In 2022, the project was included in the City's Cool Streets and Greening Programme and a revised scope was agreed. • Gateway 4 – Detailed Options Appraisal was approved by Committees in September 2023. • It was anticipated that the Gateway 5 report would be submitted in March 2024. However, the design development was impacted by staff resourcing and delayed responses from utilities companies.
10. Assessment of project against Scope	<p>Some design changes occurred prior to gateway 5 as set out in section 5. These were communicated clearly and in a timely manner to local occupiers and stakeholders.</p> <p>The project was completed within the scope approved at Gateway 5.</p>

11.Risks and issues	<p>Final total of CRP used = 0.</p> <ul style="list-style-type: none"> Poor health of existing trees on site means that these trees may need to be removed and replaced (R7) As this risk was identified early, advice and guidance from City Gardens' Arboriculture Project Officer was sought to seek authority to fell the trees. No objections were received. New trees were specified by City Gardens and purchased within allocated budget. No CRP was needed. Programme delays due to sourcing of materials and bespoke items (R6) This risk occurred. The Supply of York stone was not available due to issues with the quarry. As the risk had been identified early, the project team liaised with the Highways Manager and sourced an alternative stone that met the City's standards. The lead-in times met the project's programme and the revised cost was within budget. There was no impact on the programme or budget therefore no CRP was required. Planting final cost comes in above budget (R10) Officers had to use additional labour during the hot weather period to ensure the newly planted areas were watered adequately to avoid plant losses. These costs were covered by an underspend in the Works' budget as set out in Table 2. No CRP was required.
12.Transition to BAU	<p>Transition from the completion of the works to Business As Usual was seamless as workers and visitors and local occupiers alike started to use the space as soon as the works were completed. The Mercers' boutique hotel applied for tables and chairs and the area is used a lot more than prior to the relandscaping.</p> <p>The enhanced environment also makes it easier for highways and cleansing departments to maintain the area.</p> <p>However due to late connection by Thames Water of the Standpipe to the water mains, City Gardens faced challenges to water the new planting during spells of hot weather. Seasonal workers were brought in during this period. The standpipe has since been installed, making the maintenance of the planting easier.</p> <p>Over the next couple of years, the new planting will be reviewed and where there are gaps in the planting, additional plants will be planted. This is covered by the maintenance lumpsum included in the budget and allocated to City Gardens.</p>

Value Review

13. Budget	<table><tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (including risk): £350k-£700k Estimated cost (excluding risk): £300k-£600k</td></tr></table>		Estimated Outturn Cost (G2)	Estimated cost (including risk): £350k-£700k Estimated cost (excluding risk): £300k-£600k
	Estimated Outturn Cost (G2)	Estimated cost (including risk): £350k-£700k Estimated cost (excluding risk): £300k-£600k		

	<ul style="list-style-type: none"> • Implemented SuDs to improve surface water management and reduce future flood risk • Improve opportunities and connectivity for biodiversity and deliver the outcomes of the City's Biodiversity Action Plan, by supporting green corridors, planting tree and plant species that are biodiverse.
16. Key benefits realised	<p>The project has delivered all of benefits that were approved at the previous project gateways.</p> <p>Within the project area, the following were delivered:</p> <ul style="list-style-type: none"> • 5 new benches were introduced providing space for 30 people to sit. • Nine new trees and 50 sqm of planting. • New rain garden draining all surface water across the paved area from the church to the pedestrian bridge. <p>Additional benefits include the refurbishment of the Barge-Master and Swan Statue which is now a more prominent feature in the public realm.</p>

Lessons Learned and Recommendations

17. Positive reflections	<ul style="list-style-type: none"> • The right mix of skills and experience were included to develop the design and deliver the project. • Close coordination with local occupiers throughout the design development and the phasing of the works led to minimum complaints and disruptions to their operations. • Implementation was time efficient thanks to early engagement with suppliers and effective phasing of the various packages of works by the Highways construction Manager. • It was really beneficial to have an experienced Tree Officer in-house to advise the project team on the health of existing trees, support the project team through newly introduced environmental legislation on felling of trees and to specify new tree species to cope best with the site location and conditions.
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18.Improvement reflections	<ul style="list-style-type: none"> One of the utility companies was slow to respond to requests for quotations and alterations to their equipment. Fortunately, the project construction manager was able to adapt the works to accommodate this without impacting the budget and programme. Lengthy delays with Thames Water connection to the new standpipe. This led to City Gardens needing to recruit seasonal workers to ensure adequate watering of the newly planted areas for 3 months. This additional cost was not foreseen and was covered using underspend within the budget. Such delay with Thames Water occurred across various project sites and City Gardens have decided going forward on future projects to only undertake planting once Thames Water connections are established.
19.Sharing best practice	<p>Lessons learned workshops and site monitoring by an external consultant will be undertaken in the autumn. Findings will be disseminated through team meetings and the Enterprise Portfolio Management Office's Knowledge Hub.</p> <p>The project, as part of the Cool Streets and Greening Programme, has been shortlisted for a New London Architecture Award (NLA) under the Public Spaces category. The award aims to recognise new or revitalised spaces in the public realm, from streets and squares to playgrounds and parks, that prioritise blue and green infrastructure, with a focus on biodiversity. The results will be announced on 20th November.</p>
20.AOB	None

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance Tables
Appendix 3	Pre and post Implementation Pictures

Contact

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Appendix 1: Project Cover Sheet

[1] Ownership & Status

UPI: 11945

Core Project Name: Mansion House Station Environs: Little Trinity Lane public realm enhancements (Phase 1)

Project Manager: Leila Ben-Hassel

Definition of need: The space is proposed to be transformed into a larger and more attractive green public space that is greatly needed in this area, in line with the Climate Action Strategy and Transport Strategy.

The current space is in need of enhancement to improve the setting of St James Garlickhythe Church, improve accessibility and comfort along one of the key routes to the riverside and create a high-quality space for local occupiers (office workers, visitors and residents) to dwell by mitigating the impact of the pollution from Upper Thames St (one of the most polluted streets in the City).

Expected timeframe for the project delivery: The originally reported programme has slipped due to TfL funding being withdrawn and additional design work to include climate resilience measures since the project was included in the Cool Streets and Greening Programme. The revised programme is to start on autumn 2024 (estimated 5 month works programme).

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

Programme and scope were reset through the June 2022 Issues Report, following the project being put on hold due to TfL withdrawing project funding. Subsequent delays due to staff absence have also impacted the programme.

The milestones and construction completion on site were met as per the programme set at the last Gateway (Gateway 5).

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:

‘Project Proposal’ G2 report

The total estimated cost was **£350K-£700K** and a budget of £60,000 was approved to reach Gateway 3.

The following streets and spaces were included in scope to be improved:

- Little Trinity Lane, including the green public space adjacent to St James’s Church and the area adjacent to the new Queenhithe hotel development.
- Garlick Hill
- Pedestrian subway signage at Mansion House tube station

The key objectives were defined as follows:

- An accessible and inclusive public realm;
- A more comfortable and pleasant environment (including subways);
- Additional greenery and measures to help mitigate the impact of pollution and noise;
- An enhanced setting for the redevelopments in the area

G3 report (as approved by PSC as part of the Queenhithe and Vintry Area Enhancement Programme December 2018)

- Total Estimated Cost (excluding risk):

£418,445, funded from a mix of S106 contributions from local developments (amount capped in S106 Prioritisation Report) and TfL (Local Implementation Plan) funding.

- Spend to date: £41,507 (including evaluation costs)
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: To be coordinated with the programme of the neighbouring hotel development (Which was subsequently delayed by the pandemic)
- January to September 2019: Design development
- Nov/Dec 2019 Gateway 4/5 – Authority to Start Work;

- July 2020: start on site – construction works to be phased and coordinated with hotel development programme and connected Globe View Walkway Works.

Through the programme approach, existing City projects in the vicinity and the Queensbridge House Hotel development's timescales would be coordinated with the project. However, the hotel development timescales slipped in 2019 and further in 2020 due to the pandemic. This project was subsequently put on hold in 2020 when TfL funding was withdrawn.

- Scope/Design Change and Impact:

The 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.

The concept design seeks to exploit and celebrate the most striking components of the space such as the mature trees and church façade as well as introducing more seating and a strongly planted edge to increase greenery and encourage longer dwell time.

Two options were explored and included the same hard landscaping elements with widened footways (incl. relocation of doctor's parking bay), a granite-settled carriageway cutting through a York stone paved pedestrian space and additional seating. The options explored offered different treatments to the southern edge of the space. Option 2 was approved by committees.

The landscape design Option two proposed the introduction of:

- a feature pergola structure to the southern edge of the space providing a framework for climbing plants and creating a semi-perforated wall of greenery and canopy. This would act as a screen and buffer from the adjacent road noise and add important leaf cover to filter air particulates. The planting would also provide seasonal colour as well as shade for the seating.
- integrated feature lighting making the lower level hedging and planting beds would become a more prominent focal point in the space.
- Seating centred around the feature trees and new planting

This design is proposed to be reviewed as part of this Issues' Report to refocus the benefits of the project to align with the City's Climate Action Strategy objectives and the Cool Streets and Greening Programme's requirements.

Issues report – July 2022

- Total Estimated Cost (excluding risk): £418,445 (set at Gateway 3).
- Spend to date: £81,992 (including evaluation costs for all phases and fee commitments)
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: The project has been on hold since 2020 because of the withdrawal of TfL funding as a result of the pandemic. The previous completion date was late 2020. The revised completion date is summer 2023.
- Scope/Design Change and Impact:

The project aims to deliver an enhanced and enlarged public space at Little The project funding strategy included a mix of S106 and TfL funds.

However, following the impact of the pandemic on TfL's overall financial position and ongoing uncertainty around future funding, £100k of TfL LIP funding was withdrawn from this project, and the project was subsequently put on hold in 2020.

Officers identified some project efficiencies, however the loss of the TfL funds and additional costs as a result of inflation, mean that not all of the planned improvements will be affordable, and the original project objectives will not be met.

Since the Gateway 3 approval, the City has adopted the Climate Action Strategy (CAS) which seeks to introduce more climate resilience measures in the public realm through the implementation of the Cool Streets and Greening Programme (CSG). The CSG programme is a £6.8m programme to be implemented over 4 years.

This site has been identified as a priority project of the Cool Streets and Greening programme as it has great potential to incorporate climate resilience measures due to its location, topography and greening capacity. In February 2022, the Cool Streets and Greening Programme report for Year 2 was approved and this included a funding allocation of £165,000 to widen the scope to deliver climate resilience measures as part of this project. This funding is specific to deliver climate resilience measures and is not able to be used to offset the loss of TfL funding to deliver minor accessibility measures.

Gateway 4 – September 2023

- Total Estimated Cost (excluding risk): £650k - £780k (for recommended option)
- Spend to date: £120,267 (including evaluation costs for all phases and fee commitments)
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: The project has been on hold since 2020 because of the withdrawal of TfL funding as a result of the pandemic. The previous completion date was late 2020. The revised completion date is summer 2023.

Slippage:

a. Cost/Scope

- Officers investigated opportunities to include minor accessibility improvements and secured additional TfL funding allocation of £75,000 (subject to the LIP 2024-25 programme report being approved by committees in early 2024).
- Following initial site surveys and analysis, officers identified additional SuDs opportunities which is welcome considering the site's proximity to the City's Flood Risk Area.
- The change in scope to include minor accessibility improvements and additional SuDs (including a carriageway rain garden) has led to the increase of the overall estimated project cost range.
- It is proposed to fund the increase from additional funds from the Cool Streets and Greening Programme (subject to committee approval of the next CSG Programme Update Report) and TfL LIP 2024-25 (subject to committee approval of the next LIP Programme Update Report).

b. Programme

- The last reported programme provided an indicative construction start date of Summer 2023. The revised indicative start date is now Spring 2024. This delay was caused by the following 2 factors:
- The project was put on hold as part of the wider corporate projects review in July 2022. Officers were able to resume design work in January 2023.

The programme was further impacted by additional design work related to the additional scope referenced above (minor accessibility enhancements and additional SuDs).

Cool Streets and Greening Programme update report – May 2024

The project funding strategy has been amended since the Gateway 4 report was approved in September 2023. The Streets and Walkways Sub-Committee agreed the following recommendation in May 2024 as part of the Cool Streets and Greening Programme report:

- *Agree the increase in the Cool Streets and Greening allocation for the Little Trinity Lane project of £150,000 to replace S106 funds that are no longer available and fund additional planting, utility works and the costed risk provision.*

Members also approved the following recommendations as part of this report:

Delegate approval and drawdown of the Costed Risk Provision for the projects in the programme to the Chief Officer if one is sought at Gateway 5.

Gateway 5 – July 2024

Total Estimated Cost (excluding risk): £780k

Spend to date: £159,284. This includes design development for other projects as part of the Queenhithe and Vintry programme.

Costed Risk Against the Project: 0

CRP Requested: 0

CRP Drawn Down: 0

Estimated Programme Dates:

- Finalise construction package (July 2024)
- Mobilisation of Main Contractor (August-October 2024)
- Felling of trees in poor health (October 2024)
- Works start on site (November 2024)
- Works end on site (April 2025)
- Gateway 6 (July 2025)

Gateway 6 – August 2025

Total Estimated Cost (excluding risk): £755,303

Spend to date: £755,303. This includes design development for other projects as part of the Queenhithe and Vintry programme.

Costed Risk Against the Project: 0

CRP Requested: 0

CRP Drawn Down: 0

Programme: the project was completed as per the programme set at the last gateway.

Appendix 2 – Risk Register

City of London: Projects Procedure Corporate Risks Register

Project name: *Mansion House Station Environs - Little Trinity Lane*

Unique project identifier: *11945*

Total est cost (exc risk) *£780000*

PM's overall risk rating

Medium
0.0
0.0
0
0
0

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£160,000.00	21%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
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" "

Costed Risk Provision requested

£60,000.00	8%
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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
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
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
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	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:			Mansion House Station Environs - Little Trinity Lane				PM's overall risk rating:		Medium		CRP requested this gateway		£ 60,000		Average unmitigated risk		0.0		Open Risks		0		
Unique project identifier:			11945				Total estimated cost (exc risk):		£ 780,000		Total CRP used to date		£ -		Average mitigated		0.0		Closed Risks		11		
General risk classification										Mitigation actions										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 test	Comment(s)
R2	4	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2				the works will not be in depth so the risk is minor of finding archaeology. A fee allocation for a possible watching brief will be included in the Gateway 5 budget.		Unlikely	Minor		2	£0.00		15/08/2023	Gill Howard	Laila Ben-Hassoul	31/01/2025	
R3	4	(1) Compliance/Regulatory	Objections to the statutory consultation on the traffic orders to move the Doctor's Bay by a few metres westbound.	This risk is low as the relocation is only a few metres and officers have identified the interested party to engage with and have	Unlikely	Minor	2				Engagement with the Doctor's practice and local occupiers to highlight the benefits of the minor relocation of the Dr's bay.		Unlikely	Minor		2	£0.00		15/08/2023	Gill Howard	Laila Ben-Hassoul	31/01/2025	Relevant only for Phase 2
R4	4	(2) Financial	Utility issues lead to increased costs and impact scope of works	would impact on budget, design scope and programme	Possible	Major	12	£60,000.00	Y - for costed impact post mitigation	B - Fairly Confident	A radar survey, Utility C4 enquiries and trial holes in several locations have been undertaken. These surveys have informed the design development and minor layout changes have been undertaken to minimise conflict with utilities. However once excavation works start, there is a possibility that further utility issues arise.		Unlikely	Serious	£30,000.00	4	£0.00		15/08/2023	Gill Howard	Laila Ben-Hassoul	28/02/2025	The £30K CRP allowance would cover fees, works and staff costs relating to engagement with utility companies and possible additional work on the design and/or on site
R5	4	(2) Financial	Cost escalation due to variable material costs	increase cost of materials impact the project's budget	Possible	Serious	6	£30,000.00	Y - for costed impact post mitigation	B - Fairly Confident	The City's term contractor has a list of preferred suppliers; if some prices seem too expensive, they would seek various quotes to ensure competitive prices are secured - risk will be monitored closely with Term Contractor. Choice of materials or minor design changes would also be considered to keep costs down.		Possible	Minor	£10,000.00	3	£0.00		15/08/2023	Gill Howard	Laila Ben-Hassoul	31/03/2025	The £10K would cover additional costs down to standing down gangs and maintaining the site secure during the delayed works on site.
R6	4	(2) Financial	Programme delays due to sourcing of materials and bespoke items	Programme delays due to sourcing of materials incurs leading to cost increases (additional prelims / labour costs / staff costs)	Possible	Serious	6	£30,000.00	Y - for costed impact post mitigation	B - Fairly Confident	This is out of the City's control. However, the project team will identify and engage with suppliers as early as possible as well as ensuring multiple quotes are explored to ensure value for money.		Unlikely	Minor	£5,000.00	2	£0.00		15/08/2023	Gill Howard	Laila Ben-Hassoul	28/02/2025	The £5K would cover additional costs down to standing down gangs and maintaining the site secure during the delayed works on site.
R7	4	(3) Environmental	Poor health of existing trees on site means that these trees may need to be removed and replaced	budget impact mostly	Possible	Minor	3	£0.00			Officers commissioned a tree survey and City Gardeners will undertake an assessment - any trees that need to be replaced will be budgeted for in the implementation budget	£0.00	Possible	Minor	£0.00	3	£0.00		15/08/2023	Gill Howard	Laila Ben-Hassoul	15/01/2025	

City of London: Projects Procedure Corporate Risks Register

Project Name:			Mansion House Station Environs - Little Trinity Lane				PM's overall risk rating:		Medium		CRP requested this gateway		£ 60,000		Average unmitigated risk		0.0		Open Risks		0		
Unique project identifier:			11945				Total estimated cost (exc risk):		£ 780,000		Total CRP used to date		£ -		Average mitigated		0.0		Closed Risks		11		
General risk classification											Mitigation actions							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 issue	Comment(s)
R8	4	(10) Physical	Unknown structural condition of the planter retaining wall may impact re-planting scope opportunities	this would impact the design scope and the delivery of benefits (e.g. greater amount of biodiversity planting)	Possible	Major	12	£30,000.00	Y - for costed impact post mitigation	B - Fairly Confident	Officers have undertaken surveys and		Possible	Minor	£10,000.00	3	£0.00		15/08/2023	Gill Howard	Leila Ben-Hazzel	15/12/2024	The £10K would cover additional costs down to standing down gangs and maintaining the site secure during the delayed works on site.
R9	5	(5) H&S/violence	Excavation of existing planter and planting could be classed as working at height in the section along Upper Thames St where the wall is higher	the right method statement needs to be adhered to in order to ensure safety at all times throughout the works.	Unlikely	Major	8	£0.00			The CDM Manager and Construction Manager have been notified and they will be engaging with the Main Contractor to develop the appropriate Method Statement and ensure risk assessments are undertaken prior to any works at height starting on site	£0.00	Rare	Major	£0.00	4	£0.00		30/04/2024	Gill Howard	Leila Ben-Hazzel	15/12/2024	
R10	5	(2) Financial	Planting final cost comes in above budget.	The planting Plan has been designed - the detailed planting schedule will produced at the next stage and the final planting cost may come in higher due to inflation and import costs.	Possible	Serious	6	£10,000.00	Y - for costed impact post mitigation	B - Fairly Confident	Officers have based their planting budget based on other comparable scheme and a draft high level estimate from City Gardens. If the final cost comes in higher, the planting scheme will be adapted to fit within allocated budget	£0.00	Unlikely	Minor	£5,000.00	2	£0.00		01/07/2024	Gill Howard	Leila Ben-Hazzel	31/03/2025	The £5K would cover additional planting costs
R11	5	(3) Reputation	Noise complaints	The site is close to hotels, offices and the Church. Complaints may be received.	Possible	Serious	6	£0.00			All occupants will be engaged on the agreed works time and development of the works phasing plan to ensure impact on events is kept to minimum and working hours will be communicated effectively through FMC Communication Liaison to minimise risks of noise complaints.	£0.00			£0.00		£0.00			Gill Howard	Leila Ben-Hazzel	30/04/2025	

Appendix 3 – Finance tables

- **Table 1: Expenditure to date: Mansion House Station Public Realm Improvements - 16100384**

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	72,000	66,831	5,169
Legal Staff Costs	600	524	76
Open Spaces Staff Costs	6,500	6,809	(309)
P&T Staff Costs	118,550	109,285	9,265
P&T Fees	88,350	78,677	9,673
Env Servs Works	374,000	370,966	3,034
Open Spaces Works	40,000	42,973	(2,973)
Cost Risk Provision	60,000	-	60,000
Open Spaces Maintenance	80,000	80,000	-
TOTAL	840,000	756,065	83,935

- **Table 2: Table 2: Revised Budgets: Mansion House Station Public Realm Improvements - 16100384**

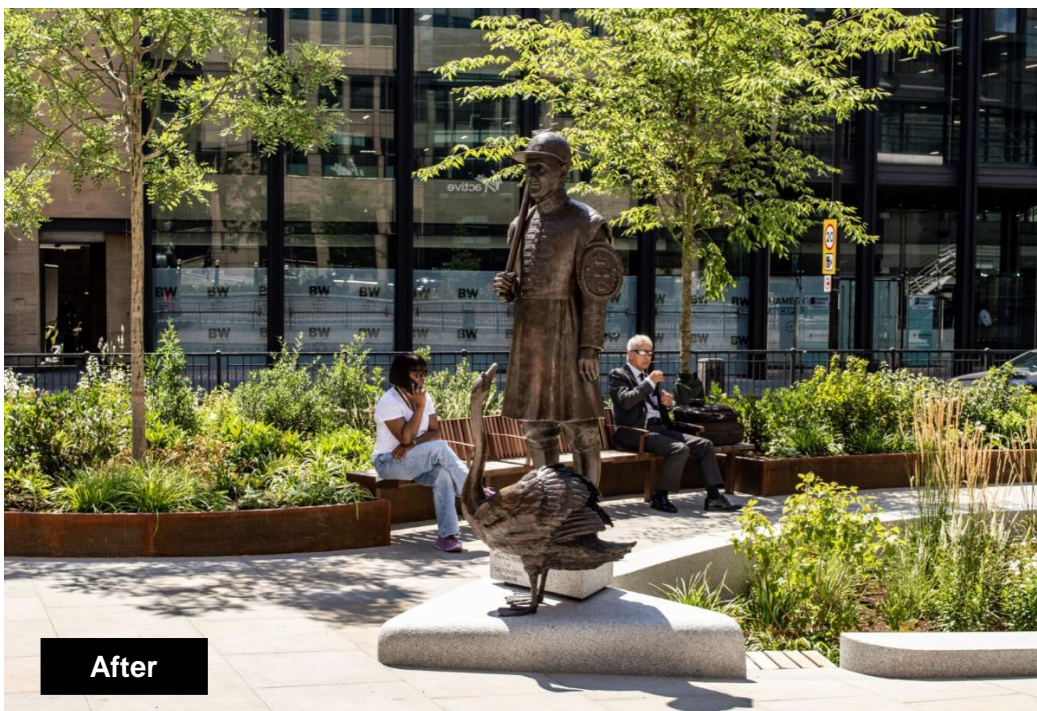
Description	Approved Budget (£)	Adjustments (£)	Balance (£)
Env Servs Staff Costs	72,000	(309)	71,691
Legal Staff Costs	600	-	600
Open Spaces Staff Costs	6,500	309	6,809
P&T Staff Costs	118,550	-	118,550
P&T Fees	88,350	-	88,350
Env Servs Works	374,000	(2,973)	371,027
Open Spaces Works	40,000	2,973	42,973
Cost Risk Provision	60,000	-	60,000
Open Spaces Maintenance	80,000	-	80,000
TOTAL	840,000	-	840,000

- **Funding strategy:**

Funding Source	Funding Allocation (£)
TfL - LIP 2017/18	14,425
TfL - LIP 2018/19	45,053
TfL - LIP 2019/20	7,487
TfL - LIP 2022/23	25,000
S106 - 39-53 Cannon Street - LCE	121,090
S106 - 39-53 Cannon Street - Transport	21,350
S106 - Bucklersbury House - LCE	100,900
OSPR - CAS Cool Streets & Greening	504,695
TOTAL	840,000

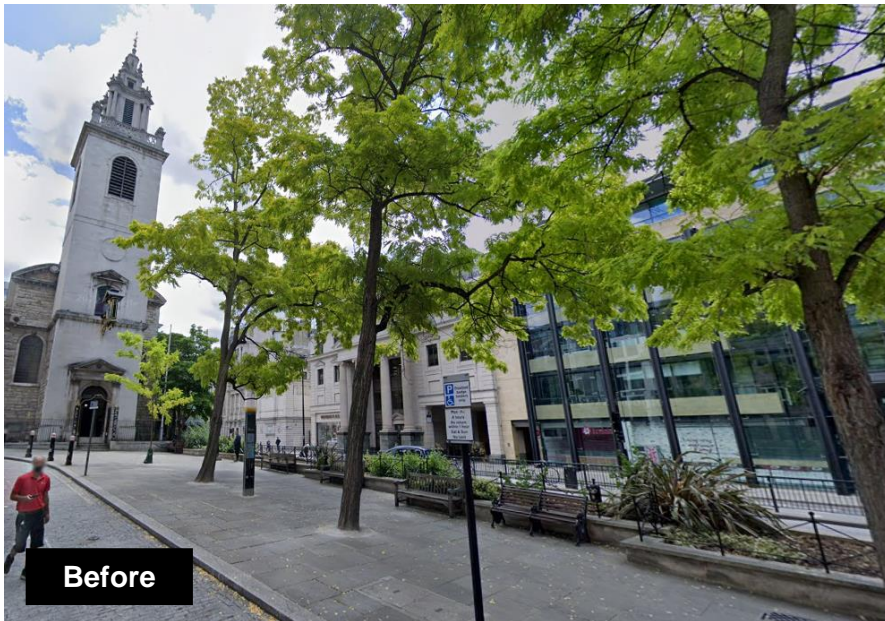
Appendix 4 – pre and post-implementation visuals

View towards Upper Thames Street:



Transformed area with CorTen edge planter with new trees and new accessible benches; new rain garden with granite kerbs and the Barge Master and Swan statue in a more prominent location.

View towards St James Garlickhythe Church:





After (2)