

Date: 20 August 2014

## Item 3: Wandsworth Gyratory Removal

This paper will be considered in public

## 1 Summary

STP PJ -413		Wandsworth Gyratory Removal		
Financial Authority	Expected Final Cost (EFC)	Existing Project Authority	Additional Authority Requested	Total Authority
£ 52.5m	£ 66.974m	£ 0.45m	£ 1.40m	£ 1.85m

**Authority Approval:** to approve an increase in Project Authority of £1.4m to enable concept design, value management and public consultation to be undertaken.

**Outputs and Schedule:** to transform Wandsworth town centre by removing through traffic, thereby improving the experience for public transport users, cyclists, pedestrians and local residents, creating a strong sense of place in the civic and retail centre of Wandsworth and supporting local growth and regeneration. Completion by mid 2019.

- 1.1 Surface Transport has a £4bn roads modernisation programme designed to implement the findings of the Mayor's Roads Task Force and make London's road network fit for the 21<sup>st</sup> century. This includes £600m for Major Highway Enhancements, of which £170m is specifically allocated to fund transport improvements which are considered essential to unlock the full potential, and directly support the delivery of jobs and homes, in a number of targeted growth areas. As such, this money is primarily targeted towards schemes that deliver growth rather than transport related benefits.
- 1.2 This £170m Surface element of the £300m 'Growth Fund' includes £25m for Wandsworth Gyratory Removal, which is a key project supported by the London Borough of Wandsworth (LBW), which has agreed to contribute 50 per cent of project funding up to £27.5m (removal of this cap is to be sought in negotiation during the next stage). The project is also supported by the Mayor, the developer of the former Ram Brewery Site and key local stakeholders. The project is also one of the 33 priority Better Junctions schemes.
- 1.3 The project is a truly transformational scheme, which is integral to plans to redevelop Wandsworth town centre. It will remove the majority of traffic from the town centre and will support and compliment developments in excess of £1bn which will provide new homes and create new jobs, showcase the site's heritage buildings as well as provide new public spaces, incorporating the restoration of the River Wandle and establish the High Street as the centre of Wandsworth.

- 1.4 The map and table in Appendix 4 describes the preferred option in terms of the amended traffic circulation and the resultant reduction in lanes, traffic flow and urban realm improvements in Wandsworth town centre. Appendix 5 shows the current status of developments in the vicinity of Wandsworth town centre.
- 1.5 The EFC of £67m is higher than the financial authority of £52.5m as the original budget, which was set before any feasibility work had been completed, was estimated by uplifting the cost of a 2009 scheme by inflation. The feasibility work has shown that land price inflation has added £8.5m to the previous estimate. The concept design stage of the scheme aims to manage down the gap between the EFC and budget through evaluating the land take required, value management and increasing third party contributions via LBW. However, the additional funding of £14.5m has been identified from the rest of the Major Highways Enhancement budget (£7.1m) and from expected receipts from sale of surplus land (£7.4m), if required.
- 1.6 The proposed land acquisition, will need a Compulsory Purchase Order (CPO), and gives rise to the long project duration. The project is now forecast to complete by mid- 2019. This involves a degree of risk as it assumes undertaking detailed design and advanced works in parallel with the CPO process. These risks will be evaluated and reviewed during concept design stage and a risk-weighted proposal will be included in the next Authority submission.
- 1.7 The benefit cost ratio for this project is currently 1.6:1. This is based on traffic and bus journey time improvements, significant ambience improvements for pedestrians, cyclists and bus passengers using the High Street and a reduction in crime as a result of infrastructure such as CCTV, and improved lighting and space. Further work will be undertaken during concept design to refine and predict the transport benefits of this project, in particular pedestrian movement modelling (LEGION) to ascertain journey time benefits for pedestrians.
- 1.8 The benefit cost ratio increases to 3.5:1 relative to TfL's funding contribution and could improve further if costs are reduced and external funding is increased during the next stage.

## **2 Recommendations**

### **2.1 The Committee is asked to:**

- (a) note the paper**
- (b) approve an increase in Project Authority of £1.40m to enable concept design, value management and consultation to be undertaken; and**
- (c) note that value management, surplus land valuation, risk allocation and funding discussions with the London Borough of Wandsworth are intended to close the gap between Estimated Final Cost and Financial Authority before the next Project Authority submission in December 2015.**

### 3 Background

- 3.1 Wandsworth is a location of sub-regional significance, with the civic centre of the borough, the intersection of three major components of the Transport for London Road Network (A3, A205 South Circular, and A217 Swandon Way) and several Borough Principal Road Network (BPRN) roads all contained in the immediate area. TfL and the LBW have an aspiration to remove through traffic from the civic, commercial and retail centre of Wandsworth in order to improve the town centre for users and residents and to support regeneration. The removal of the current gyratory system in Wandsworth town centre is LBW's highest priority in its Local Development Plan, Infrastructure Development Plan and the Community Infrastructure Levy Regulation 123 List.
- 3.2 A one-way system was introduced in the 1970s to manage traffic at this major arterial intersection as it passes through the town centre. The traffic arrangements have a significant and negative impact on the town centre. The one-way system directs heavy westbound traffic flows through Wandsworth High Street in four lanes. The High Street area is particularly busy during peak times, causing severe severance and negating any sense of place (see photographs in Appendix 2). The noise and air pollution that result further reduce the quality of the environment for pedestrians and residents. In addition, the current road arrangements are convoluted for bus movement and confusing for bus users, with stops on the same side of the road serving buses going in opposite directions.
- 3.3 A planning application for redevelopment of the Ram Brewery site was submitted by the former owners of the site and it was agreed that a payment of £38m was to be made in the Section 106 Agreement to fund the removal of the gyratory. However, following a call in by the Secretary of State planning permission was refused and consequently the £38m contribution was not secured.
- 3.4 A revised Planning Application was submitted by the new owners of the Ram Brewery site, Delancey PLC, in December 2012 and LBW granted planning consent in July 2013. This application generates a Community Infrastructure Levy (CIL) of £16.5m, which LBW has agreed will be allocated to the removal of the Wandsworth gyratory.
- 3.5 The nearby Cockpen House development, which was originally part of a development promoted by the previous owners of the Ram Brewery, has generated a Section 106 contribution of £5.8m, which is available for the gyratory removal. LBW is in the process of collecting the first tranche of this contribution.
- 3.6 On 28 April 2014, LBW committed in principle to fund 50 per cent of the project cost, up to £27.5m. This would comprise £5.8m from the Cockpen House Section 106 and £1.2m from other Section 106, £16.5m CIL from the Ram Brewery development and £4.0m CIL contributions from other developments within the town centre and immediate area.
- 3.7 This project contributes to the following Surface Transport outcomes:
  - (a) **Quality bus network:** The removal of the gyratory system will restore two way working in Wandsworth High Street. This will enable a rationalisation of the confusing bus stop layouts. It will enable bus stops for either direction to be opposite each other on the same section of road rather than adjacent as in

the current arrangements. Bus journey times could be shortened as routes will be more direct and journey times will be more reliable as the high street will be designated for use by buses, cyclists and local traffic only.

- (b) **Reliable roads:** Preliminary modelling results indicate reduced journey times for general traffic using the revised road layout.
- (c) **More and safer cycling:** The project is a constituent part of TfL's programme of 33 Better Junctions schemes, where significant improvements can be delivered for cyclists and other vulnerable road users. The programme will help to encourage more people to consider cycling and also ensure that junctions are made safer for those already using them. It will also have a significant benefit for Cycle Superhighway Route 8.
- (d) **More and safer walking:** Currently, four lanes of slow moving traffic effectively bisect the town centre, creating severe severance and removing any sense of 'place'. Restricting the high street to buses, cyclists and local traffic only, enhances and promotes the free and safe movement of pedestrians.
- (e) **Safer and more efficient deliveries:** By making the network more efficient, freight trips would be shorter as they will not have to negotiate the gyratory system. Dedicated loading bays will be provided for off peak deliveries.
- (f) **Reduced casualties:** Initial investigations indicate a potential reduction in collisions as a result of the proposed improvements.
- (g) **Improving the environment:** The scheme relocates traffic, and hence high noise levels and poor air quality, away from heavy pedestrian flows on the high street. It will also improve the urban realm and facilitate an increase in the number of trees in the town centre.
- (h) **Reduced Crime:** The provision of improved street lighting, additional CCTV and an open inclusive environment planned to design out crime would reduce crime and the fear of crime in the area.

### **Funding and Authority Strategy**

- 3.8 Initial Seed funding of £200k was approved in July 2013 for investigations. Additional Seed funding of £250k was approved in March 2014 for traffic surveys, land and build cost reviews.
- 3.9 This current request is for Project Authority to undertake concept design, value management and public consultation. The next Authority request will be made in December 2015, to commence the land acquisition process and undertake detailed design. During the concept design stage, TfL will undertake a value engineering exercise to reduce the EFC as far as reasonably practicable, focusing on land take, materials and utility equipment as the big cost and risk items.
- 3.10 Negotiations with LBW about its level of funding and underwriting some of the risk will occur in the next stage, which will address the increased EFC. TfL will also confirm the total expenditure it is prepared to commit to this project. The result of these negotiations will be reflected in the next authority submission.

- 3.11 LBW has been asked to contribute 50 per cent of the costs for the next stage, (£0.7m), from existing Section 106 funding and to enter into similar arrangements for all subsequent stages. This will be reflected in the funding agreement to be developed during the concept design stage. This funding agreement will also seek to fix the timing of payments from LBW to avoid or mitigate cash flow pressures for TfL.

#### **Life cycle stage, delivery status and progress**

- 3.12 This project has completed Stage 2 Feasibility under the Pathway Project Management process and is now at Gate 2, where approval of the preferred option is sought and Project Authority requested for Stage 3 Concept Design.

## **4 Proposal**

### **Preferred Option**

- 4.1 The preferred design will divert westbound through traffic away from the town centre by directing it instead from East Hill via the Trinity Road on slip, Wandsworth Bridge Roundabout, Swandon Way, Armoury Way and Putney Bridge Road to West Hill. This will remove through traffic from Wandsworth High Street, which will become two-way and restricted to buses, cyclists and local traffic only. To enforce this principle, the centre section of Wandsworth High Street, between Garrett Lane and Buckhold Road, will be restricted to buses and cyclists only. This will allow delivery of the benefits and outcomes outlined elsewhere in this paper.
- 4.2 Value engineering exercises will be undertaken to identify elements, such as high quality/bespoke footway treatments, which are primarily a benefit to LBW and developers.
- 4.3 This scheme provides the opportunity for significant local enhancement of Cycle Superhighway Route 8 (CSH8). The route currently starts at Ram Street in the middle of the town centre and has to follow a split route on major roads as far as Wandsworth Bridge roundabout. By implementing this project it will be possible to:
- (a) extend the route westbound to the junction of Wandsworth High Street and East Hill;
  - (b) reroute so that it is on the same roads in both directions;
  - (c) reroute onto what will become much quieter roads through the town centre;
  - (d) provide improved cycle facilities such as cycle racks and signage; and
  - (e) create better links with the cycle hire docking stations proposed for the town centre.

### **Impact on Operations**

- 4.4 Disruption to the road network, bus operations and local road users, residents and businesses is unavoidable during implementation. A preliminary exercise has been undertaken to examine the best delivery sequence and methodology to minimise and mitigate this. However, a full assessment of the potential degree of disruption

will be undertaken during the next stage, when the concept design is nearing completion.

### Equality issues

- 4.5 A full Equality Impact Assessment will be carried out during the next stage but initial investigations indicate significant benefits for vulnerable road users.

### Benefits (and Value)

- 4.6 The preferred option delivers both transport and non-transport benefits. The latter include regeneration, with resultant housing and job creation, and improvement in residential and commercial property values, however, these are only included in the business case narrative.
- 4.7 There is some small revenue generation and asset improvement but the transport benefits are mostly social and relate to improvements in journey time, ambience and transport facilities.
- 4.8 The summary of the economic appraisal and benefits for preferred option is tabulated below:

Economic Appraisal	
Estimated Final Cost, £k (at outturn prices)	(66,974)
Net Present Values ,£k	
Discounted Net Present Value EFC	-61,165
Other Capital Expenditure	-
Other costs	-
Operational Expenditure (+/-)	-
Revenue	2,333
Secondary Income	6,231
Other Income: - Costs avoided Asset renewal	4,715
Net Financial Effect	-47,887
Third Party Funding	25,672
Payback Period	30
Passenger and Ambience Benefits	78,321
Impacts during Implementation	To be quantified
Total Benefit, £k	
Benefit : Cost Ratio	1.6:1
TfL Benefit Cost Ratio	3.5:1

4.9 The main financial benefits for this project are:

- (a) costs avoided from the Capital Renewals of approximately £4,715k arising from footway, and carriageway assets being replaced as part of this project; and
- (b) revenue from increased demand will generate an additional £116k of income per annum, which equates to a discounted value of £2,333k over the 30 year life of the project.

4.10 The main social benefits for this project are shown in the table below:

<b>Benefit</b>	<b>Per Annum £k</b>	<b>Over life of project £k (discounted)</b>
Bus Passenger benefits	400	8,408
General Traffic	836	17,573
Ambience	1,990	41,830
Crime Reduction	500	10,510
Total	3,726	78,321

4.11 A Collision savings benefit assessment will be undertaken during the next stage.

4.12 The BCR for the project is based on traffic and bus journey time improvements, significant ambience benefits and crime reduction. This will be developed further during the concept design stage to incorporate cycle and pedestrian journey time benefits and collision savings. Comprehensive data collection has already been carried out, which will be used to confirm the existing benefits and enable calculation of additional benefits.

### **Options Analysis**

4.13 A tunnel to take through-traffic under the town centre was briefly considered. This was discounted due to additional cost associated with tunnel construction, utility diversion and land acquisition for portals and ventilation shafts, which gave limited additional benefit over an at grade solution.

4.14 Consideration was given to a flyover from East Hill to West Hill. This option was not pursued due to high construction and maintenance costs and the amount of disruption this would have caused to the town centre.

4.15 The investigations carried out in 2009 identified an at-grade option to remove westbound through-traffic from the town centre by diverting it northwards from East Hill via the Trinity Road slip road, the Wandsworth Bridge Roundabout Swandon Way and Armoury Way, to the base of West Hill. This at-grade option was refined through analysis of approximately 60 variations.

4.16 The 'Do Nothing' option would not be acceptable as the traffic would continue to be delayed, cause severance, and affect the economic growth and regeneration of the area. The Ram Brewery developers have based the viability of their development

on the removal of the gyratory system and, as a result, will contribute a significant proportion of the project cost through CIL contribution (£16.5m).

- 4.17 The option analysis resulting in the preferred option can be summarised as follows. The options to provide either a tunnel or a flyover proved to be prohibitively expensive and in the case of the flyover totally unacceptable in terms of the high levels of intrusion in the town centre. The 'Do Nothing' option also is unacceptable as it would perpetuate the current unacceptable situation in the town centre in terms of pollution, severance and a barrier to regeneration in the area.
- 4.18 The preferred option is to implement an 'at grade' solution, based on removing through traffic from East Hill and Wandsworth High Street. This has been developed, albeit with a large number of variations that will be further explored in the concept design stage
- 4.19 This option was endorsed by all key stakeholders in 2009 and endorsed at the Public Inquiry for the Ram Brewery development, also held in 2009. Support for this approach has recently been reconfirmed via further engagement with key stakeholders including:
- (a) LBW;
  - (b) The GLA;
  - (c) Delancey / Greenland – the developers of the Ram Brewery site;
  - (d) Wandsworth Living Streets;
  - (e) Wandsworth Town Centre Partnership;
  - (f) The Wandsworth Society; and
  - (g) Wandsworth Cycling.
- 4.20 A consultation process on the outline proposals will be held in Autumn 2014 to undertake further stakeholder engagement and gather the views of the general public.
- 4.21 The next stage of concept design will further refine the preferred option, including value management to minimise land acquisition and optimise benefits. It will also consider detailed issues and concerns raised by key stakeholders and as a result of the public consultation.

### **Delivery of Preferred Option**

- 4.22 The execution strategy for the next stage is to use in-house resource as much as possible. Work to be undertaken includes project and commercial management, highway and urban design, traffic modelling, delivery and build ability advice, land and legal issues and public consultation.



#### 4.23 Key milestones:

Milestone	Target Date
Preferred Option selected (Budget & Programme Accountability Milestone)	30 July 2014
Authority approval given from Finance and Policy Committee to move into Detailed Design	December 2015 (date of meeting to be confirmed)
See Integrated Assurance Approvals Plan in Appendix 3 for proposed dates of the completion of stages 4, 5 and 6.	

#### 4.24 Top Risks:

Risk No	Risk Description	Mitigation Actions
1	Land costs rise above existing use estimates prepared for Compulsory Purchase valuation	Design team to prepare revised highways layout minimising land take Additional allowances made within risk premium.
2.	Failure to agree revised funding split with LBW	Early negotiation with LBW.
3	Town Planning Application required to support scheme	An assessment of whether planning permission is required or whether permitted development rights can be relied on will be carried out as soon as possible so that it can be programmed. Additional allowances made within risk premium should a full application be required.
4	Construction works needed around Wandsworth Bridge Roundabout not allowed for within the original Hyder Cost plan	Design team instructed to prepare layout that minimises construction work depending on modelling output.  Additional allowances made within risk premium.

4.25 The total risk allowance for the project included in the EFC is £12,560k.

4.26 Discussions will be opened with LBW with a view to it taking a proportion of the risk and opportunity associated with land take, in conjunction with negotiation regarding its funding contribution.

## Resources and staffing considerations

- 4.27 Sponsor, project management, commercial, communications, highway, urban design and traffic modelling resource will be from internal teams, as will all internal consents processes.
- 4.28 Land acquisition activities will be supervised and controlled by TfL Commercial Operational Property Team.
- 4.29 Construction and build ability advice will be provided during the next stage by the regional London Highway Alliance Contract (LoHAC) contractor.
- 4.30 While it is the intention to use internal staff as much as possible, as outlined above, appropriate provision has been made in the costing exercise to allow for external resources to be employed in relevant work streams. There are no additional accommodation requirements associated with this project.

## 5 Financial Implications

### 5.1 Budget Status

<b>Funding</b>	<b>£ m</b>
TfL Growth Funding	25.000
TfL Major Highways enhancement funding (risk provision)	7.07
<b>TfL Funding</b>	<b>32.07</b>
Third Party (Section 106 and CIL)	27.500
Land Sale (without inflation)	7.400
<b>3rd party and other secondary income</b>	<b>34.90</b>
<b>EFC</b>	<b>66.97</b>

- 5.2 The net project cost has increased significantly in comparison with an inflated 2009 estimate, partly due to a much higher than anticipated increase of £8.5m in land acquisition costs arising from higher actual and future land price inflation. This is seen as a worst case upper figure and it is anticipated that the EFC will be brought down significantly during the next stage by:
- (a) application of value management;
  - (b) design adjustment/refinement to minimise land acquisition; and
  - (c) a review of land acquisition costs and future land price inflation.
- 5.3 The cost estimate has been prepared by the project and commercial management teams with the cooperation of internal suppliers and input from TfL Commercial Property.
- 5.4 The cost plan has been benchmarked against actual cost data and contract rates.

5.5 The £1,850m Project Authority is made up from £114k from 13/14, £973k from 2014/15 and £763k from 2015/16, which takes the project to end of concept design in December 2015. A further £2,732k will be requested for 2015/16 and 2016/17 to complete the detailed design.

Costs and Funding £k	Prior Years to 2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
<b>Cost (Out-turn)</b>								
<b>Project Management</b>	27	181	248	232	293	416	104	1,501
<b>Feasibility and Design</b>	18	119	445	800	349	0	0	1,731
<b>Implementation</b>	0	0	0	2,726	12,974	10,370	894	26,964
<b>Land costs</b>	0	0	0	22,202	0	0	0	22,202
<b>Other costs (Surveys &amp; fees)</b>	69	673	411	127	737	0	0	2,016
<b>Risk</b>	0	0	2,391	5,537	2054	2054	524	12,560
<b>Estimated Final Cost</b>	114	973	3,495 <sup>*3</sup>	31,624	16,406	12,841	1,521	66,974

Investment Funding £k								
<b>Budget/Plan</b>	114	487	2,481	16,664	5,254	0	0	25,000
<b>Unbudgeted <sup>*1</sup></b>	0	0	0	0	1,306	5,768	0	7,074
<b>Third Party Funding <sup>*2</sup></b>	0	486	1,014	14,960	9,846	1,194	0	27,500
<b>Surplus land disposal</b>	0	0	0	0	0	0	7,400	7,400
<b>Plan Surplus/(Shortfall)</b>	0	0	0	0	0	(5,879)	5,879	0
<b>Current Authority</b>	450							450
<b>This Authority Request</b>		1,400						1,400
<b>Future Requests</b>			2,732 <sup>*3</sup>	62,392				65,124

\*1 - to be funded (as far as is needed) by the risk provision within the Major Highways Enhancement Portfolio (A3) budget.

\*2 – Reflects the expected cash flow as provided by LBW. This is to be discussed further in the next project stage.

\*3 – Comprises of £763K for concept design and £1,969k for detailed design

5.6 There will be significant income, estimated at £7.4m, from the sale of surplus land following project completion. This figure is considered conservative because it does not include any inflation, which is estimated to be 8.5 percent per annum (this would give a 2019/20 land sale value of £11.1m). Additionally there will be a saving to the Capital Renewals Budget of approximately £5.6m at 2019 prices as this project will renew assets that would otherwise have to be met from that budget. This equates to a Discounted Net Present Value of £4.715m at present day costs, as shown in sections 4.8 and 4.9 above. The risk of this not being achieved is low.

- 5.7 During construction no operational costs have been included and extra costs of bus operations due to diversions and increased journey times may be incurred. This will be understood better and modelled during the detailed design stage. This issue has been accommodated as a risk at this stage.
- 5.8 There are no ongoing operational and maintenance costs associated with this project above that already budgeted. Conversely, due to the renewal of the main highway assets, it is anticipated that there will be a decrease in maintenance costs in the early years following completion of construction.
- 5.9 LBW will contribute up to £27.5m from Section 106 and CIL towards this project (although negotiation during the next stage will seek to remove this cap). This is comprised as follows:
- |   |        |
|---|--------|
| (a) Section 106 (Cockpen House)         | £5.8m  |
| (b) Section 106 from other developments | £1.2m  |
| (c) CIL from Ram Brewery Site           | £16.5m |
| (d) CIL from other development sites    | £4.0m  |
- 5.10 LBW agreed this funding arrangement on 28 April 2014. The funding arrangements were based on an EFC of £55m, and will be renegotiated in the next stage.
- 5.11 The anticipated income profile for third party funding is shown in the table in paragraph 5.5 above. LBW has already received Section 106 funding of £2.9m out of a total of £7m allocated to the removal of the gyratory system. In addition, a further £18.2m of CIL income has been identified against specific developments in LBW as contributions towards this project.
- 5.12 There is a residual £2.3m of CIL funding to be identified to reach the current contribution level of £27.5m. However, there are currently a number of high profile developments in the planning stage for the Wandsworth town centre area where the CIL contributions have not yet been calculated. It is anticipated that the CIL generated by these developments will be more than sufficient to meet, and if necessary exceed, the current overall third party contribution of £27.5m.

## 6 Assurance

- 6.1 The project team has been reviewed by the Independent Investment Programme Advisory Group and the TfL Programme Management Office. The most recent assurance reviews have been positive and the project has agreed with the recommendations.

### List of appendices to this paper:

Appendix 1: Location map

Appendix 2: Traffic condition photographs

Appendix 3: Integrated Assurance Approvals Plan

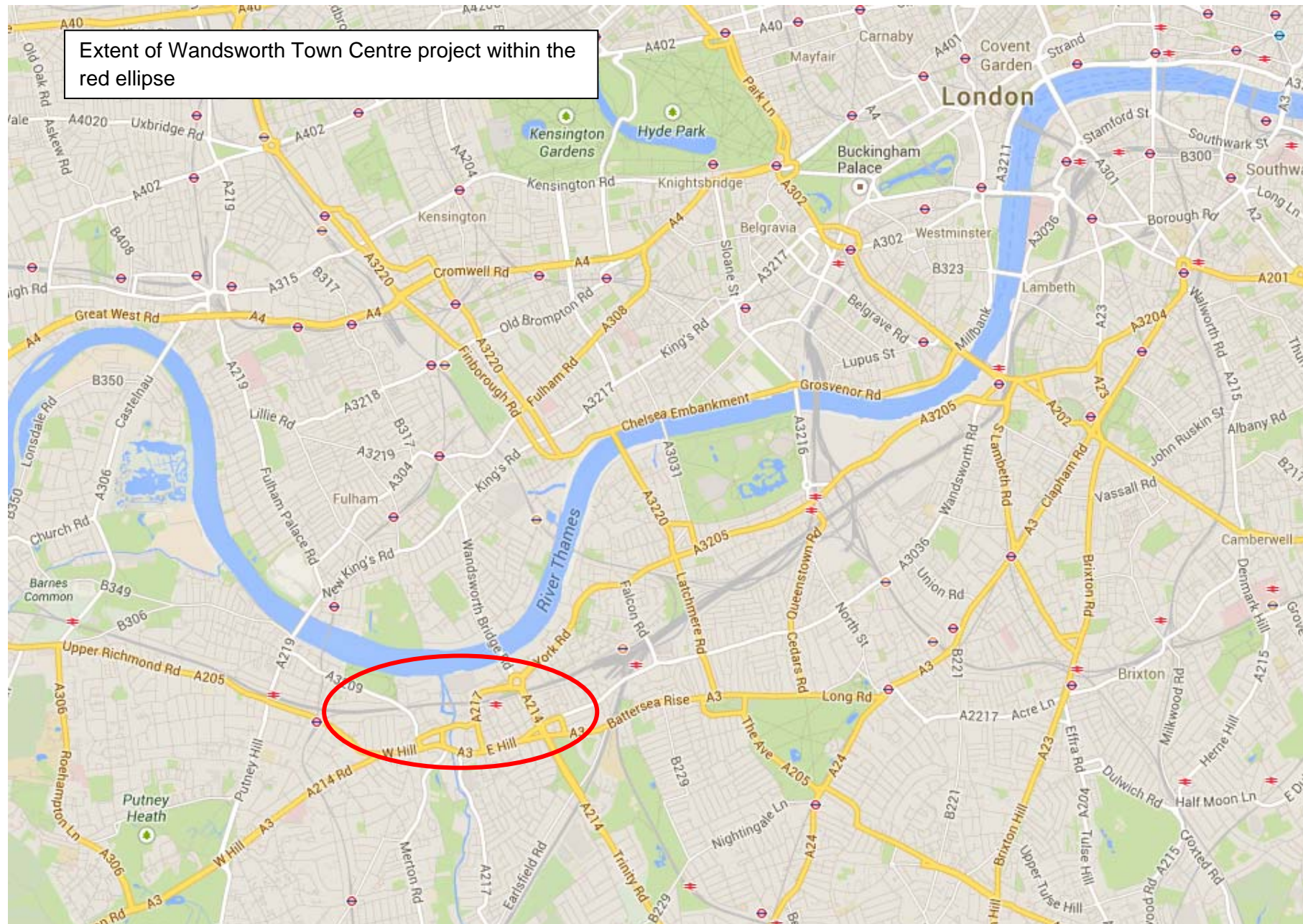
Appendix 4: Development Map – status of developments

Appendix 5: Statement of proposals with map

**List of background papers:**

Reports from the TfL Programme Management Office and Independent Investment Programme Advisory Group and the management response to those reports.

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Wandsworth Town Centre general view



Traffic at East Hill & Fairfield Street



## Wandsworth High Street/Ram Street



## Wandsworth High Street approach Buckhold Road & Wandsworth Plain





## Buckhold Road approach to Wandsworth High Street



Assurance and Approvals Plan and Record: Project Template

RBA recommend assurance	Level 4
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Appendix 3

	Outcome Definition ▶▶▶	Feasibility ▶▶▶	Concept Design ▶▶▶	Detailed Design ▶▶▶	Delivery ▶▶▶	Project Close ▶▶▶
Milestone Date for completion	Dec-13	Jun-14	Mar-17	Jun-17	Jun-19	Mar-20
Spend Profile per Stage	£ 200,000	£ 450,000	£ 1,400,000	£ 31,700,000	£ 39,441,000	-£ 7,060,000
Project Name:	Wandsworth Town Centre	Programme:	Major Projects	EFC Value:	£ 52,500,000	Budgeted
					£ 13,600,000	Un-Budgeted

	Stage 1		Stage 2		Stage 3		Stage 4		Stage 5		Stage 6	
Authority Submission Required	Authority Body	Level of Assurance	Authority Body	Level of Assurance	Authority Body	Level of Assurance	Authority Body	Level of Assurance	Authority Body	Level of Assurance	Authority Body	Level of Assurance
Financial Authority			F&PC	Level 4								
			Jul-14	Option IAR								
Stage	Sponsor	Level 1	Sponsor	Level 1	Sponsor	Level 1	Sponsor	Level 1	Sponsor	Level 1	F&PC	Level 4
		Stage Gate	Jul-14	Stage Gate	Dec-15	Stage Gate	Dec-16	Stage Gate	Jun-19	Stage Gate	Mar-20	Close IAR
Project (Seed Funds)	Surface Board	Level 1	Surface Board	Level 1								
		Initiation IAR	Mar-14	Initiation IAR								
Project Authority			F&PC	Level 4	F&PC	Level 4	F&PC	Level 4				
			Jul-14	Option IAR	Dec-15	Concept IAR	Dec-16	Design IAR				
Procurement Authority Design			Mode MD	Level 4								
			Jul-14	Pre-Award IAR								
Procurement Authority Utilities							Mode MD	Level 4				
							Dec-16	Pre-Award IAR				
Procurement Authority Construction					Mode MD	Level 4	Mode MD	Level 4				
					Dec-15	Pre-Tender IAR	Dec-16	Pre-Award IAR				
Other (inc Disposal, Land, Variation or Risk Release)					F&PC							
		N/A		N/A	Land	N/A		N/A		N/A	Disposal	N/A

Key	Approver	Level
	Meeting Date	Assurance Type

Final Approver

Financial Authority		Project Authority	
Unbudgeted	Approver	Budgeted	Authority
<£1M	Director	<£2M	Director
£1M - £2M	Chief Officer	£2M - £5M	Chief Officer
£2M - £10M	MD Finance	£5M - £25M	MD Finance
£10M - £25M	Commissioner	£25M - £50M	Commissioner
-	F&PC	£50M - £100M	F&PC
>£25M	TfL Board	£100M>	TfL Board

Final approver - Procurement Authority

Budgeted	Approver
<£5M	Head of Commercial
£5M - £25M	MD Business Unit
£25M - £50M	Commissioner
£50M - £100M	F&PC
£100M >	TfL Board

Assurer

Level of Assurance Required	
Level 1	Internal Assurance
Level 2	PMO Co-ordinated (inc Peer Assurance)
Level 3	PMO Co-ordinated Assurance + EE
Level 4	External Assurance IIPAG

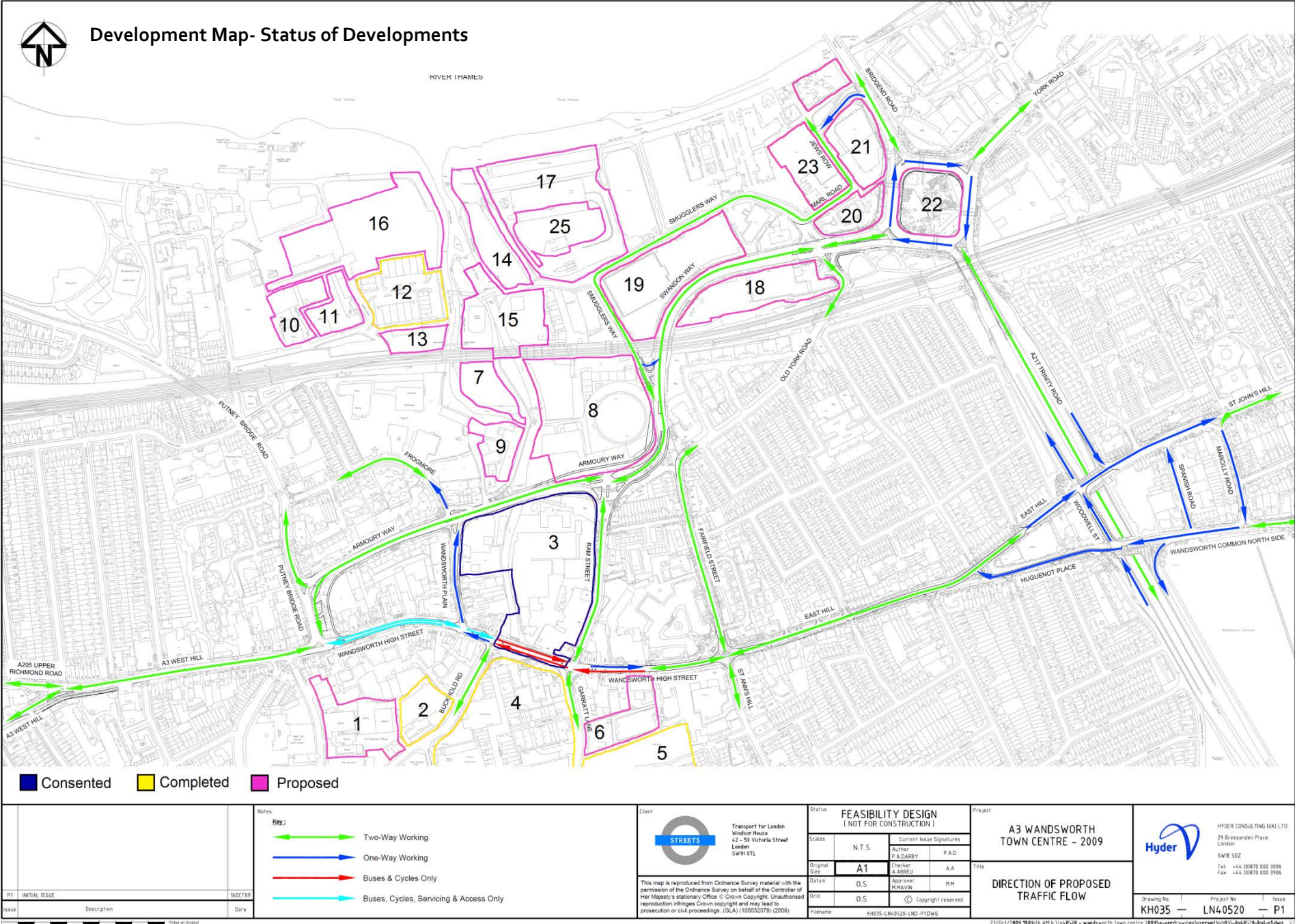
Contracts over £250k

Value	Name	Approx date
£ 250,000	Land Acquisition - Surveyor Support	Spring 2016
£ 19,000,000	Land Costs - Area 1	Dec-16
£ 13,000,000	Land Cost - Area 2	Dec-16
£ 17,000,000	LoHAC - CVU	Summer 2017
£ 8,000,000	Utility Services	Summer 2017
£ 1,600,000	Signals	Summer 2017

Notes (Proposed Authority Strategy):

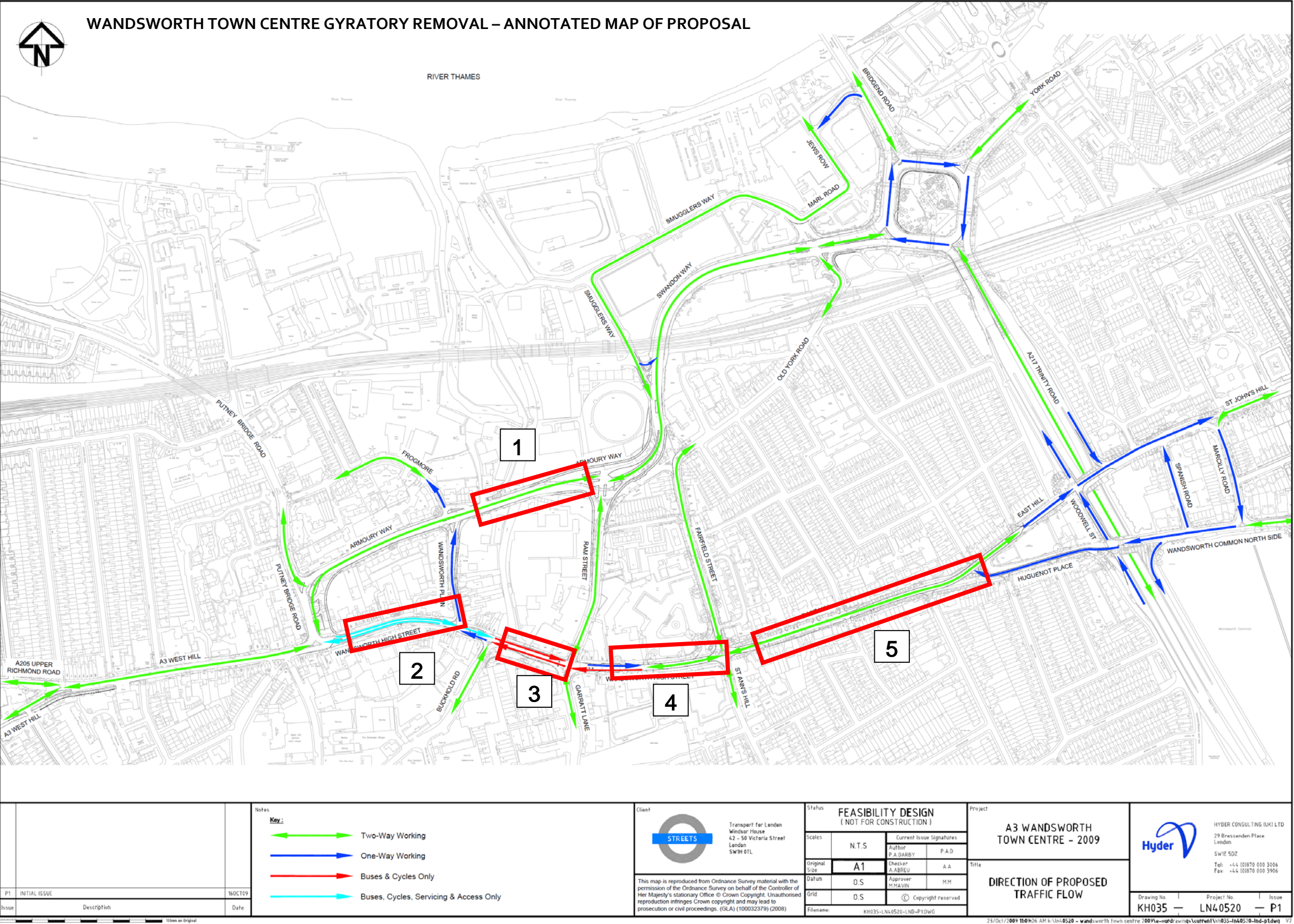
Seed funding has been provided to take the project through design review and to enable an updated Business Case for Stage gate 2 approval. It is proposed that Surface Board and F&PC approval be sought to take the project through Concept Design Phase for further review. External contracts over £250,000 will be procured after completion of concept phase. Anticipated land acquisition costs have been included within the Detailed Design Phase. The need for land acquisition will be reviewed through the Concept Design Phase.












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## Appendix 5a

Location	Proposal	Traffic Flow (As Existing)	Traffic Flow (As Proposed)
1. <b>ARMOURY WAY</b>	Removal of the gyratory system and introduction of two way working in order to facilitate the removal of through traffic from the high street.	One way traffic only. 4 lanes eastbound. Traffic Flow (AM Peak): 2910 (eastbound)	Two way traffic. 2 lanes eastbound, 2 lanes westbound. Traffic Flow (AM Peak): 2510 (eastbound) 1820 (westbound)
2. <b>WANDSWORTH HIGH STREET</b> <b>West Hill to Wandsworth Plain</b>	Through traffic removed from the civic, commercial and retail centre of Wandsworth. Traffic restricted to buses, cycles, servicing and access only. This will enable regeneration of the town centre and provide benefits for pedestrians, cyclists and buses.	One way traffic only. 4 lanes westbound traffic. Traffic Flow (AM Peak): 1920 (westbound) 	Two way traffic. 1 lane eastbound, 1 lane westbound. Traffic Flow (AM Peak): 20 (westbound) 20 (eastbound) 
3. <b>WANDSWORTH HIGH STREET</b> <b>Wandsworth Plain to Ram Street</b>	As above	One way traffic only. 4 lanes westbound traffic. Traffic Flow (AM Peak): 2300 (westbound) 	Two way traffic. 1 lane eastbound, 1 lane westbound. Traffic Flow (AM Peak): 60 (westbound) 30 (eastbound) 
4. <b>WANDSWORTH HIGH STREET</b> <b>Ram Street to Fairfield Street</b>	As above	One way traffic only. 4 lanes westbound traffic. Traffic Flow (AM Peak): 1910 (westbound) 	Two way traffic. 1 lane eastbound, 1 lane westbound. Traffic Flow (AM Peak): 60 (westbound) 240 (eastbound) 
5. <b>EAST HILL</b> <b>Fairfield Street to Huguenot Place</b>	As above	Two way traffic. 1 lane eastbound, 1 lane westbound. Traffic Flow (AM Peak): 1000 (westbound) 1020 (eastbound) 	Two way traffic. 1 lane eastbound, 1 lane westbound. Traffic Flow (AM Peak): 50 (westbound) 320 (eastbound) 