



Streets and Walkways Sub (Planning and Transportation) Committee

Date: MONDAY, 4 APRIL 2016
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Marianne Fredericks (Chairman) Alderman Alison Gowman (Ex-Officio Member)
Deputy Brian Harris (Deputy Chairman) Christopher Hayward
Randall Anderson Sylvia Moys
Alex Bain-Stewart Graham Packham
Deputy John Barker (Ex-Officio Member) Jeremy Simons
Revd Dr Martin Dudley Michael Welbank

Enquiries: Amanda Thompson
tel. no.: 020 7332 3414
amanda.thompson@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 22 February 2016

For Decision
(Pages 1 - 8)
4. **OUTSTANDING REFERENCES**
To receive the list of outstanding references.

For Information
(Pages 9 - 10)
5. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY SINCE THE LAST MEETING OF THE SUB-COMMITTEE**
 - a) Mitre Square (Pages 11 - 12)

For Information
6. **REPORTS OF THE DIRECTOR OF THE BUILT ENVIRONMENT :-**
 - a) 1 Angel Court Improvements GW4-5 V9 (Pages 13 - 22)

For Decision
 - b) Bank Junction Improvements (Pages 23 - 30)

For Decision
 - c) Eastern City Cluster Update Report (Pages 31 - 40)

For Decision
 - d) Special Events on the Highway (Pages 41 - 80)

For Decision
 - e) Street Lighting Review (Pages 81 - 92)

For Decision
 - f) Mitre Square - Gateway 4-5 (Pages 93 - 102)

For Decision
 - g) Transportation and Public Realm Division Projects Programme (Pages 103 - 136)

For Decision
 - h) Bank Area Enhancement Strategy (Pages 137 - 148)

For Information

- i) Road danger Reduction Plan 2016/17 (Pages 149 - 168)

For Information

For Information

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

9. EXCLUSION OF THE PUBLIC

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

Part 2 - Non-public Agenda

10. NON-PUBLIC MINUTES

To agree the non-public Minutes of the meeting held on 22 February 2016.

For Decision
(Pages 169 - 170)

11. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

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Agenda Item 3

Streets and Walkways Sub (Planning and Transportation) Committee

Monday, 22 February 2016

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 22 February 2016 at 11.00 am

Present

Members:

Marianne Fredericks (Chairman)
Randall Anderson
Alex Bain-Stewart
Deputy John Barker (Ex-Officio Member)
Revd Dr Martin Dudley
Sylvia Moys
Graham Packham
Jeremy Simons
Michael Welbank

In Attendance:

Nigel Challis
Emma Edhem
Wendy mead
Alderman Ian Luder

Officers:

Deborah Cluett	- Comptroller and City Solicitor's Department
Steve Presland	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Patrick Hegarty	- Open Spaces Department
David Bianco	- Town Clerk's Department
Simon Glynn	- Department of the Built Environment
Karen McHugh	- Principal Legal Assistant
Simon Owen	- Chamberlain's Department
Amanda Thompson	- Town Clerk's Department

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Brian Harris, Alderman Alison Gowman and Christopher Hayward.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

Revd Dr Martin Dudley declared personal interests in the following agenda items:

- 4c) - Bank Junction Experimental Scheme - by virtue of being an Honorary Liveryman of Hackney Carriages.
- 4e) - Cloth Fair Noise Disturbance - by virtue of being the Rector of Great St Bartholomew with the Church of St Bartholomew the Great in Cloth Fair

3. **MINUTES**

The minutes of the meeting held on 11 January were agreed as a correct record.

Swan Lane - The Director of the Built Environment reported that cosmetic improvements were scheduled to take place during the summer.

4. **REPORTS OF THE DIRECTOR OF THE BUILT ENVIRONMENT :-**

4.1 **Gateway 7 Outcome Report - Bury Court S278**

The Sub Committee received a report regarding the completion of the improvement works at Bury Court where S278 funding had been provided in association with the new development at 6 Bevis Marks.

Although the time taken to complete the project had been slow, it had come in under the expected budget by about 30% and the contingency was also not needed.

Members questioned the proposal that the unspent funds be returned to the developer and suggested that instead the developer be asked if the money could be spent on further improvements in the area.

RESOLVED that,

- a) the final cost of the project be noted;
- b) that the developer be asked if the unspent funds can be put towards further improvements in the area; and
- c) the lessons learnt be noted and the project be closed.

4.2 **11- 19 Monument Street - Environmental Enhancement Project**

The Sub-Committee considered a report regarding the redevelopment of 11-19 Monument Street which was now in its final stages.

Members noted that there had been significant delay between Gateways 2 and 3 due to lengthy negotiations on the Section 278 Agreement, and as a result the total project cost had also increased. A working party made up of key stakeholders and chaired by the City of London had been established, and a series of objectives had been drawn up to guide the project.

RESOLVED that,

- a) the project objectives set out in Appendix 2 be approved;
- b) the release of funds to cover staff costs and fees as outlined in Section 16 of the report be authorised; and
- c) authorisation for approval for Gateway 4/5 be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

4.3 **Bank Junction Experimental Scheme**

The Sub-Committee received a report concerning the Bank Junction Experimental Scheme.

The Director of the Built Environment advised that additional funding of £120,000 had been secured from TfL for the scheme, and further funding for use after the 2015/16 financial year was expected.

RESOLVED that,

- a) the budget to reach the next Gateway of £300k be approved, subject to additional funding of at least £60k being received from TfL in the next financial year (as detailed in appendix 2 of the report);
- b) Option A be progressed through detailed design (during this time the inclusion, or not, of taxis will be decided) to gateway 4/5 (authority to start work); and
- c) the final design and request for authority to start work be reported to the Streets and Walkways and Projects Sub Committees and the Policy and Resources Committee for approval.

4.4 **Update on Transport for London Funding 2015/16**

The Sub-Committee received an update on the TfL funding for 2015/16, which included proposals to reallocate the identified underspend.

RESOLVED that,

the reallocation of the identified underspend of £282,000 from Transport for London funding for 2015/16, as set out in Tables 1 and 2 of the report be approved;

the use of additional Transport for London funding of £48,000 for existing projects, as set out in Table 2 of this report be approved; and

the increase in scope of the Southampton Buildings, Fleet Street Area Strategy and Liverpool Street enhancement projects as set out in Table 2 of the report be approved.

4.5 **Cloth Fair Noise Disturbance**

The Director of the Built Environment advised that this item had been withdrawn from the agenda to enable further consultation with all interested parties.

Several Members expressed concern at the length of time being taken to come to address the issue, and the Director of the Built Environment advised that it would be treated urgently.

4.6 **Eastern City Cluster - Public Art (Year 5 & 6) – Gateway 6**

The Sub-Committee received a report updating on Year 5 of the ‘Sculpture in the City’ project, advising on preparations for Year 6, and seeking approval of funding for the delivery of Years 7 to 9 of the project which would be implemented from 2017 to 2019.

Members felt that the lessons learnt were very valuable and welcomed the proposal to establish a charitable trust.

RESOLVED that,

- a) the contents of the update report be noted and the shortlist of artworks for Year 6 be agreed;
- b) an increase of £25,000 on the budget of Year 5 from TfL funding underspends in 2015/16 be approved to cover additional costs that have incurred in the delivery of last year’s project due to the unforeseen need to remove a piece earlier than programmed;
- c) an additional contribution of £30k to the sum of £90,000 already approved in May 2015 (bringing the total City contribution to £120k) for the implementation of this Year’s project, funded from the existing 22 Bishopsgate S106 be approved;
- d) the appointment of the specialist consultants (Lacuna PR Ltd, A et Cetera, Open City Architecture, Brunswick Media and Sally Bowling) and the tender exercise for the art moving specialists be approved;

- e) the Partner Board be authorised to establish a Charitable Trust;
- f) a contribution of £360k from the S106 obligation connected with the Pinnacle development at 22 Bishopsgate to cover a capped 3 year commitment to support the running of the project by a Charitable Trust between 2017 and 2019 be approved; and
- g) delegated authority be given to the Director of Transportation and Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.

4.7 Parking and Enforcement Plan Stage 3 - City Wide Review of Loading Restrictions and Functional Street Enhancement Project.

The Sub-Committee received a report concerning the city wide review of loading restrictions and functional street enhancing project which had now been completed.

In response to a question concerning how the lessons learnt were carried forward, Members were advised that officers met regularly with key stakeholders to discuss issues, and the lessons learnt were shared with internal colleagues through team meetings.

In response to a further question concerning whether or not there was a central co-ordination point for the lessons learnt, the Town Clerk undertook to look into this and report back.

RESOLVED that,

- a) the lessons learnt are noted and the project closed;
- b) the unspent funds of £26,838 be released back to the On Street Parking Account;
- c) A budget adjustment be undertaken to utilise works funding for an overspend of £10,575 on P&T staff costs;
- d) An off-street parking charges review be progressed independent of this project.

4.8 North-South Cycle Superhighway - Objections to the Associated Proposals and Additional Mitigation Measures

The Sub-Committee considered a report regarding the objections to the associated proposals and additional mitigation measures for the North-South Cycle Superhighway which had been deferred from the last meeting to enable further discussions to be held with objectors and other interested parties.

The Chairman advised that she had accepted three additional written submissions which members had been given an opportunity to read before the start of the meeting.

The Director of the Built Environment reported that the City, together with representatives from TfL, had held a meeting with objectors and respondents to the consultations to discuss their concerns and to see if these could be addressed. Unfortunately, under TfL's proposals, it had not been possible to resolve them although a better understanding of the concerns of those living and working in the Temple area had been achieved. The Comptroller and City Solicitor's representative advised on the statutory criteria to be taken into consideration in reaching a view.

During the discussion a number of questions were raised including whether a full safety audit had been undertaken and made public, the alternatives to the closure of Tudor Street and the relocation of the bus-stop, the removal of the pay and display parking bays, pedestrian safety, the conflicting views of respective transport experts, emergency access and whether or not the scheme could be trialled first.

In response to a question asking what would happen if no decision was taken, the Town Clerk advised that the project would not go ahead and the work with TfL would need to begin again.

A Member proposed a motion that the Sub-Committee agree the proposals for a limited time only.

The motion was seconded and carried.

In response to a question concerning whether a recommendation to move the bus stop could also be included, the Director of the Built Environment advised that if the scheme worked successfully during the trial period then the bus stop would be in the correct location.

RESOLVED that:

- a) the making of experimental Traffic Orders for a period not exceeding 18 months under section 9 of the Road Traffic Regulation Act 1984, so that Tudor Street at its junction with New Bridge Street is closed to motor vehicles, Bridewell Place is returned to two way traffic and contra flow cycling is removed from Kingscote Street and Watergate be agreed;
- b) the making of the experimental Traffic Orders not exceeding 18 months under sections 9 of the Road Traffic Regulation Act 1984 in relation to loading and waiting restrictions and provision of parking spaces, so as to implement the mitigation measures as detailed in Appendix 6 of the report be agreed;
- c) the objectors and Transport for London be informed of the decision accordingly; and

- d) officers be asked to obtain a written undertaking from Transport for London to monitor and fund, if necessary, further mitigation measures in the Tudor Street and Temple area.

4.9 **Aldgate Arts, Events and Play**

The Sub-Committee received a report concerning the Aldgate Arts, Events and Play (AEP) programme, an emerging work stream of the Aldgate Gyratory highways and public realm enhancement project.

The programme had been conceived to reduce anti-social behaviour and improve perceptions of safety through the creation of vibrant and active spaces and would enhance the City's cultural offer and provide opportunities to improve health and well-being for residents and workers.

Members noted that the programme would be developed during 2016 and initiated fully in 2017, and if successful, would continue as a 3-5 year programme.

RESOLVED - that the report be noted.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

8. **ISSUE REPORT: BEECH STREET (EE073)**

The Sub-Committee considered and approved a joint report of the Town Clerk and the Director of the Built Environment concerning the options for improvements to Beech Street.

9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no questions.

The meeting ended at 12.55 pm

Chairman

Contact Officer: Amanda Thompson
Telephone: 0207 332 3414
Amanda.thompson@cityoflondon.gov.uk

Outstanding References - Streets and Walkways Sub Committee

Date	Action	Officer responsible	To be completed/ progressed to next stage	Notes/Progress to date
22 September 2014 Item 9, 20 October 2014 Item 3; and 19 January 2015	Parking for Motorcyclists As part of the review of fees and charges for car parks, consideration be given to the implications on motorcycle parking. A further report to be submitted to the Sub Committee regarding the framework for charging, provision of more parking bays and theft of motorcycles	Director of the Built Environment Director of the Built Environment	March 2016	This report was scheduled for March 2016 but Officers would seek to combine it with the road danger reduction report scheduled for February 2016. March 2016 Update The parking policy for motor cyclists has been held up pending the outcome of the review of car parking availability. It is proposed this matter now be moved to the 2016/17 work programme and included within the restructured City Transportation teams work plan.
13 July 2015	Cycling The recent accident near Bank Station was still under investigation. An initial hearing regarding a collision on Ludgate Hill was being heard at Court on 13 July 2015 to set a subsequent Court case and a person had been charged in relation to a third incident but a decision had yet to be made on whether the case would progress to Court.	COLP	Ongoing	To receive any update.
Ongoing action	20mph speed limit	COLP	Ongoing	To receive regular updates.
22 February 2016	Swan Pier	Director of the Built Environment	Summer 2016	To receive any Update

Outstanding References - Streets and Walkways Sub Committee

	Swan Pier area is to be tidied up in conjunction with the delivery of the Fishmongers Ramp project which is due for completion Summer 2016	Environment		
22 February 2016	Cloth Fair Noise Disturbance This item was withdrawn from the meeting but officers undertook to treat the matter as urgent.	Director of the Built Environment	Ongoing	The street has been monitored for a week over the Easter period and discussions taking place with Environmental Health following which a further report will be presented to Committee in Summer 2016.

Committee:	Date:
Streets and Walkways Sub Committee	4 April 2016
Subject: Decisions taken under Delegated Authority or Urgency since the last meeting of the Sub-Committee	Public
Report of: Town Clerk	For Information

Summary

This report advises Members of action taken by the Town Clerk under delegated authority or urgency since the last meeting of the Sub-Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

Decisions have been taken regarding the following projects:

- Mitre Square

Recommendation:

Members are asked to note the report.

Main Report

Mitre Square Section 278 – Issue Report

Background

1. In May 2015 the Sub-Committees agreed a delegation to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to approve any necessary further budget increases up to the Gateway 5 Report, provided that any such increase is fully funded by the developer through the Section 278 agreement. The Streets and Walkways Sub-Committee agreed a similar delegation, and the Town Clerk considered this report on behalf of those Committees on this basis.
2. An Issue Report was approved in August 2015 under this delegated authority to increase the project budget by £20,000 (fully funded by the Section 278 agreement), taking the total approved budget to £99,000.
3. There was now a requirement to increase the Highways and City Transportation Staff Cost funding in order to allow the Section 278 detail design work to be finalised; all of these costs will be met by the developer through the Section 278 agreement. No additional funding is required from the Section 106 contribution at this stage.

Action Taken

4. The Town Clerk, following consultation with the Chairmen and Deputy Chairmen:
 - a) Authorised an increase to the Section 278 Highways Staff Costs budget of £24,000, to be fully funded by the developer through the Section 278 agreement;
 - b) Authorised an increase to the Section 278 City Transportation Staff Costs budget of £17,000, to be fully funded by the developer through the Section 278 agreement.

Contact:

Amanda Thompson
Senior Committee and Member Services Officer
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Committees:	Dates:	Item no.
Streets and Walkways Sub-Committee	04/04/2016	
Projects Sub	13/04/2016	
Subject: 1 Angel Court Area Improvements	Gateway 4/5 Detailed Options Appraisal & Authority to Start Work	Public
Report of: Director of the Built Environment		For Decision

Summary

Dashboard

(i)	Project status: Green
(ii)	Timeline: Gateway 4/5
(iii)	Total Project estimated cost: £333,061 (Inclusive of spend to date)
(iv)	Spent to date: £24,897. Note: £45,000 was approved at Gateway 3
(v)	Overall project risk: Low

Progress to Date

An Outline Options Appraisal report (Gateway 3) was approved by Committees in July 2015 which approved the project objectives and scope. It was also reported that a Gateway 4 report would follow. However, because a single option is being tabled for this project, the Town Clerk has agreed that a combined Gateway 4/5 report can be put to Members.

The redevelopment of 1 Angel Court is currently underway, with an anticipated practical completion date of September 2016. This enhancement project is funded through the Section 106 Agreements related to this redevelopment.

The design for the S106 funded enhancements in Angel Court and surrounding streets have been further developed since the last gateway. See Appendix 1: Environmental Improvements Indicative Area Map.

The Remedial Section 278 Works have yet to be fully established at this stage simply because the development is still in progress. However, the developer has agreed to grant access to the area beyond the hoarding line from September 2016 for the City to establish the extent of the remedial works. The S278 Remedial Works will be implemented outside of the S106 process.

Proposed Way Forward

Officers have worked closely with the developer's architects to progress the design. This was particularly important given that a large proportion of Angel Court is the developers private land. See Appendix 2 (1 Angel Court - Public and Private Demise). The S106 funded proposals for Angel Court cover the areas of public highway and include resurfacing the footway in standard York stone pavements with sections of smaller York stone setts which provide visual contrast between areas of rest and movement. There is also an opportunity to introduce seating with a linear granite bench proposed to compliment adjacent stone building facades. Existing cycle racks will be relocated to reduce conflict with pedestrian movement and business activity associated with new active frontages.

The design for Angel Court has sufficiently progressed with due consideration of the site which falls within the Bank Conservation Area. We are now in a position to finalise the construction design in order to initiate works when the site becomes available in September 2016.

Tokenhouse Yard (south), Kings Arms Yard, Great Swan Alley and Copthall Avenue are also part of the project area and proposals here involve improving access and pedestrian movement through raised pedestrian tables, widened footways, removing unnecessary street clutter and small-scale enhancements to reinforce the pedestrian nature and character of the Conservation Area.

The Remedial Section 278 works in the area are primarily concerned with reinstating sections of highway/footway within a short catchment of the development site, that have been damaged or altered to facilitate the redevelopment. City engineers will carry out the Remedial Works Inspection, towards the end of the build to establish the full extent of the reinstatement.

Recommendations

It is recommended that Members:

- Approve the design as shown in the general arrangement plan in Appendix 3;
- Approve the implementation of the project at a total estimated cost of £333,061, with works to be implemented by the City's highway term contractor, JB Riney.

Main Report

<p>1. Design summary</p>	<p><i>Section 106 Works</i> <u><i>Angel Court</i></u> The design is relatively simple and involves resurfacing Angel Court in a York Stone patternation that better responds to the irregular footprint of the development. By utilising a mixture of standard sized York Stone pavements and smaller setts the design responds well to the irregular foot print and helps to blend the private and public areas to create a seamless space. Other elements include:</p> <ul style="list-style-type: none"> • Replacement and relocation of cycle stands to the central area to facilitate pedestrian movement; • A linear granite bench will provide opportunities for seating. The design will include measures to reduce opportunities for skateboarding and antisocial behaviour. This is likely to be in the form of anti-skate incisions pre-cut into the bench sections during manufacture reducing the reliance on bonding less robust additional material post manufacture. • Where sections of Angel Court fall within the private demise, these works will be funded separately by the developer but implemented concurrently with the public sections of footway installed by the approved City Highways Term Contractor (J.B Riney) as part of their duties, in order to provide a consistent paving design in Angel Court. Studs will also be installed to differentiate between public highway and private land. <p>See Appendix 4 which shows a photomontage of an Enhanced Angel Court.</p> <p><u><i>Streets in the wider area</i></u></p> <ul style="list-style-type: none"> • In addition to the main works to Angel Court, nearby “Secondary streets” such as: Tokenhouse Yard (south), Kings Arms Yard, Great Swan Alley and Copthall Avenue will be enhanced with a variety of measures to improve pedestrian movement and access. These include, raised pedestrian tables, dropped kerbs, widened footways and removal of unnecessary clutter. <p><u><i>Section 278 Remedial Works</i></u></p> <ul style="list-style-type: none"> • Footways/carriageway around the development such as Throgmorton Street and Copthall Avenue where there is evidence of damage attributable to the adjacent development, will be reinstated as part of the S278 Remedial Works.
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<p>2. Delivery team</p>	<ul style="list-style-type: none"> • Project Management – CoL Environmental Enhancement team • Construction management – CoL Highways team • Detailed design/Construction Package – Vogt Architects (paid for separately by the developer) • Construction – JB Riney (under the City’s term contract)
<p>3. Programme and key dates</p>	<p>The works will be carried out in phases with the main project works in Angel Court starting in September 2016 followed by subsequent works to surrounding streets. S278 Remedial Works are likely to occur mid programme in order to reduce pedestrian access issues by staggering on street activity.</p> <p>Key Dates:</p> <ul style="list-style-type: none"> • Angel Court development practical completion Sept 2016 • S278 Remedial Works Inspection August – September 2016 • S106 Works 1 Angel Court Implementation Sept – Dec 2016 • S106 Works Secondary Streets Implementation Jan - March 2017 • Gateway 7 – Summer 2017
<p>4. Outstanding risks</p>	<ul style="list-style-type: none"> • <i>Delays to developer’s build programme</i> Risk response: Maintain a good working relationship with the developer through the Design Team to ensure regular communication throughout the life of the project. Use of the term contractor also allows for flexibility within the implementation programme. • <i>Complaints received about access and the noise generated by the implementation programme</i> Risk response: Ensure that local occupiers and local ward Members receive regular communication updates. Also ensure the correct traffic orders are in place to temporarily close the street. • <i>Subsurface utilities / basement structures cause issues during construction</i> Risk response: Carry out pre-construction inspections and surveys of Angel Court to establish the location of service equipment and conditions of basements in the area. Continue to monitor during build and carry out post works inspections.
<p>5. Budget</p>	<p>Funding Source:– Section 106 Agreement related to the approved redevelopment of 1 Angel Court totalling £333,061. The contribution breakdown is as follows: £256,550 and the Transport contribution is £76,511 giving a total of £333,061.</p> <p>The total estimated cost for this project at Gateway 3 was between £350,000 - £450,000. The cost estimate for implementation has now been revised to £308,164 following the refinement of the design and is summarised in the table below. Please also see Appendix 5 for a breakdown of the total estimated cost of the project.</p> <p>Members should notethat the table below does not include budget for Remedial S278 Works which are outside the scope of the project. They have not been captured here having received advice from the Comptroller & City Solicitor that the S278 Works are part of a separate undertaking the developer will fund separately as part of developer obligations to reinstate public highway to the condition (inclusive of materials) prior to development.</p>

	<p>The spend to date of £24,897, is lower than the approved budget at that stage (£45,000) due to the the landscape design being undertaken by Vogt Architects - funded separately by the Developer of 1 Angel Court. Any savings made during the evaluation stage (inclusive of interest accrued) will be allocated to the implementation stage of the project. The proposed Implementation costs are summarised in the table below.</p> <p>Table 1: Summary of Estimated Implementation Costs</p> <table border="1" data-bbox="379 405 1265 734"> <thead> <tr> <th>Item</th> <th>Proposed Budget (£)</th> </tr> </thead> <tbody> <tr> <td>Works</td> <td>224,455</td> </tr> <tr> <td>P&T Staff Costs</td> <td>32,500</td> </tr> <tr> <td>Env Servs Staff Costs</td> <td>26,336</td> </tr> <tr> <td>City Transport Staff Costs</td> <td>1,000</td> </tr> <tr> <td>Fees</td> <td>18,873</td> </tr> <tr> <td>Maintenance (inclusive of cleansing)</td> <td>5,000</td> </tr> <tr> <td>Total</td> <td>308,164</td> </tr> </tbody> </table> <p>See Appendix 5 for a detailed breakdown of the estimated Implementation costs.</p>	Item	Proposed Budget (£)	Works	224,455	P&T Staff Costs	32,500	Env Servs Staff Costs	26,336	City Transport Staff Costs	1,000	Fees	18,873	Maintenance (inclusive of cleansing)	5,000	Total	308,164
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Maintenance (inclusive of cleansing)	5,000																
Total	308,164																
<p>6. Success criteria</p>	<ul style="list-style-type: none"> • A more accessible environment, through the provision of level surfaces and new seating; • An improved experience for pedestrians in Angel Court; • A safer, more attractive environment that enhances the setting of both adjacent listed buildings and the Bank Conservation Area; • Reduce conflict between pedestrians and cyclists. 																
<p>7. Progress reporting</p>	<p>Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees</p>																

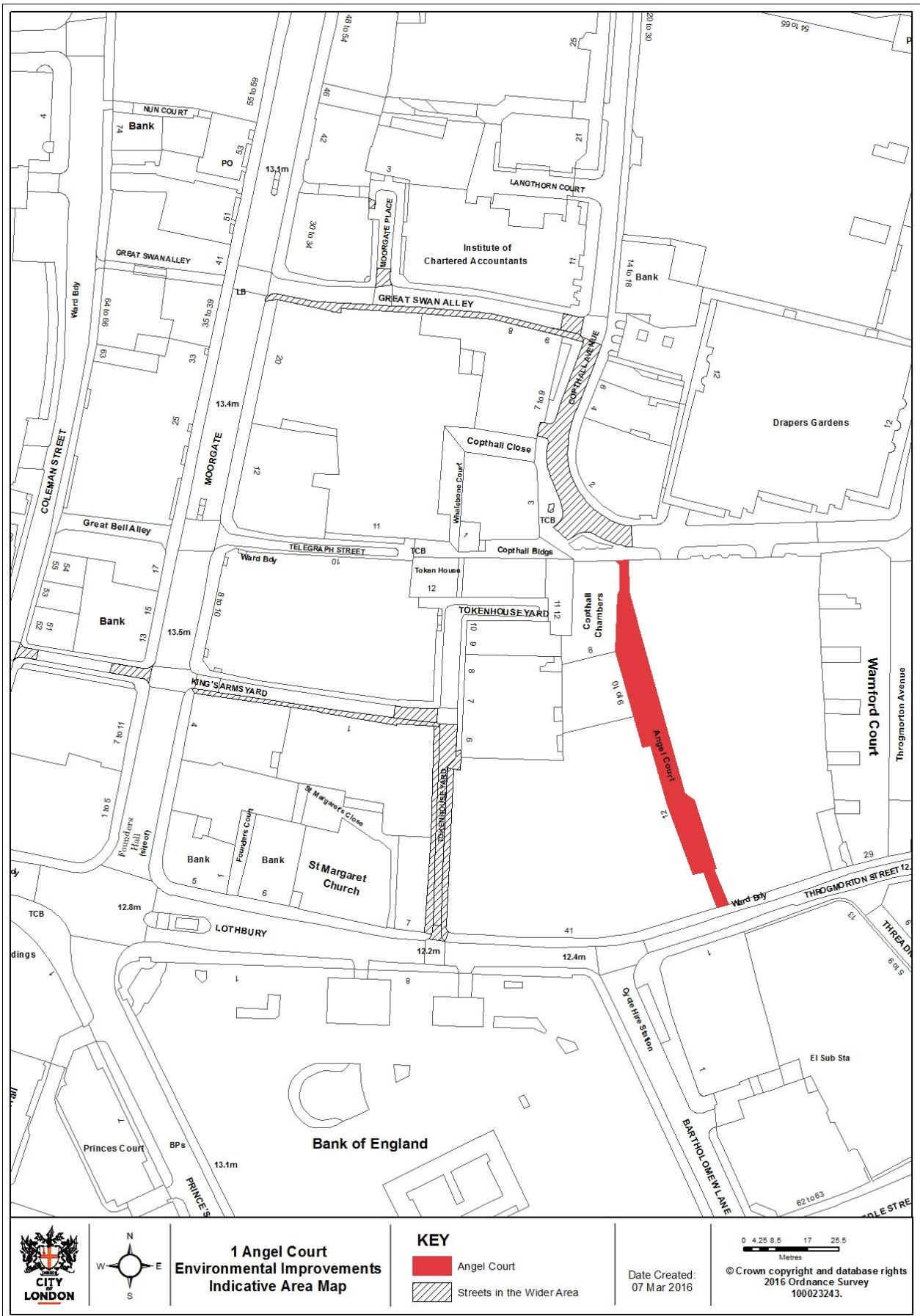
Appendices

Appendix 1	Environmental Improvements Indicative Area Map
Appendix 2	Angel Court Public and Private Demise
Appendix 3	General Arrangement Plan
Appendix 4	Photo montage of an enhanced Angel Court
Appendix 5	Finance Tables

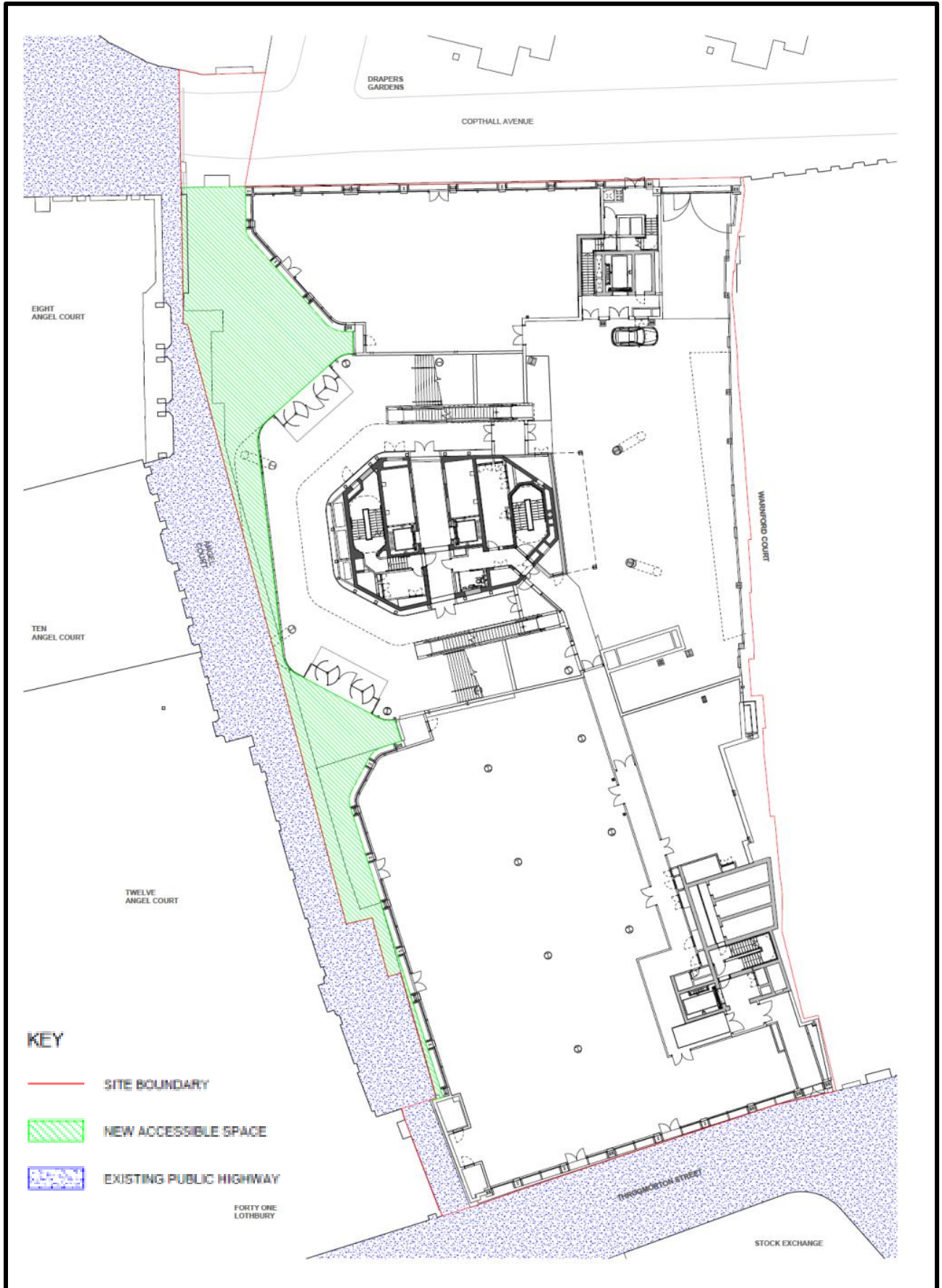
Contact

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Appendix 1 Environmental Improvements Indicative Area Map



Appendix 2 Angel Court | Public and Private Demise



Appendix 3 General Arrangement Plan



Appendix 4 Photo montage of an enhanced Angel Court



Appendix 5 Angel Court Total Estimated Implementation Costs -post GW5

Table 2: Pre-Evaluation stage budget (spend to date)

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Staff Costs	35,000	24,615	10,385
Fees	10,000	282	9,718
TOTAL	45,000	24,897	20,103

Table 3: Summary of Estimated Implementation Costs

Item	Section 106 Works (£)
Works	
Site Preparation	9,500
Hard landscaping	125,955
Drainage	35,000
Street Furniture	23,000
Utilities	30,000
Signing and Lining	1,000
Sub-Total Works	224,455
Staff Costs	
P&T staff costs	32,500
Highways staff costs	26,336
City Trans Staff costs	1,000
Sub-Total Staff	59,836
Fees	
Surveys (inclusive of Topo/Radar/Trial holes)	13,123
Traffic Orders	5,750
Sub-Total Fees	18,873
Maintenance (inclusive of cleansing)	5,000
Project Total	308,164

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Committees:	Dates:	Item no.
Streets and Walkways Sub-Committee (For Decision) Projects Sub (For Information) <i>Resource Allocation Sub Committee (For Information)</i>	04/04/2016 13/04/2016 19/05/2016	
Subject: All Change at Bank: Longer term funding update	Issue Report	Public
Report of: Director of the Built Environment		For Decision
<u>Summary</u>		
<p>Dashboard: Project Status: Green Timeline: Working towards Gateway 4 (G4) Estimated total funding to reach G4: £1.179M (i.e. £721K in addition to the spend to date of £458K) Total Approved Available Funding to date: £682,909 Estimated project cost at Gateway 3: between £4-18M (depending on option chosen) Spend and Commitments to date: Approximately £458K</p> <p>Last Gateway Approved: Gateway 3 (G3)</p> <p>Following Gateway 3, a second project which focuses on delivering much of the safety objective for Bank, but in a shorter timescale to the overall longer term project, was established. Funding of the Interim Safety Scheme is not included in this report which deals solely with the funding and procurement for the longer term project, known as All Change at Bank.</p> <p>Summary of Issues</p> <ul style="list-style-type: none"> • Following an additional allocation from TfL for the All Change at Bank project in 2015/16, this substituted S106 funds that were previously proposed to have been spent at Gateway 3; • Outline of projected funding for 2016/17; • Proposed inclusion of future TfL funds into the capital budget for Bank in consultation with the Head of Finance; and • Proposed procurement route for undertaking additional design and traffic modelling work for the All Change at Bank project. <p>Recommendations It is recommended that Members of Projects Sub Committee and Resource Allocation Sub Committee:</p> <ul style="list-style-type: none"> • Note the contents of this report <p>It is recommended that Members of Streets and Walkways Sub Committee:</p> <ul style="list-style-type: none"> • Note the receipt from TfL of an additional £154K funding for the 2015/16 financial year; 		

- Note that as S106 funding previously approved for this project from 125 Old Broad Street (transport) and Mondial House (transport), £150K and £4K respectively, was substituted by the TfL allocation in 2015/16, that these S106 funds will now be rolled forward into reaching Gateway 4;
- Authorise the inclusion into the capital programme of a TfL funding contribution for 2016/17 financial year of £200K;
- Note the total estimated budget needed to reach Gateway 4 of £1.179M
- Authorise Officers to accept any further TfL funding allocations, specifically for the All Change at Bank project, in consultation with the Head of Finance, into the capital programme; replacing and rolling forward agreed S106 contributions, if applicable, up to the anticipated budget value of £1.179M.
- Note the procurement route for additional design and traffic modelling services.

Main Report

1. Issue description	<p>Funding Update</p> <p>1. When the All Change at Bank project received G3 approval at the Streets and Walkways and Projects Sub Committees in November/December 2015, the funding agreement with Transport for London (TfL) had not been reached. It was stated that an Issues report would be submitted once a firm offer of funding was received. This report covers this confirmation of funding.</p> <p><u>2015/16 funding</u></p> <p>2. Following an additional allocation to the All Change at Bank project by TfL on 11 February 2016, £154K was provided as a contribution towards 2015/16 financial year spend. This contribution has been utilised to cover costs of progressing the project to G3. Officers had authority from the G2 report to include TfL funding into the capital budget in place of S106.</p> <p>3. The inclusion of this TfL allocation substitutes S106 contributions previously agreed for this project of proposed 2015/16 spend. Therefore these S106 funds should be rolled forward and utilised to progress the All Change at Bank project to G4. The S106 contributions are:</p> <ul style="list-style-type: none"> ○ £150K 125 Old Broad Street (transport) ○ £4K Mondial House (transport) <p><u>2016/17 funding</u></p> <p>4. Following confirmation on 18 December 2015 regarding the TfL Local Implementation Plan allocations for 2016/17, the All Change at Bank project was specifically allocated £200,000 from the major schemes fund. Officers request</p>
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	<p>that this allocation be included into the capital programme for this project.</p> <p><u>Future funding</u></p> <p>5. It is anticipated that the All Change at Bank project will attract further TfL funding, for example there is a bid for £300K for 2017/18 from the Major Schemes programme, which will be decided on, by TfL, in December 2016. Officers seek authority for this, and any other further TfL funds made available specifically for this project, to be added to the capital programme to reach G4, (up to a maximum of the estimated G4 budget of £1.179M expressed at G3). If there are any subsequent S106 funds that are consequently unspent, these will then be available to be rolled forward to progress the next gateway, if the project is agreed at G4.</p> <p>6. The TfL bid for 2017/18 covers contributions to both the preparation of G4, and if approved, G5 reports.</p> <p>7. Should TfL funding not be forthcoming to cover the current funding gap, then a further issues report will be submitted to consider options for meeting the funding gap.</p> <p>Procurement</p> <p>8. In the G3 report it was reported that the All Change at Bank project would procure using the TfL Framework contract for the lead design element to develop the designs for the four remaining options for the longer term scheme. This is still the intention.</p> <p>9. However a substantial amount of work, specifically traffic modelling, for the Interim Safety Scheme has already been procured through the Highways term contractor, as agreed at Gateway 3; it is proposed therefore that as the interim work will be critical to the on-going development of the All Change at Bank longer term project, that utilising the same contractor through the same procurement route will provide best value and continuity. The TfL Framework appointed contractor will be able to work with our existing arrangements to progress the highway designs.</p> <p>10. Officers have discussed this with City Procurement who has agreed to procure the traffic modelling design requirement through the Highways contract with JB Riney as a main delivery provider.</p>
<p>2. Last approved limit</p>	<p>11. £682,909, (comprising of £532K approved at G2 and the initial allocation of £150,909 of available funds, approved at</p>

	G3.)
3. Options	12. Approve the inclusion of the various sums outlined above into the capital programme for the All Change at Bank project and authorise the Head of Finance to include any specific further external funds from TfL into the capital budget, replacing and rolling forward S106 contributions if applicable, up to the approved budget value of £1,179,000.

Appendices

Appendix 1	Finance table- funding sources
Appendix 2	Finance table -funding split

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Appendix 1: Funding Sources

Description	Total confirmed funds to be utilised by project to Gateway 4	Unconfirmed funding	
125 Old Broad Street - Section 106 - Transport	150,000		
Mondial House (Watermark Place) - Section 106 - Transport	156,835		
1 Lothbury - Section 106 - Transport	34,410		
The Pinnacle - Section 106 - Transport	60,755		
125 Old Broad Street - Section 106 - Transport (Revenue)	10,000		
Cheapside S106 underspend	20,000		
Transport for London grant - 2014/15	250,909		
Transport for London Grant - 2015/16	154,000		
Transport for London Grant 2016/17	200,000		
Transport for London Grant 2017/18	-	*300,000	
TOTAL	1,036,909	*300,000	1,336,909

* If this funding is confirmed, this will provide funding for both pre and post Gateway 4 development.

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Appendix 2: Funding Split

Description	Total Budget needed to reach G4	Allocations of available funds	Funds still to secure
Highways Staff costs	22,000	13,000	9,000
P&T Staff Costs	428,000	414,000	14,000
Fees	669,000	549,909	119,091
Surveys	50,000	50,000	-
Revenue	10,000	10,000	-
TOTAL	1,179,000	1,036,909	*142,091

*Bid for £300k from TfL in 2017/18. Funding decision Dec 2016

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Committees: Street Walkways Sub-Committee Planning and Transportation Committee	Dates: April 2016 April 2016	Item No.
Subject: Eastern City Cluster Area Enhancement Strategy – Proposed update of Strategy		Public
Report of: The Director of the Built Environment		For Decision

Summary

This report proposes a review and update of the enhancement strategy for the Eastern City Cluster Area.

The Eastern Cluster contains the greatest density of businesses and jobs in the Square Mile and has fewer constraints on the development of tall buildings than other parts of the City. Therefore, it has the potential to accommodate more development and a larger workforce.

The review of the Strategy aims to align the document with the policy framework provided by the City’s Local Plan. The Local Plan identifies 5 Key City Places as areas of significant change; the Eastern Cluster is identified as one of them (policy CS7). The review of the strategy will reflect and address the evolving change and pressuring needs in the area. The revised strategy will also support the objectives of key corporate strategies, including the Air Quality Strategy, the Cultural Strategy and the Visitor Strategy.

The area has changed significantly since the enhancement strategy was last updated in 2007. Several new developments are planned or underway, including numerous towers such as 22 Bishopsgate and 52-54 Lime Street (The Scalpel) As a result of this and the anticipated completion of Crossrail, the area is expected to see a significant increase in pedestrian numbers and cyclists.

The existing strategy was centred on improvements in the St Helen’s Square area (Leadenhall Street/Undershaft). There is now a requirement to produce a more comprehensive strategy to cover the wider area, including the key east-west streets of Bevis Marks, Houndsditch and Leadenhall Street and encompassing the whole of the cluster identified in the 2015 Local Plan. This revised document will also consider issues and pressures for change in the context of the Future City, including security, the environment, road safety, pedestrian connectivity, arts & culture and well-being.

The objective of the strategy is to ensure that the streets and public realm can accommodate future growth and provide an attractive and well-functioning urban environment that is fitting for its high profile status. If an appropriate strategy is not in place, there is a risk that the streets will not adequately cope with the projected increase in pedestrians and the resulting environment will be below expected standards.

Recommendation: It is recommended that:

The review and update of the area strategy is authorised at an estimated cost of £160,000, funded from the Pinnacle Section 106 Agreement (£100,000), and Transport for London LIP (Local Implementation Plan) funding for 2016/17 (60,000).

Main Report

Background

1. In 2005 the City of London commissioned a public realm study to explore the issues and opportunities that arise when integrating large scale office developments into the fabric of the City's spaces and streets. This was approved by the Planning & Transportation Committee. A further report named 'St Helen's Square and Vicinity: Enhancing the Public Realm' was produced utilising funding from the "Enhancement Works" contribution from the Pinnacle S106. This report detailed the specific opportunities and constraints for environmental enhancements within the boundary area of the Pinnacle S106 agreement, and was approved by the Streets & Walkways Committee in 2007.
2. In 2008 the City, as required under the terms of the Pinnacle Section 106 Agreement, brought together representatives from the local companies in the area, to form the *St Helen's & Vicinity Working Group* to guide public realm enhancements within the St Helen's Square vicinity. The working group oversaw the production of a public realm masterplan for the St Helens Square area and this was publicly consulted upon in 2010 and approved by Committees in 2011.
3. Since the approval of the document "St Helen's Square and Vicinity; Enhancing the Public Realm" in 2011 a number of tall buildings have been completed and new developments have received planning permission. Therefore, there is a need to produce a more comprehensive strategy which covers a wider area and responds to the changing needs of this area.
4. An update on current projects in the Eastern Cluster area is provided in Appendix B.

Strategic Implications

5. This section establishes the policy framework which provides the context for the review of the Eastern Cluster Area Enhancement Strategy and informs its content. The strategy will support the delivery of the following corporate objectives and policies:
 - Strategic objective 2 - Local Plan
To ensure that the challenges facing the five Key City Places are met, complementing the core business function of the City, contributing to its unique character and distinguishing it from other global financial districts.
 - Core Strategic Policy CS7: Eastern Cluster (Key City Places)
Sets out the planning policy approach to the Eastern Cluster, which contains the greatest density of businesses and jobs in the City and has fewer constraints on the development of tall buildings compared to other locations in the City of London.
 - Core Strategic Policy CS1: Offices
 - Core Strategic Policy CS2: Utilities Infrastructure
 - Core Strategic Policy CS3: Security and Safety
 - Core Strategic Policy CS10: Design
 - Core Strategic Policy CS11: Visitors, Arts and Culture

- Core Strategic Policy CS14: Tall Buildings
- Core Strategic Policy CS16: Public Transport, Streets and Walkways
- Core Strategic Policy CS19: Open Spaces and recreation

The Eastern City Cluster Area

6. The Eastern Cluster contains the greatest density of businesses and jobs in the Square Mile, principally offices in banking and insurance use, but also an increasing amount of retail uses and other land uses including open spaces. The Local Plan provides for further office and employment growth in the Eastern Cluster up to 2026, in part due to the fact that this area has fewer constraints on the development of tall buildings. The City is expected to see continued growth in the medium to longer term with the working population anticipated to increase from 373,000 in 2011 to 428,000 by 2026.
7. Additional numbers of people will also be brought into the area through the anticipated completion of Crossrail in 2018. The challenge is to accommodate the many demands generated by growth while creating a safe, efficient, uncongested and attractive public realm. This presents a challenge given the limited amount of public space in the Eastern City Cluster area.

Proposed Review and Update of the Strategy

8. The Eastern Cluster is a high-profile business area with world class architecture in one of the leading global financial centres. The aim for the public realm strategy in this area is to assess the current allocation of limited street capacity in order to respond to future development growth and mitigate the cumulative impacts of the developments. This will deliver a high quality and coherent public realm realising Corporate strategic aims and helping achieve the vision for the Future City.
9. There is a need to revise the boundary of the Eastern Cluster area strategy. Previously, it was centred on St Helens Square and only went as far south as Leadenhall Street. It is now proposed to amend the boundary to accord with the area identified in the City's Local Plan (see Appendix A).
10. There are a number of issues and drivers for change associated with the Eastern Cluster which need to be addressed in order to provide a framework for the future and ensure that the streets and spaces are fit for purpose. These will form the basis of the objectives for the strategy review:
 - **Growth and the Economy:** Accommodating present and future increases in office floor space and the corresponding increase in the number of pedestrians, cyclists and vehicles in the area as well as the impacts of Crossrail and the ongoing transformation of the Aldgate Area (which lies just outside of the Eastern Cluster). A full list and plan of current and proposed developments in and immediately adjacent to the Eastern Cluster can be found in Appendix C.
 - **Environment & Public Realm:** Creating a well-functioning, accessible and high quality public realm that is fitting for the high status of the area. There is a need to ensure that the local environment is comfortable with increased greenery where possible. The strategy will also consider improvements to existing gardens and open spaces in the area which can provide quiet spaces for rest. Measures to mitigate climate change, implement sustainable urban drainage and address air quality will also be considered. Officers are undertaking a review of City-wide

highway lighting as well as a Wind/Daylight study of the Eastern Cluster which will be taken into account as the area strategy is developed.

Given the various competing demands on a limited amount of public space, it may be necessary to consider more radical and holistic solutions to ensure that the public realm meets the needs of all users of public space.

- **Liveability:** City of London policies such as the Cultural strategy and Visitors Strategy emphasise the need to create a liveable City with increased opportunities for culture and play. The Sculpture in the City Project has proved to be very successful in enhancing the area's reputation as a world class destination for businesses and visitors. Local stakeholders have highlighted how important it is for them to have an attractive public realm which promotes interaction between office workers and visitors.

The Eastern City Cluster also includes a small residential population and the Sir John Cass Primary School sits just outside of the area. The streets and spaces in the area need to meet the needs of residents as well as businesses, including consideration of road safety, noise, pollution mitigation measures and the impacts of the night-time economy.

- **Servicing, sustainable transport and road safety:** the growing number of high rise buildings will increase the demand for servicing vehicles in an already congested street environment. A servicing strategy is needed for this area in order to ensure that the streets can safely and efficiently cope with future demands. The vast majority of people visiting and moving through the area will be travelling on foot. There are also a growing number of cyclists in the City. The impact of increased servicing activity on air quality needs to be considered. This increasing pressure on the streets presents a significant challenge in order to safely accommodate all users. Consideration will be given to the re-apportioning of road space in order to better accommodate needs.
- **Digital Infrastructure:** to enable further development and ensure the area remains an attractive location for international investment, digital infrastructure needs to be enhanced. This infrastructure also sometimes needs to extend to the public realm, with minimal disruption to highways and businesses.
- **Security:** Effective security should be an integral part of the design process for new developments. With an increased number of high profile developments, security is paramount and will be one of the key consideration in the development of a revised strategy for this area. This area has been highlighted as a security concern by the Centre for Protection of National Infrastructure, which advised that individual building security measures would not be enough to protect an area so densely populated by infrastructure and people. It is considered that an area based approach to security issues may provide an appropriate response and this will be further developed within the planned new area strategy. A separate report on security in the area will be received by Members.
- **Heritage:** There are significant listed buildings and conservation areas within the strategy area. Proposals for public realm improvements will need to consider the impact on these heritage assets.

11. It is proposed that a public consultation exercise is carried out as part of the strategy review, in order to assess the needs of the area. The strategy will then be developed and the document will be reported back to Committees, before being consulted upon more widely with the public and subsequently adopted as a revised enhancement strategy for the area. The estimated timeframe for the whole review, including public consultation is 12-18 months.

Financial implications

12. All of the current projects from the existing strategy are externally funded through Section 106 and Section 278 obligations. The Sculpture in the City project has been also funded by external partners and in-kind contributions. There is a need to assess the existing funds that are available in order to put together an appropriate funding strategy for projects that will emerge from the updated strategy.
13. The proposed Strategy review and update has an estimated cost of £160,000 (staff costs and fees). It is proposed to be funded from the Pinnacle Section 106 Agreement (£100,000), and the Transport for London LIP grant for 2016/17 (£60,000). Funding from the Pinnacle S106 is proposed to be utilised to cover professional and other fees and studies, as stated in the Enhancement Works contribution of the Pinnacle S106 agreement (Schedule 2(2.2)). The additional funding required for the strategy to cover the wider area (as identified in Appendix A) has been secured through the TfL Local Implementation Plan grant for 2016/17. These combined funding sources will enable the production of a comprehensive strategy for the area.

Table 1: Estimated cost of updating the Eastern City Cluster Strategy

Item	Estimated Cost (£'s)
Staff costs	80,000
Fees	80,000
TOTAL	160,000

Conclusion

A proposed update of the Eastern City Cluster Area Strategy will bring the document up-to date with current policy and ensure that the streets and spaces are able to respond to the changing needs of the area. The updated document will be reported back to committees, before being consulted upon with the public and subsequently adopted as a revised strategy for the area.

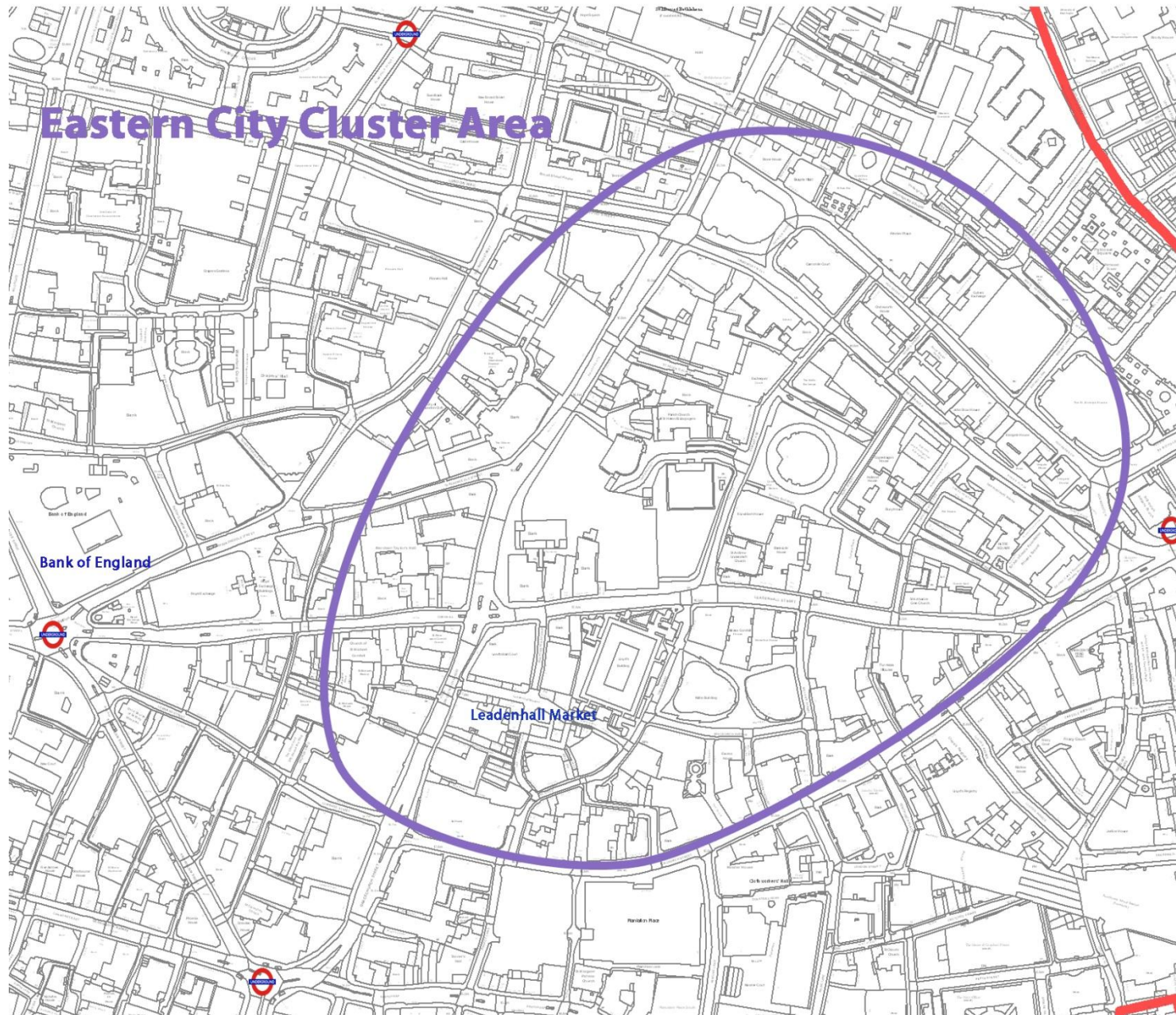
Contact:

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Appendices:

- a. Plan of Strategy area
- b. Update on current projects in the area
- c. Plan of current and future developments

Appendix A
Plan of proposed strategy area

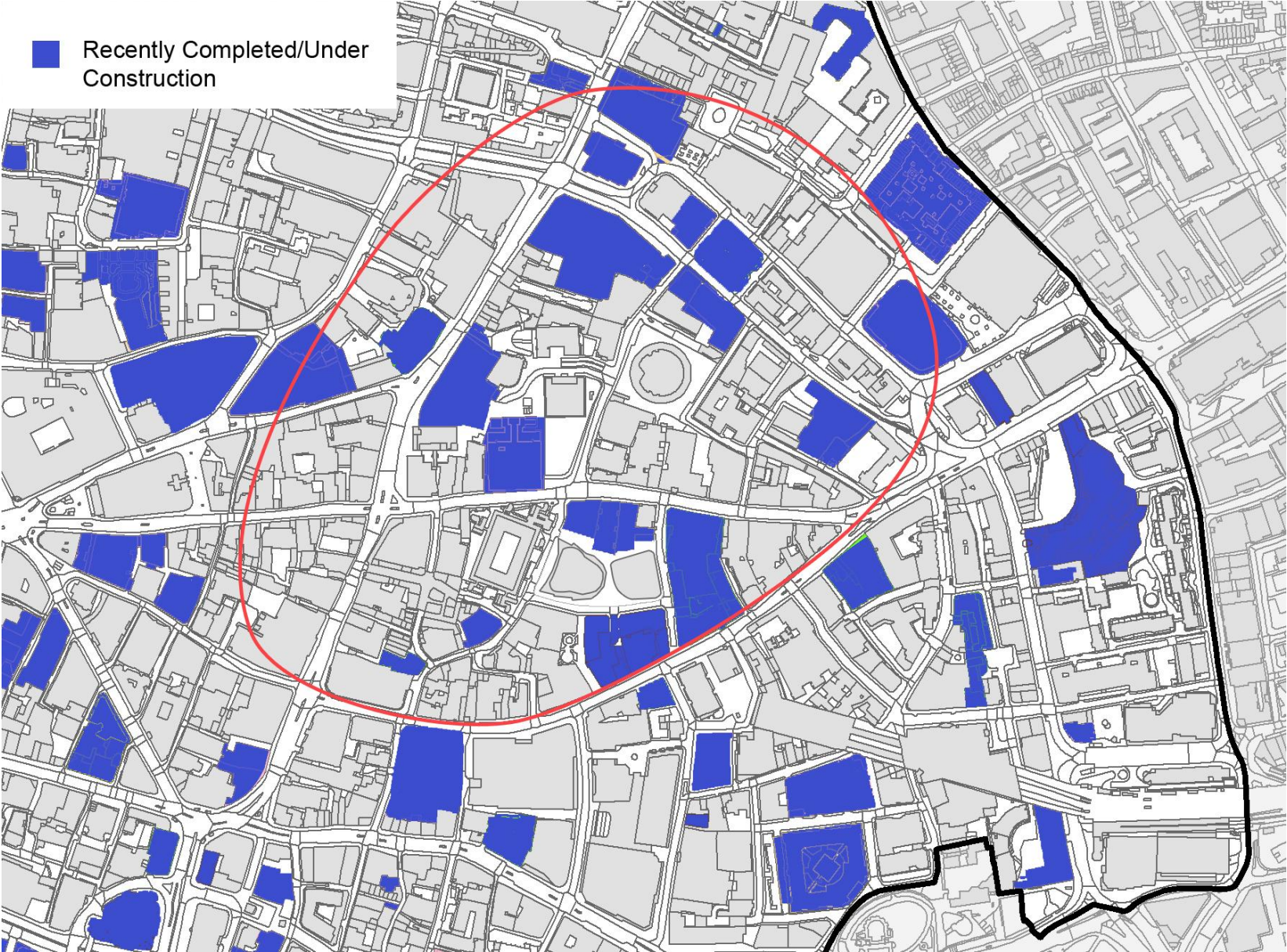


**Appendix B
Update on Projects in the Area**

Project	Update
Bury Court	This project involved the enhancement of the court behind the new development on 6 Bevis Marks. Vehicle access was removed from this area creating a new public space for people to enjoy. The scheme was externally funded by a Section 278 from 6 Bevis Marks development and was completed in 2014.
Mitre Square	This project involves the creation of a new public space, situated between the new development at One Creechurch Place and the existing Sir John Cass's Foundation School. Vehicle access will be largely removed, and an area of new green space will be supplemented with additional seating and improved lighting. Further improvements to the footways around the new development will also be implemented as part of the project. The scheme is fully funded by the developer of One Creechurch Place, and is due for completion in November 2016.
ECC phase 01 (undershaft an Great St Helens)	This approved scheme includes an enhanced public space in the Undershaft area, improving the churchyard of St Helen's Bishopsgate and enhancements to Great St Helens. The project is funded by the Section 106 and 278 from the Pinnacle. The implementation of this scheme has been delayed as a result of the need to enter into a Legal Agreement with the landowners in order to implement the scheme and this has proved to be difficult to achieve. The scheme will be reviewed as part of the proposed update of the area strategy.
St Helens Square	This approved project for the re-landscaping St Helens Square proposes a distinctive and fully accessible public space at the heart of the City. The scheme includes seating and a significant increase in greenery with the introduction of tree planting and planting beds. The design was developed under the guidance of the St Helen's Square Working Party, which was set up in 2011 and chaired by the then Chairman of the Streets and Walkways Sub-Committee. Planning permission for the scheme was granted in November 2013. The project is funded by the Section 106 from the 122 Leadenhall Building. Under the terms of the Section 106 agreement the sum of £2,439,150 is payable towards the implementation of the enhancement works. However, the arrangements have been complicated by the fact that the land is owned by a third party based internationally. Therefore, the legal agreement that is required between the developer and the land owners to enable the implementation of the scheme has proven difficult to complete, however the legal process is now been agreed by all parties and is very close to being finalised.
Leadenhall Street pedestrian crossing (ECC Phase 3)	This project aims to improve the pedestrian crossing at the junction of Leadenhall Street / St Mary Axe / Lime Street, and is an important "Road Danger Reduction" scheme. The existing pedestrian crossing at the junction with St Mary Axe is not fit for purpose as it does not support existing

	<p>pedestrian desire lines and footfall. The situation is anticipated to deteriorate further given the projected growth in the daytime population which will take place when all of the proposed Eastern City Cluster developments are built and occupied.</p> <p>The project is funded by the Section 106 from the 122 Leadenhall Building.</p> <p>The project is currently on-hold due to the construction impact of the 52-54 Lime Street (The Scalpel) development. Due to this delay, existing s106 funding has been reprioritised to the Aldgate project hence new funding will need to be identified and secured.</p> <p>The project is programmed for delivery in late 2017 subject to funding.</p>
<p>Sculpture in the City</p>	<p>This is a programme of temporary public art installations that is now entering its sixth consecutive year. It has been developed as part of a long-term vision to enhance the public realm, of the Eastern City Cluster and Fenchurch & Monument Area Enhancement Strategies. The project is funded primarily through financial and in-kind support from external partners (£240-280k) and an additional contribution from the City of London funded from the Section 106 from the Pinnacle development.</p>

Appendix C
Plan of current and future developments



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Committee(s)	Dated:
Streets & Walkways Sub Committee	4 April 2016
Subject: Special Events on the Highway	Public
Report of: Director of the Built Environment	For Decision

Summary

This report outlines the major events planned for 2016. It provides Members with an opportunity to consider and comment on the appropriateness of these events, taking into account their nature, scale and impact, as well as the benefits they bring.

There are 16 major events planned for 2016 of which:

- 12 have taken place before
- 1 has taken place before but has a new route this year (Nocturne)
- 3 are one-off events for 2016 (Household Cavalry, the Queen's 90th Birthday Celebrations and the Great Fire of London weekend)

This report also provides information on changes to the event oversight process, the impact on events of Cycle Super Highway, the current plans for 2017, the change in designation of Paternoster Square to City Walkway, and an update on the use of drones.

Recommendation(s)

Members are asked to:

- Agree to support the events as outlined in the report and detailed in Appx 1.

Main Report

Background

1. This report provides an update to Members on those events that are currently planned for 2016 including those with revised routes. It also incorporates information on events planned for 2017, it notes the change in designation of Paternoster Square to City Walkway, and it covers other alterations to the event oversight and management process.
2. Many of the events held on City streets are aimed at promoting or raising money for charitable organisations, whilst others seek to promote specific Mayoral initiatives such as cycling. Some events support the City's Visitor Strategy to drive economic benefit to City businesses, or fit the City's Community Strategy

and Health and Wellbeing agendas. Even commercial events typically raise money for charity, either directly through charitable partnerships or as an opportunity for participants to raise sponsorship.

3. Whilst these social and community benefits are understood and acknowledged, it is also important to ensure the impact of each event on residents, businesses and traffic is contained to an acceptable level, and that demand for the overall number of events is managed in a consistent and transparent manner.
4. It is essential that the planning and assessment of each major event takes place well in advance, as the implications of road closures can have a significant impact on the day-to-day life of those working and living in the City. Highway officers from the Transportation & Public Realm Division (T&PR) of the Built Environment Directorate lead this process with a structured, documented application and approval process.

Significant External Events Group (SEEG)

5. Event applications are initially considered by officers of SEEG, the Significant External Events Group, which includes highways officers and representatives from Town Clerk's Department, Remembrances, Visitor Development, and City of London Police. The merits of each event is considered by SEEG taking into account a range of factors such as traffic and residential impact, public safety, and capability of the event organiser.
6. SEEG meets every month and the process was previously managed by officers in the Town Clerk's Department. However as the majority of events are held on the highway this responsibility has now transferred to officers in T&PR Division.
7. The Director of the Built Environment has delegated authority to make traffic orders to allow roads to be closed for special events. Therefore, Member approval for each major event is not required. However there are Guidelines, which officers follow in determining the suitability of events, which also set out the procedure for event approval and provide advice for organisers. The Guidelines were agreed by the Street & Walkways Committee in 2011 and have now been updated. A copy of the updated Guidelines is detailed in Appendix 4.

Events Calendar 2016

8. The following table summarises the major events due to take place this year. A timeline for events is illustrated in Appendix 2. Those highlighted in red are outlined in more detail later in the report.

Date	Day	Event	Detail
31 Jan - (complete)	Sunday	Winter Run	Fun run
20 April	Wednesday	Household Cavalry	Ceremonial procession through the City to Guildhall
24 April	Sunday	London Marathon	Amateur & elite race raising

			funds for sporting initiatives
30 May	Bank Holiday Monday	Vitality 10K (formerly BUPA 10K) Race	Race raising funds for sporting initiatives
4 June	Saturday	Nocturne	High participant night-time cycling race
10 June	Friday	The Queen's 90th Birthday Celebrations	Service at St Paul's Cathedral, possible street parties
19 June	Sunday	City of London Mile – Run Fast	Fun run raising money for local and national charities
June (TBC)	Friday	Children's Parade	One hour carnival procession for local schools
13 July	Wednesday	Cart Marking	Ceremonial event; Livery Company
14 July	Thursday evening	Standard Chartered Great City Race	Run with participants from City institutions and businesses
30/31 July	Saturday & Sunday	Prudential RideLondon	TfL mass participation cycling event promoting Mayoral initiatives
2 – 5 September	Friday - Monday	Great Fire 350	Various events to be held over the weekend to commemorate the Great Fire of London
22 September	Thursday evening	Bloomberg Square Mile Run	Fun run with participants from City institutions and businesses
October (TBC)	Weekend	Royal Parks Half Marathon	Charitable run for Royal Parks Foundation
12 November	Saturday	Lord Mayor's Show	City of London Corporation ceremonial event
31 December	Saturday	New Year's Eve	GLA & TfL sponsored firework display

Event Calendar 2017 (for which is planning is already underway)

4 – 15 August	Throughout the week	IAAF World Athletics Championships	International athletic sporting event (Queen Elizabeth Olympic Park)
13 August 2017	Sunday	IAAF World Athletic Marathon	Route to take into account City streets with extensive road closures

Assessment Matrix

- An Event Assessment Matrix is applied to each event to determine its benefits and dis-benefits. For most events that take place annually the assessment

remains unchanged. For new events such as the Household Cavalry and those where a new route is proposed such as the Nocturne, an assessment has been undertaken and detailed later in the report.

10. Members approved the framework for the assessment matrix, which is summarised in the table below:

Assessment Matrix Criteria

Disbenefit		Benefit	
Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit' / Large charitable contribution / Overwhelming stakeholder support (5)
Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)

Overall Event Assessment for Events Planned in 2016

11. The majority of events detailed in the matrix and outlined in Appendix 1 are in the 'green' zone. Events such as RideLondon are held annually and have taken significant steps towards improving the benefits they offer, and / or address problems experienced in previous years.

12. There are no events in the 'red' zone, with one (the Household Cavalry) in the 'amber' zone.

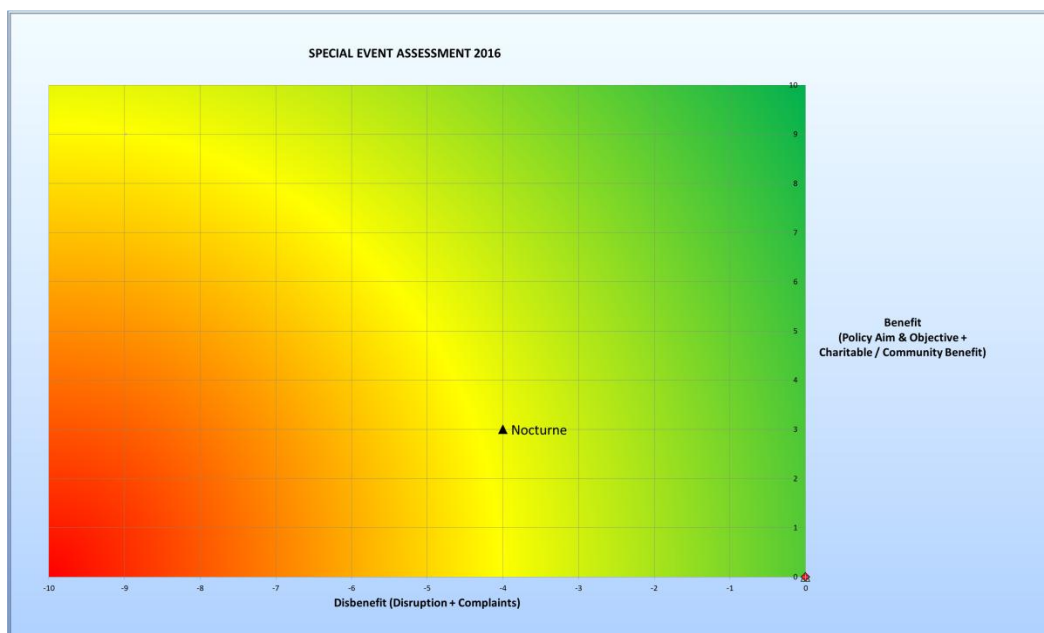
Revised Events

Nocturne: Saturday 4 June 2016

13. The Nocturne is an annual night-time cycling event attracting significant numbers of participants and spectators. It has taken place in the City for a number of years at Smithfield Market. However the scale of the event has grown considerably leading to concerns about the suitability of it being held at this location.

14. Working with the organiser (Face Partnership), a new route is proposed that will accommodate the growth in the event ensuring that it continues to be delivered safely and successfully. In summary the new route includes a circuit that starts and finishes in Cheapside, taking in King Street, Gresham Street, Basinghall Street, Aldermanbury, Love Lane, and St Martin's le Grand. The rider enclosure and screens are likely to be located in Bread Street.
15. The Nocturne continues to be a popular event and the organisers have addressed the concerns previously raised by City officers and City Police in proposing a new route that better matches the number of participants and spectators. There are evening road closures minimising disruption to City streets, and the organisers plan to actively engage with businesses, residents and the City's Environmental Health team to minimise the likelihood of complaints. For these reasons, the overall impact of the event falls within the green zone of the assessment matrix as the following table illustrates.

Benefit / Disbenefit	Criteria	2016	
		Rating	Score
Benefit	Policy Aims & Objectives	CoL Partner	3
	Charity / Community	Fully Commercial	0
Total Benefit			3
Disbenefit	Disruption & Impact	Limited o/night road closures	-3
	Likely Complaints	Small number possible	-1
Total Disbenefit			-4

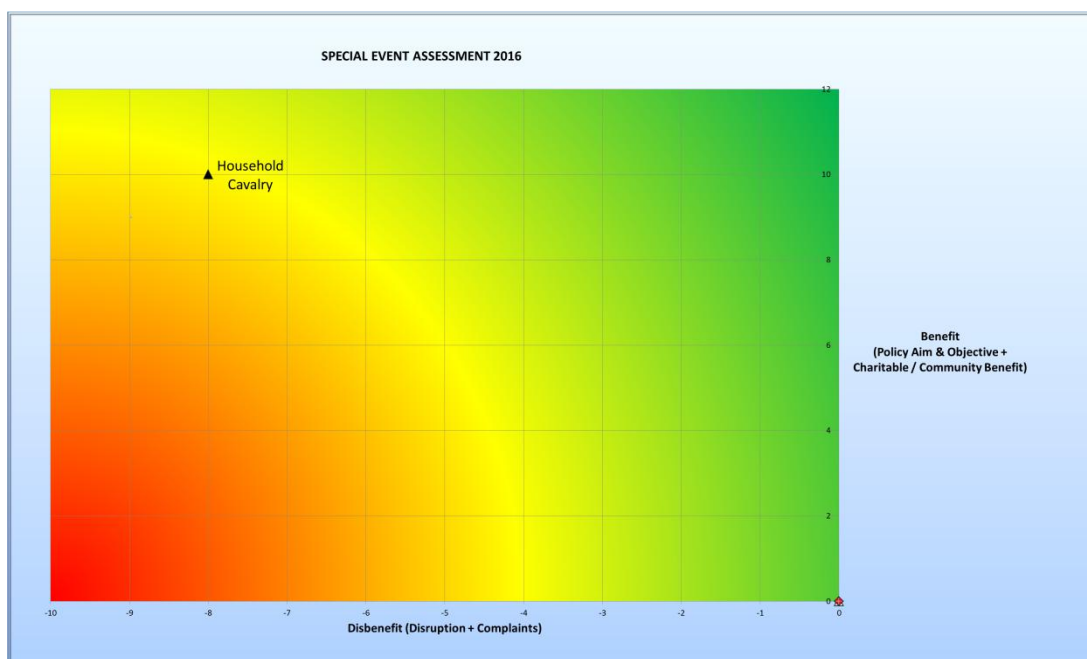


New 'One-Off' Events for 2016

Household Cavalry: Wednesday 20 April 2016

16. The Household Cavalry will be celebrating its Freedom of The City on 20 April 2016 with a military procession taking in a route via Fleet Street, Ludgate Hill, New Change, Cheapside, King Street to Guildhall where there will be a reception held to mark the occasion.
17. The procession will start in the City of Westminster (Hyde Park Barracks) and is expected to reach the City of London at 12 noon with potential road closures lasting up to two hours. As with any weekday closures, even of small duration, there will inevitably be some traffic disruption and for this reason the event assessment falls in the 'amber' zone. However, given the prestige and nature of the event and the support from the Town Clerk's and Remembrancer's departments, Highways officers will work with the organiser to minimise disruption and ensure it takes place safely and successfully.

Benefit / Disbenefit	Criteria	2016	
		Rating	Score
Benefit	Policy Aims & Objectives	CoL Heritage	5
	Charity / Community	Overwhelming stakeholder support	5
Total Benefit			10
Disbenefit	Disruption & Impact	Day time road closures	-5
	Likely Complaints	Numerous non-political	-3
Total Disbenefit			-8



Queen's 90th Birthday Celebrations: April, May & June

18. There are a series of free and ticketed national events taking place in April, May and June to celebrate the Queen's 90th birthday. This includes a mass street party in The Mall on 11 June 2016. Applications may be received to hold street parties on City streets similar to the Diamond Jubilee, which will be considered by officers of SEEG through the normal assessment process.
19. There will be a Service of Thanksgiving at St Paul's Cathedral on 10 June 2016. The congregation will be made up of invited guests only, although the service will be televised. Planning for this is underway and may involve road closures around St Paul's Cathedral.

Great Fire 350: Friday 2 September – Monday 5 September

20. Event organiser 'Artichoke' is planning a series of events to commemorate the 350th anniversary of the Great Fire of London. The City of London is the founding sponsor of the programme, and officers from several departments are working with Artichoke, who organised the GLA's recent Luminaire lighting event in Oxford Circus and Kings Cross, to bring together a long weekend of commemorative events and discussion points.
21. Details of the events affecting the highway are not yet confirmed and are still funding dependent, but the programme is likely to involve some road closures in the City over the weekend of 2-5 September 2016. Members will be updated on the events programme as planning progresses.

Events Planned in 2017

IAAF World Athletics Championships

22. The World Championships in Athletics are scheduled to be held in London in August 2017. Race walks and other activities will be held at the Queen Elizabeth Olympic Park, The Mall and Hyde Park. There are also plans to hold the men's and women's marathons on Sunday 13 August 2017, taking in the iconic sites of the Square Mile. The route has not been finalised but is expected to involve extensive road closures. Officers in Highways are currently working with TfL, Westminster City Council, LB Southwark and the organisers to consider the proposals, and Members will be updated on this event in future reports.

Other Initiative & Changes

Cycle Super Highway (CSH)

23. Officers in Highways continue to work closely with TfL to mitigate the impact of the CSH's construction, particularly on the East / West corridor (Victoria Embankment / Upper Thames Street / Lower Thames Street) which was used by many events. The CSH has involved major highway works in the City for almost

a year, and TfL are now focused on completing their build programme in time for the London Marathon on 24 April.

24. Some events, such as BUPA 10K, modified their route in 2015 to take into account the CSH build and have chosen to retain the revised route for 2016. In this example, the new route also minimises the impact on residents in the High Timber Street area, which had previously been a concern. Other events, such as the Tour of Britain, are unlikely to return to the City at all as the new configuration of the Upper Thames Street corridor is not suitable for high speed cycle racing, and the event would be difficult to move to the City of London's more constrained street pattern.

Paternoster Square

25. Paternoster Square and its surrounding lanes and alleys were declared City Walkway on 23 February 2016. As a City Walkway, Paternoster Square now falls under the remit of the City for event planning purposes including licensing.
26. Under the agreement, the landowner, Paternoster Square Management Ltd (PSML) continues to maintain the Square at no expense to the City, and in turn, PSML will be consulted on any third party events that may be proposed and their views taken into account.
27. Working with PSML, officers from T&PR will seek to agree an annual event programme that will be covered in future reports.

Use of Drones in Filming

28. At the present time, the film team and City Police do not permit any filming with drones over the public highway in the City due to safety and security implications. However drones are increasingly used for filming and building surveying purposes, and have the advantage of reducing the need for cranes and other large equipment on the highway. They have already been used in the City for surveying purposes over private sites.
29. The current standard safety distances set by the Civil Aviation Authority (CAA) permit drones to fly from private land up to 50 meters away from the public highway, which prevents drone operators and hobbyists to operate in the City of London. However a change in regulations now means highly proficient operators can be assessed by the CAA and licenced to operate within closer distances to the public highway (currently up to 10 meters for bigger film drones and 5 meters for small surveying drones), which now allows them to fly in central London.
30. This change in regulations resulted in an increasing demand for drones last year and a central London working group, including central boroughs, the Metropolitan Police, Port of London Authority and Transport for London was created to look at the issues and legalities of using drones in London. The City's filming team (Town Clerk's Department) was part of this working group. A set of guidelines and an application form were produced by the group taking into account specialist legal advice from Film London.

31. So far, 15 London boroughs are currently trialling these guidelines, and following close discussion with the City Police, Highways and Environmental teams, the filming team intend to adopt this procedure, having adapted it to meet the requirements of the City, and enable drones to be used safely for filming in the City in a manner that complies with best practice and the law. The City Police are supportive of this providing “*numbers being limited to known trusted and accredited professionals*”. The next step is to have the guideline and forms reviewed by the Corporation’s legal team before consulting further with departments internally. A further report will be presented to Members on the use of drones in the City later in the year.

Conclusion

32. This report summarises the major events planned for 2016, and officers continue to work with professional event organisers to deliver successful events, ensuring that disruption is minimised wherever possible.

Appendices

- Appendix 1 – Events Details for 2016
- Appendix 2 - Event Timeline (2016)
- Appendix 3 – Summary Assessment of Events for 2016
- Appendix 4 – Event Guidelines

Background Papers

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APPENDIX 1 – EVENT DETAILS FOR 2016

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
Household Cavalry Procession	20 April Wednesday	12 noon	Household Cavalry/MoD	Westminster/City	Ceremonial	2,000	NA	Fleet Street, Ludgate Hill, New Change, King Street to Guildhall
London Marathon	24 April Sunday	7am-6pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	38,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St
Vitality 10K (BUPA 10K Road) Race	30 May Bank Holiday Monday	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	10,000	8th year	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC

Nocturne	4 June (Saturday)	Night	Face Partnership	City of London	High participant night-time cycling race	500	5 years but first year for the new route	New route (see earlier in report)
City of London Mile – Run Fast	19 June Sunday	8am-midday	Run Fast Ltd	City of London	Raising money for local and national charities.	2,000	3rd year	St Paul's, Cannon Street, Queen Victoria Street, Bank area, Cheapside
Children's Parade	June (TBC) Weekday lunchtime	1 hour (lunch time)	City of London Festival	City of London	Carnival Procession for local schools.	1,000	6th year	Gresham St, Bank/Cheapside to St Pauls
Standard Chartered Great City Race	14 July Thursday evening	7pm-8.30pm	London Marathon Ltd	City of London	Highly popular with City institutions & sponsored by a City company.	6,000	10th year	City Road, London Wall, Bank area & Cheapside.
Cart Marking	13 July Wednesday	7am-2am	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	1,000	Annual event	London Wall, Gresham St, Guildhall area
Prudential RideLondon	30/31 July Saturday /Sunday	7am-6pm	GLA/TfL	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral	75,000	4th year	Central CoL & Holborn, Holborn Viaduct

					initiatives.			
Great Fire 350	2-5 September	Weekend	Artichoke	City of London	Historical City event to mark the Fire of London	Mass spectators	One off event	City area
Bloomberg Square Mile Run	22 September Thursday evening	5pm-8.30pm	London Marathon Ltd	City of London	Participants drawn from City institutions raising money for charity.	5,000	More than 6 years	Gresham St only (rest of route on f/w)
Royal Parks Half Marathon	October (TBC) Sunday	9am-midday	Royal Parks	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	5,000	8 th year	Victoria Embankment west of Blackfriars.
Lord Mayor's Show	12 Nov Saturday	7am-4pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event.	City area west of Bishopsgate.
New Year's Eve Fireworks	31 December Saturday	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual Event	Blackfriars area & Westminster near London Eye

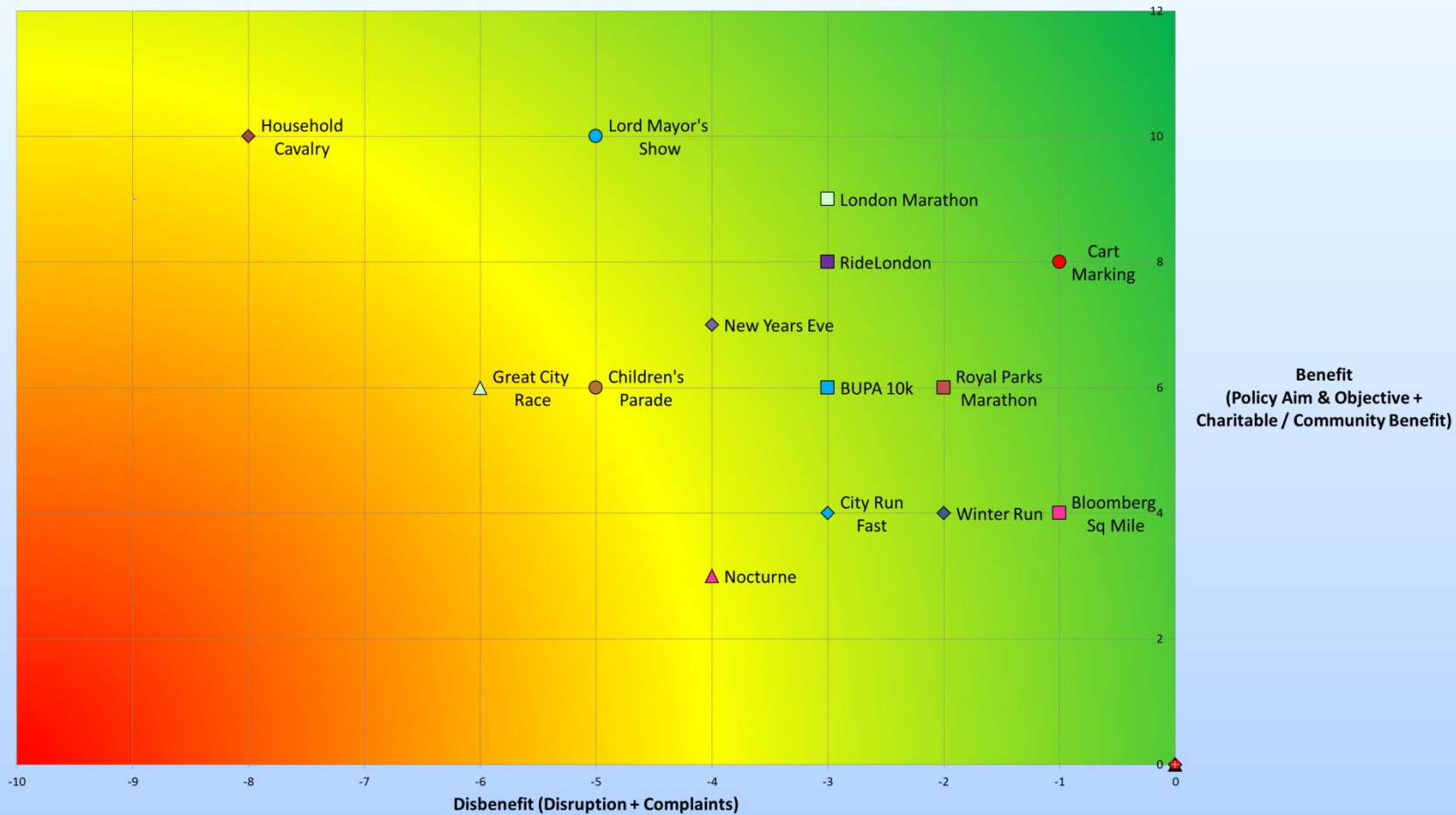
APPENDIX 2 – EVENT TIMELINE

Date	Event	Disruption	Month	Week	Cumulative Disruption													
					1	2	3	4	5	6	7	8	9	10	11	12	13	14
31/01/2016	Winter Run	-2	Jan	1														
				2														
20/04/2016	Household Cavalry	-8		3														
24/04/2016	London Marathon	-3		4														
30/05/2016	BUPA 10k Race	-3		5	Winter Run													
04/06/2016	Nocturne	-4	Feb	6														
10/06/2016	Queen's 90th Birthday	TBC		7														
19/06/2016	City Run Fast	-3		8														
June 2016 (TBC)	Children's Parade	-5		9														
13/07/2016	Cart Marking	-1	Mar	10														
14/07/2016	Great City Race	-6		11														
30-31/7/2016	RideLondon	-3		12														
2-5/9/2016	Great Fire of London	TBC		13														
22/09/2016	Bloomberg Sq Mile	-1	Apr	14														
Oct 2016 (TBC)	Royal Parks Marathon	-2		15														
12/11/2016	Lord Mayor's Show	-5		16														
31/12/2016	New Years Eve	-4		17	Household Cavalry										London Marathon			
			Apr / May	18														
			May	19														
				20														
				21														
				22	BUPA 10k													
			June	23	Nocturne													
				24	Queen's Birthday (Impact TBC)													
				25	Run Fast													
				26	Children's Parade (Date TBC)													
			July	27														
				28														
				29	Cart Gt City Race													
				30														
				31	RideLondon													
			Aug	32														
				33														
				34														
				35														
			Sept	36	Gt Fire (Impact TBC)													
				37														
				38	Sq Mile													
				39														
			Oct	40	Royal Parks - (Date TBC)													
				41														
				42														
				43														
				44														
			Nov	45														
				46	Lord Mayor's Show													
				47														
				48														
			Dec	49														
				50														
				51														
				52														
			Dec/Jan	1	New Year's Eve													

	Embankment / Thames St only (w/e)
	Embankment / Thames St (Mon daytime)
	City (w/e)
	City (Mon-Fri, evening)
	City (Mon-Fri, daytime)

APPENDIX 3 – Summary Event Assessment

SPECIAL EVENT ASSESSMENT 2016



APPENDIX 4 – EVENT GUIDELINES



Guidelines for the Planning of Events on the Highway: City of London

1. Introduction.

The City of London Corporation wants to ensure that events that take place on the highway are delivered successfully and safely. The purpose of this document is to provide guidance to organisations and individuals who are considering holding an event in the City of London that uses or impacts on a City street or area located within the City boundary.

The contents aim to give an understanding of the processes involved and provide you with guidelines, suggestions, links and contacts with various organisations and documents that may assist you in your planning.

Whilst the responsibility for the event and associated activities remains wholly with you as the organiser, the highways Events Officer (events team) will work with you to ensure the event is successful and in line with the City's expectations.

We need a certain amount of notice to be able to support your event effectively. We will do our utmost to help you to deliver your event but the earlier we know about what you would like to do, the more likely it is that we can agree to your event and support you.

2. Event Application Form

If you are involved in planning an event and you wish to use the street for any purpose, then please complete an Event Application Form, giving an overview of the intended event. This will enable the events team to better ascertain:

- Suitability and feasibility of the event
- Date availability
- Venue availability

The form can be found on our website www.cityoflondon.gov.uk and submitted by email: dbe-events@cityoflondon.gov.uk. If you want to hold an event in Aldgate Square (see later

in the guidance note) you will need to contact Yvonne Courtney:
Yvonne.courtney@cityoflondon.gov.uk

3. Consideration of the Event Advice Application Form

Once we have received your application form, the events team will acknowledge receipt by email within ten working days. We will then respond formally to your application within 21 working days, but if more time is required, then we will contact you to let you know how much more time this initial assessment is likely to take.

Each application is considered on a case by case basis, and we will consult with others such as Licensing, Environmental Health, Trading Standards and City of London Police as required.

If your proposal is for art or sculpture in the public realm, you will be asked to complete a different application form and submit this to the City Arts Initiative. Please contact publicart@cityoflondon.gov.uk. If this is the case you will be contacted and advised accordingly.

For major events such as those requiring a road closure early consultation is required (at least 12 weeks-notice). Transport for London (TfL), London Buses, and the City's neighbouring local authorities will also need to be notified, so sufficient time must be allowed for this to take place.

In some circumstances, it might also be necessary to seek support from elected Members and Chief Officers. If this is required, then a period of up to three months must be set aside for the matter to be considered by the appropriate Committee(s). If formal approval is required in this way, then the events team will be able to provide you with further guidance.

When considering your event the following will be taken into consideration:

- Type of event i.e. whether it is **Major** requiring a road closure or **Minor** where no road closure is required.
- Suitability of the event on the highway/public realm
- Proposed location/venue
- Impact on the residential and business community
- Impact on pedestrian and vehicular traffic
- Simultaneous activity, other events, road works or any other activity which will impact on the intended location and vice versa
- Frequency of events being held at the location
- Your experience and qualifications in delivering successful events
- New event or repeat event
- Current legislation
- Compatibility with City Corporation strategic objectives

4. 'Approval in Principle' and 'Approval Confirmed'

If your application is accepted by the events team it will receive an assessment of 'Approval in Principle'. However this does not mean your event is agreed. "Approval Confirmed" can only be given after the events team have met with you and a greater level of detail is provided. It may also be subject to technical assessment by the City's Safety Advisory

Group (see later in the guidance note), involving Highway, Emergency Services and Health & Safety assessments.

When submitting your application form you should also include information of your public liability insurance, risk assessments, and any supporting documents such as your traffic management proposals (if necessary). As the event organiser, you are responsible for carrying out a risk assessment for your event, and your contractors or suppliers will also need to carry out risk assessments.

Depending on the size of the proposed event, you may be required to provide an Event Management Plan. The contents of the plan may be explored in depth and expanded as necessary during any planning meetings, and as the planning process progresses. We recognise that this may not apply to smaller events.

For major events with road closures, then Transport for London (TfL) will also need to give their permission for your event to take place. If no objections are raised to your proposed event, you will be informed by the events team that your event has now had 'Approval Confirmed', subject to any fees that are payable at this time.

5. Event Refusal and / or Withdrawal of Support

In some circumstances the events team will be unable to support your event. This might be due to a number of reasons, for example:

- Applications, other required documents, licences or fees were not received in time
- The scope of your event has changed significantly and differs from the original application
- There are major changes to the plan which means that the event is no longer compatible with City policies and guidelines
- The event coincides with others such as filming, road or building works that would increase the impact on the surrounding area
- The venue changes to an inappropriate location
- A licence application is refused (where critical to the event)
- Statutory timelines are not met
- You fail to comply with conditions or actions agreed
- Non-compliance with Health and Safety and / or Risk Assessment procedures
- A partner such as the Police or Transport for London will not support the application.

Where such action is anticipated the events team will attempt to advise you both verbally and by email of the need to correct any matter as soon as it appears likely to become an issue. We will do everything we can to make sure your event can go ahead, but please note that actions such as those detailed above might put your event at risk.

There may also be occasions (such as a national incident or for reasons of heightened security) when we may need to change or cancel your event, but we will do everything we can to try to ensure that it can proceed. You will remain responsible for any costs incurred as a result of the cancellation of your event.

6. Fees and Charges

A set of flat rate fees and charges apply to all events (except City sponsored events) depending on whether it is considered a **Major Event** i.e. when a road closure is required or

Minor Event i.e. when a road closure is not required. Requests to waive fees will only be considered in **exceptional circumstances**, which may be subject to approval and separate report to City Elected Members.

The following table shows the current (2016) event related fees:

Type of Activity	Major Event i.e. requiring a road closure	Minor Event
Application Fee	£300	£65
Temporary Traffic Regulation Order	£600	Not applicable
Parking Bay Suspension	£15 per space	£15 per space
Dispensation	£32 per day per vehicle	£32 per day per vehicle
Hoarding License	£50	£25
Vehicle Removal & Enforcement	At cost +15% administration fee	At cost +15% administration fee
Cleansing	At cost +15% administration fee	At cost +15% administration fee

The application fee, which is non-refundable, should accompany your application form and can be paid by cheque (payable to City of London Corporation) or credit card payment by providing completing the relevant section on the application form.

7. Safety Advisory Group

The Safety Advisory Group (SAG) has representatives from the City as well as emergency services and other agencies who may want further information from you as an organiser before your event can proceed.

The SAG typically meets three times a year or more frequently if required. If you are required to present information about your event to members of the SAG you will be notified by the events team.

Event Safety

As the organiser, you are responsible for ensuring that your event is delivered safely. You will need to ensure that you have a comprehensive Event Management Plan covering all aspect of your event, and must have the appropriate Public Liability Insurance and Risk Assessments, which must be submitted to the Events Officer (events team) at least 10 working days before your event takes place. Further details on your responsibilities are outlined in section 8 of this document. You may find the following websites useful references:

www.hse.gov.uk/event-safety/
www.thepurpleguide.co.uk

8. Roles & Responsibilities

It is important to clearly identify the duties and responsibilities of all parties associated with the planning of your event, specifically those of the City of London Corporation, the City of London Police and you as the organiser. It is important you understand this before you commit to delivering an event, and that you have the money to pay for any third party support such as stewards where this is required.

The Event Organiser is responsible for:

- The health and safety of the event (primary responsibility). Event organisers must assess health and safety impacts from their proposed activities and ensure that, as far as reasonably practicable, people setting up, breaking down and attending the event are not exposed to risks to their health and safety. The arrangements should be self-sufficient and not reliant on the emergency services or other agencies (unless otherwise agreed)
- Taking all reasonable steps to ensure the safety, control and monitoring of all persons attending and taking part in the event (crowd management)
- The avoidance and risk of damage to property both within and around the event
- Minimising the adverse effect of the event on the local community including residents and businesses
- Provision of an event management team with appropriate means of internal and external communications
- Provision of suitably trained, qualified and equipped stewards for the event
- Ensuring contingency plans are in place and that the City Police and City of London Corporation are notified of any changes to the event plan prior or during the event
- Attendance at any meetings called by the City of London Corporation or City of London Police
- Indemnifying the City of London Corporation against any claims or proceedings arising from any injury to persons or damage to property as a result of the event's activities taking place on the highway
- Preparing contingency plans to deal with a major incident and liaise with the City of London Police, the City of London Corporation and other relevant agencies as required.
- If food or drink is being provided at the event, ensuring that only traders who have at least a 3 star rating are engaged (Food Hygiene Rating Scheme <http://ratings.food.gov.uk/search>)

The City of London is responsible for:

- Reviewing and challenging the adequacy of event management plans and risk assessments, which take into account the organiser's arrangements and plans to prevent or control key risk and comply with Health and Safety legal requirements.
- Ensuring that the event organiser has engaged the services of qualified personnel e.g. stewards to delivery their event safely
- Parking bay suspensions, road closures and dispensations are in place in accordance with the event requirements (subject to availability and payment)
- The appropriate approvals are obtained and that the correct fees and charges are applied

The City of London Police is responsible for:

- Discharging their core functions to prevent and detect crime, preventing a Breach of the Peace, traffic regulation within their legal powers, to activate a contingency plan where this is an immediate threat to life and to coordinate the response of the emergency services and other responding agencies.
- The Police will not manage road closures, traffic or crowds. If this is required, you will be responsible for employing stewards, barriers and signage (third party providers) as appropriate.

(Please note that the Police can alter any proposed arrangements, at any time, when they believe there is a public safety risk or where there is public disorder or criminal activity.)

8. Event Promotion

In some instances, the City of London Corporation may consider an event to be of interest to its audiences and/or aligned to its corporate objectives for culture, tourism or place making. In such circumstances, it may offer the event organiser the opportunity to promote his/her event through City communications channels and/or support additional marketing activity. Event organisers will be contacted directly about these opportunities by the City's Cultural and Visitor Development Team following receipt of an application and a decision to support by the relevant staff assessing it.

9. Appendices

Additional information is provided in the attached appendices, which includes key contacts, summary of fees and charges and an outline of our event application process. We hope the information will help with your event planning. However if you need any further advice then please contact the events team on:

Dbe-events@cityoflondon.gov.uk

Telephone: 020 7332 3037 (please note that due to the nature of their work, the event officers may not be able to respond to your telephone call immediately but will endeavour to return your call at the earliest opportunity).

For Aldgate Square please contact Yvonne Courtney:

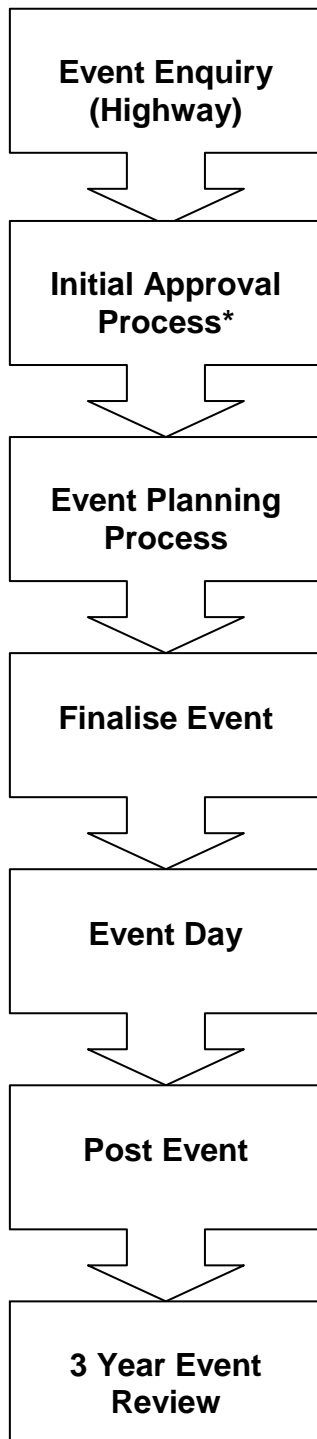
Yvonne.courtney@cityoflondon.gov.uk

Appendix A	Event Procedure Outline
Appendix B	Where does your event fit in?
Appendix C	Fees & Charges & Notice Periods
Appendix D	Event Locations <ul style="list-style-type: none"> • Private Land • Aldgate Square • Royal Exchange • Peter's Hill • Carter Lane Gardens • Paternoster Square
Appendix E	Event Activities <ul style="list-style-type: none"> • Aldgate Square

	<ul style="list-style-type: none"> • Arts & Sculpture • Balloon Releases • Business/Resident Engagement • Car Parks • Charity Collections • Cleansing • Commercial Promotion • Drones • Environmental Health (Health & Safety; food businesses) • Event Documentation • Event Infrastructure • Face Painting • Filming • Generators • Health & Safety • Licensing • Lighting of Bridges • Markets • Noise • Open Spaces & Gardens • Parking Dispensation • Parking Suspension • Public Highway • Road Closures • Sampling • Signage • Street Trading • Tables & Chairs • Temporary Events Notice (TEN) • Toilets
Appendix F	Demonstrations & Protests
Appendix G	Key Contacts

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Appendix A



- Email: dbe.events@cityoflondon.gov.uk or Call: 0207 332 3037 or Yvonne.courtney@cityoflondon.gov.uk for Aldgate Square
- Read Event Guidance Document & complete application form
- **Pay** Application Fee (refer to Appendix D: Fees and Charges)

- Application assessed and provisional approval of an event is given by officers, then subject to formal consideration by Members of the City of London Corporation (if necessary). You should wait until you receive confirmation that approval has been given before planning your event

- Apply for required licences (which can include Road Closures, Suspensions, TEN's, Hoarding Licenses etc.)
- Set up meetings with departments/agencies (as required)
- Provide relevant documentation to agencies

- Confirm that all licenses and approvals have been agreed
- Confirm final sign-off for event
- Ensure all fees/charges have been paid

- Highways Events Officer may be required on the event day
- Organiser contact details passed to assigned Highways Officers

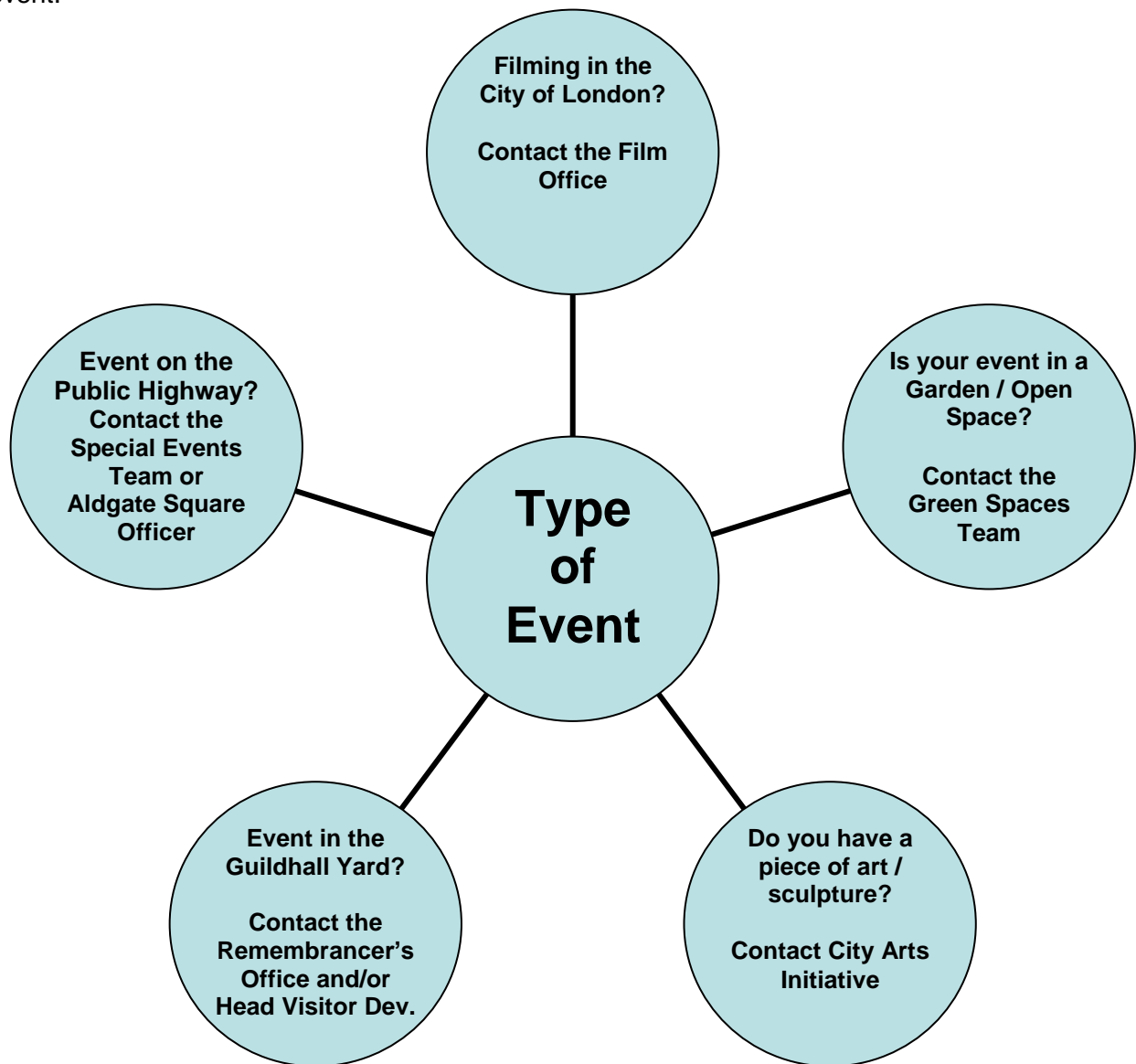
- Submit initial debrief comments within 48 hours of event
- Provide full debrief report and post-event meeting date

- Whilst your event may have received approval in previous years, this does not constitute approval for subsequent years. If your event is held annually in the City, a full "root and branch" review will take place every three years, at which point a decision will be taken as to whether your event can be supported for a further three years

Appendix B: Where does your event fit in?

As with many areas in central London, the City of London Corporation can appear complicated when you try to plan an event.

The below diagram should assist you when determining who you need to liaise with for your event:



All contacts are detailed in Appendix G



Appendix C: Fees & Charges; Notice Periods

Fees & Charges

Activity	Major Event (requiring a road closure)	Minor Event
Application Fee	£300.00	£65.00
Temporary Traffic Regulation Order	£600.00	N/A
Parking Bay Suspension	£15.00 per space	£15.00 per space
Dispensation	£32.00 per vehicle per day	£32.00 per vehicle per day
Hoarding License	£50.00	£25.00
Vehicle Removal & Enforcement	At cost + 15% admin fee	At cost + 15% admin fee
Cleansing	At cost + 15% admin fee	At cost + 15% admin fee
Highways Division	At cost - officer time	At cost - officer time

Notice Periods

Event Licenses in the City of London have strict timeframes which must be adhered to when applying. Licenses may not be issued if you do not apply in time.

Activity	Timeframe
Annual Major Impact Event	Minimum 6 months
Road Closures	Minimum 12 weeks
Temporary Event Notice	Minimum 10 working days
Hoarding License	Minimum 5 working days
Parking Suspensions and Dispensations	Minimum 5 working days



Appendix D: Event Locations

This document outlines the spaces which have been identified as locations suitable for event activity. These locations have previously held events and been acknowledged as suitable spaces with minimal public and business disruption. All locations have certain conditions attached as well as specific contacts, who need to be advised of any potential event activity.

The locations have been split into areas on the public highway (City of London land), as well as locations on private land which are frequently used to host events. Please note the City of London does not allow Promotional Activity or Advertising.

All events will be assessed on an individual basis and an application form will need to be completed once discussed with an Events Officer.

Private Land

Guildhall Yard

The Guildhall Yard is available to host events both private and public events and is a unique location for events of all sizes. You will need to contact the City's Remembrancer's and the Head of Cultural & Visitor Development for further information. The highway events team will be able to provide you the contact details.

Other areas include Aldgate Square, Liverpool Street Station and New Street Square. For further information on these event spaces please contact the highway events team, who will be able to provide you the relevant contact details.

Locations on the Public Highway & City Walkway

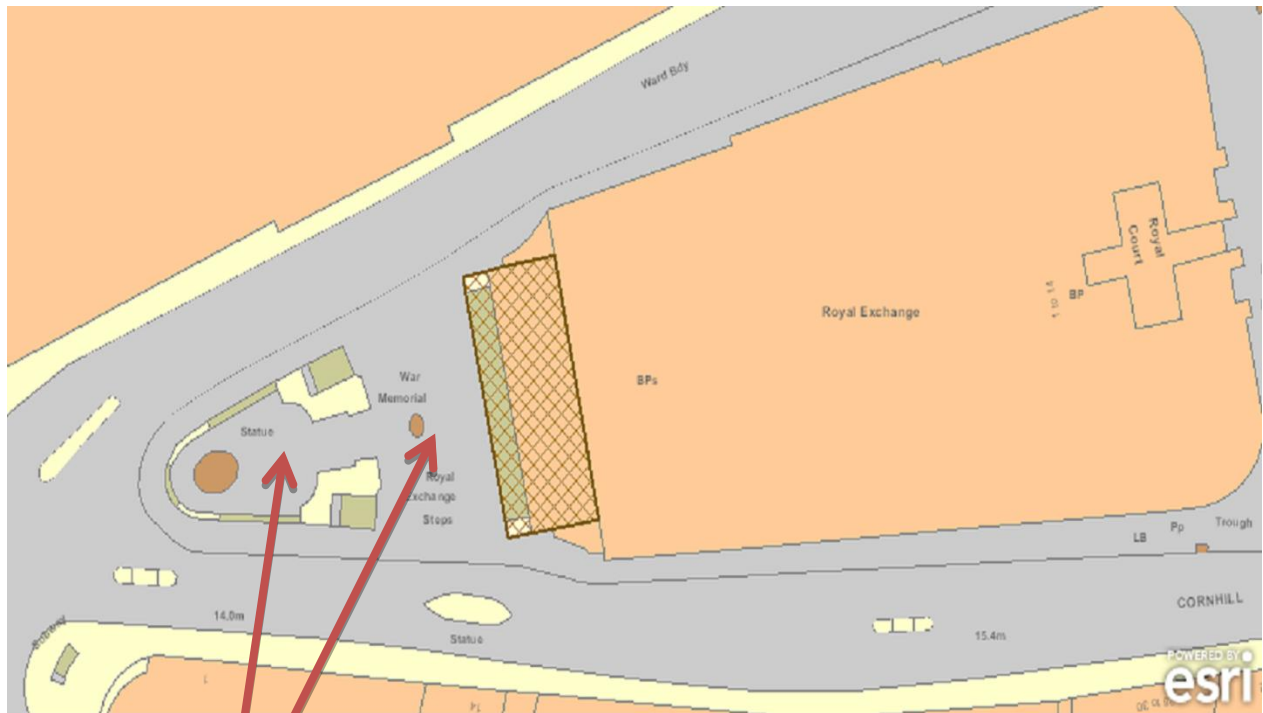
Aldgate Square

For more information on holding an event in Aldgate Square, please contact Yvonne Courtney on Yvonne.courtney@cityoflondon.gov.uk

Royal Exchange

Conditions:

- Area in front of the Royal Exchange (greyed area of the map)
- Contact is made with the Royal Exchange to advise of event activity:
- The tube station entrances/exits are not blocked
- No infrastructure can touch the war memorial
- Electrical point is available but permission must be sought – contact the Events officer

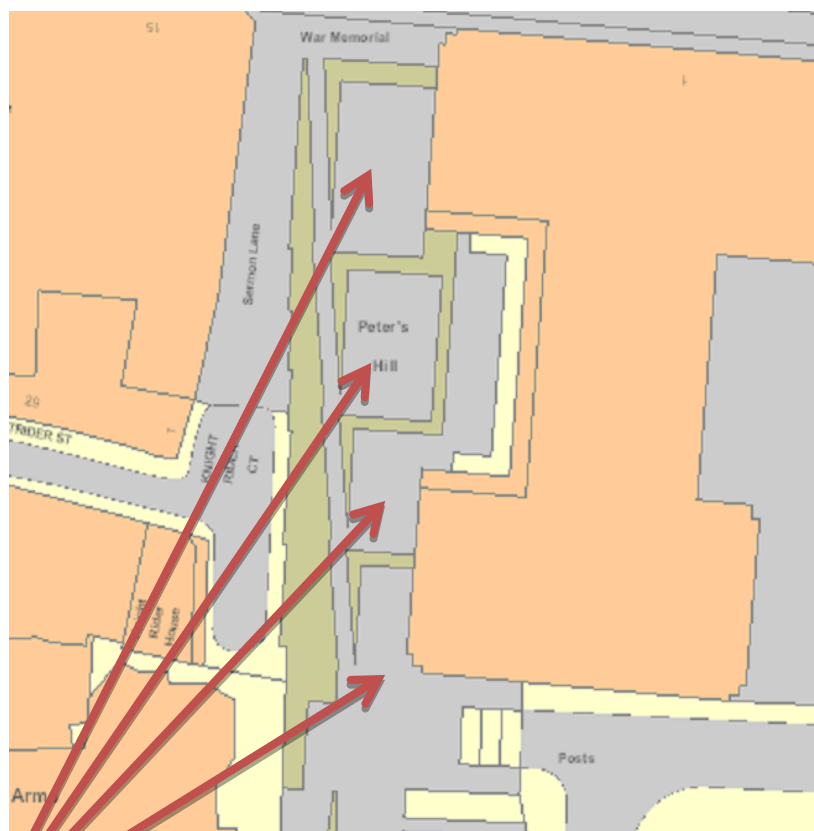


Area for events and sculptures

Peter's Hill (junction Distaff Lane)

Conditions:

- Vents and mains must be kept clear at all times
- Site visit arranged with the Events Team (dbe.events@cityoflondon.gov.uk) to discuss areas of use
- A pathway must be maintained at all times to facilitate public footfall
- Suitable for sculptures/art work – in these cases, contact must also be made with the City Arts Initiative – publicart@cityoflondon.gov.uk
-

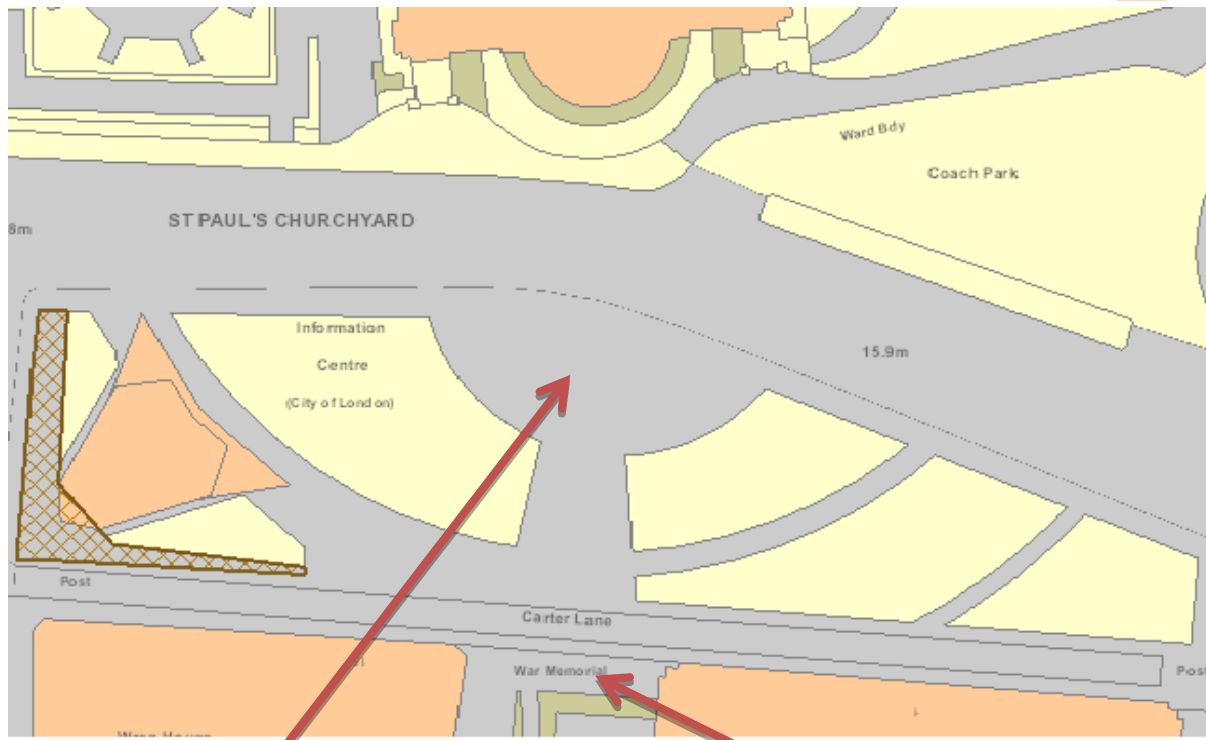


Areas for events and sculptures

Carter Lane Gardens

Conditions:

- Organisers will need to liaise with Open Spaces to discuss any event request within the Garden area (Figure 1)
- Pedestrian access must be maintained at all times
- A pathway must be maintained at all times to facilitate public footfall
- Suitable for sculptures/art work – in these cases, contact must also be made with the City Arts Initiative – publicart@cityoflondon.gov.uk



(Figure 1) Liaise with Open Spaces regarding any proposal

(Figure 2) Areas for events and sculptures

Paternoster Square (City Walkway)

Please contact the highways events team for more information



Appendix E: Event Activities

Aldgate Square

For more information on holding event in Aldgate Square, please contact Yvonne Courtney – Yvonne.courtney@cityoflondon.gov.uk

Art & Sculpture

Siting art and/or sculpture on a temporary basis in the public realm of the City of London whether an individual work or a trail of sculptures is subject to a different and separate application process that of events. Those wishing to apply should request an application form from publicart@cityoflondon.gov.uk or download the form from the City Corporation website. Applications are assessed by Member and officer group, which meets around four times a year.

Balloon Releases

Balloon Releases are increasingly popular for charity and fundraising events. Any proposal for balloon releases must come via the City of London, who will discuss the request with the City of London Police.

There are a number of basic conditions which must be fulfilled before the proposal will be assessed:

- All components in a Balloon Release must be biodegradable such as latex
- All balloons should be hand tied and no ribbons, string or plastic valves should be used
- All labels must be made of paper, preferably recycled paper
- The maximum size of balloon suitable for release is 12"
- Only Helium gas should be used to inflate the balloons
- A risk assessment must be submitted on the on the safe handling, storage and transport of high-pressure helium balloon gas cylinders.
- Balloons must never be knotted or tied together in bunches before being released

All Balloon Releases must also go via the CAA:

<http://www.caa.co.uk/default.aspx?catid=1239&pageid=12065>

Business/Resident Engagement

As part of your event planning process, engagement with local businesses and residents is essential. A letter drop and door-to-door visits are recommended (depending on the impact of your event). Your assigned officer will specify the level of engagement required. The event organiser is responsible for all costs associated with this communication.

Car Parks

The use of car parks to hold events is not permitted within the City of London.



Charity Collections

In order for you to conduct charity collections on the public highway, organisers will need to apply through the following link: <http://www.cityoflondon.gov.uk/business/licensing/charity-collections/Pages/Street-Collections.aspx>

Applications must be made by the 1st of the month preceding the month of collection. Please note: there are a limited number of applications permitted per month within the City of London

Cleansing

Some events will require a dedicated cleansing resource. Your assigned Events Officer will put you in contact with the Cleansing Department should this be the case. There is a charge for this resource.

Commercial Promotion

The City of London does not support promotional activity or advertising. The City of London receives many requests for this type of activity. In all cases you are advised to look at areas outside the City of London for a space which could hold this kind of event.

Commercial Promotion includes sampling/advertising/leafleting on the public highway

Drones

Drones are currently not permitted within the City of London boundary. Should you have any questions regarding this please liaise with your assigned officer.

Event Promotion

If the event is aimed at the public and knowledge of it is of benefit to City residents, workers and/or visitors, and/or the event aligns with the City of Corporation's objectives for culture, tourism or place making, the City Corporation's Cultural and Visitor Development Team (CVDT) may be able to promote it.

The CVDT reserves the right to assess each event on its own merits and determine which of its promotional channels it uses (if any).

The Events Officer will put you in touch with the relevant officer once an application has been submitted.

Environmental Health

Health and Safety

Many events will be low risk but will still require the Event Organiser to consider all the risks associated with it. Larger or complex events e.g. a performance involving staging and



temporary electrical supplies, significant numbers of participants or spectators and staging will require specialist consideration.

The event organiser has prime responsibility for the health and safety of the event. Event organisers must assess health and safety impacts from their proposed activities and ensure that, as far as reasonably practicable, people setting up, breaking down and attending the event are not exposed to risks to their health and safety. They should develop and submit a Safety Management Plan, incorporating health and safety risk assessments and method statements. The Plan will need to identify a named person to take responsibility for delivering safety at the event.

The Event Safety Management plan will be required to be submitted at an early stage of event planning stage (ideally 8 weeks in advance of the event and final version at least 10 days before Safety Advisory Group meeting if appropriate). Safety plans and risk assessments submitted when plans are well advanced with only a few weeks before the event might not be assessed and may be rejected.

Some useful guidance on how plan and manage and run events safely, including how to carry out a risk assessment is available on the Health and Safety Executive (HSE) website: <http://www.hse.gov.uk/event-safety/>

For some events evidence of safety tests or examinations will be required for equipment e.g. bouncy castles, marquees, fairground rides, staging etc. Sub-contractors engaged by the organisers also have responsibilities and must provide all relevant documentation.

Food Businesses

When selecting food businesses for an event, event organisers are advised to ensure that they have been registered by the food business operator (FBO) as a food business with a local authority and have been subject to a food hygiene standards inspection. Where food is provided or sold as part of the event, event organisers are also advised to ask for and take into consideration the food hygiene rating achieved at their last local authority food hygiene rating inspection. It is City Policy to only support those events which use traders who have at least a 3 star rating. Most of this information should be easily available on the Food Hygiene Rating Scheme: <http://ratings.food.gov.uk/search>

Alternatively traders can provide evidence (documentation) that they are signed up to the National Catering Association Primary Authority scheme and website, which event organisers can use to check traders compliance and ratings in a 'one-stop shop': <http://www.ncass.org.uk/event-organiser-area/catercheck>

If you wish to provide food and drink, then the relevant paperwork must be sent to your assigned Environmental Health Officer at least 2 weeks prior to your event. Only those food businesses that are 'broadly compliant' e.g. 3 stars or above will be permitted to trade.

Event Documentation

The following documents will be required as part of your event application:

- Event Application



- Public Liability Insurance (minimum level of cover £10,000,000)

Additional documents may also be requested as part of your event planning:

- Event Management Plan – an example event plan can be supplied on request
- Event Schedule (including build and break)
- Risk Assessments (mandatory)
- Traffic Management Plan and Map
- Parking Suspensions/Dispensations
- Detailed Maps
- Stewarding/Security Plan
- Medical Plan
- Media Plan
- Contact List
- Resident Engagement Letter
- Food registration document.
- Details of your current food hygiene rating

Event Infrastructure

Should you wish to place any infrastructure on the public highway (this can include carpet, toilets, art installations etc.), then a hoarding/scaffolding license will be required. There is a charge associated with this license and a copy of your Public Liability Insurance will also be required. The Events Officer will be able to provide advice on how to apply for this license.

Face painting

If you are planning to have any face painting at your event, those conducting the face painting must be properly trained. They should have public liability insurance and have access to clean water. The face paints used should be water soluble and hypoallergenic

Filming

All filming requests in the City of London must go via the Film Team. The City of London Film Team can help you find locations and plan your shoot: organise permissions, road closures and police assistance, when necessary.

Please apply via the link:

<https://www.cityoflondon.gov.uk/about-the-city/about-us/filming-in-the-city/Pages/default.aspx>

Or Contact the Film Team at: filmliaison@cityoflondon.gov.uk

Generators

Power supply should be by mains where possible. Where generators are absolutely necessary consider use of hybrid or Ultra Low Sulphur Diesel. All generators within the City of London must be **silent** and **barriered**.

The generator must be positioned in an appropriate place:



- in a well-ventilated, outdoor location
- out of public areas and traffic routes
- not adjacent to tents, marquees etc.
- with the exhaust discharging in a safe direction
- must be cordoned off from unauthorised access
- in good repair and serviced.

Should you wish to use a generator, a hoarding license must be applied for and issued by the City of London.

Licensing

The sale by retail of alcohol, the supply of alcohol by a club, the provision of regulated entertainment* and the provision of late night refreshment can only take place when authorised by a licence, for which a fee is payable. For large events (over 500 people) or frequent events (more than 12 a year at a premises) a full premises licence will be required which can take up to two months to be issued. For smaller, infrequent events, a Temporary Event Notice may be sufficient. However, in neither case is the granting of a licence guaranteed. An event cannot take place without a valid licence.

For further details, please contact the Licensing team on 0207 332 3227

Lighting of Bridges

Within the City of London the use of bridges to promote individual events, campaigns and activities of third parties is not permitted.

Markets

If you are proposing to hold a market, you will need to take into account specific considerations under the Town and Country Planning (General Permitted Development) (England) Order 2015. You may need planning permission and there are time constraints on how long and frequently you can hold a market. Please contact the Events Officer for further advice on holding a market on public highway.

Noise

Every attempt should be made to keep noise to a minimum. Business and Resident Engagement must take place to ensure the local community are aware of your event and ensure they have no complaints regarding your activity. Should an Enforcement Officer be called your noise must be turned down/off immediately.

For further advice on managing noise impacts please contact Environmental Health (Pollution Team) on 020 7606 3030 publicprotection@cityoflondon.gov.uk



Open Spaces/Gardens

The City of London is home to small green spaces, sometimes known as 'pocket parks', that provide the community with calm spots in our busy metropolis. A number of these are well-suited to small events and are available for hire.

If you wish to hold an event in one of the City of London's green spaces you will need to apply via the website: <http://www.cityoflondon.gov.uk/things-to-do/green-spaces/city-gardens/events-and-activities/Pages/city-gardens-events-application.aspx>

The following spaces fall under the City of London:

- Bunhill Fields Burial Ground
- Christchurch Greyfriars, Newgate Street
- Christchurch Greyfriars Rose Garden
- St Dunstan in the East, St Dunstons Hill
- St Mary Aldermanbury, Love Lane
- Coleman Street Garden, Coleman Street
- Cleary Garden, Queen Victoria Street
- Festival Garden, St Paul's
- Finsbury Circus Garden
- Portsoken Street Garden
- Postman's Park
- West Smithfield Rotunda Garden
- Whittington Garden

Parking Dispensation

If you wish to park vehicles on yellow lines or within suspended bays, you are required to fill out a dispensation form and detail all vehicles this applies to. The City of London requires at least 5 working days and there is a cost involved. All vehicles will be required to have the dispensation pass within the windscreen.

Parking Suspensions

If you wish to suspend a parking bay, you are required to fill out the relevant form and detail all bays you wish to suspend. The City of London require at least 5 working days and there is a cost involved

Public Highway

'Public highway' means any pavements, walkways, roads, bridleways or pedestrian areas in the City of London. If your event is in a private location, but is likely to affect the public highway, you will need to advise the Events Team of your event



Road Closures

Should your event require a road closure there is a minimum of 12 weeks' notice, the City of London require in order to process any request. A request for a road closure(s) should be discussed with the Events Team prior to an application being submitted. Road Closure approval will be based on the following:

- Ongoing/Future Works in the Area
- Resident and Business Engagement and feedback
- Engagement with neighbouring Authorities and Agencies
- Whether the Event satisfies the City of London's Core Principles

The City Walkways are closed using the "City of London (Various Powers Act) 1967 - Section 11A, a minimum of 12 weeks' notice is still required for any closure requests.

Sampling

Please refer to the commercial promotion section above.

Signage

Some events will require a signage plan, which indicates the wording, location and type of signage you wish to use. Your events officer will indicate if this is required for your event.

Street Trading

Selling goods on public highway is not generally permitted in the City, by the street trading legislation even if the profits are given to charity. However exceptions can be made for events on the public highway. For further details, please contact the Licensing team on 0207 332 3227.

Tables and Chairs

A licence, may be needed if it is intended to place tables and chairs on the public highway, which includes pavements. You will need to enquire with the Events team to determine whether or not this is required.

Temporary Event Notice (TEN)

You will need to apply for a TEN if you want to carry out a 'licensable activity' on unlicensed premises in England or Wales.

Licensable activity includes:

- selling alcohol
- serving alcohol to members of a private club
- providing entertainment, eg music, dancing or indoor sporting events*



- serving hot food or drink between 11pm and 5am

The process of applying is formally known as 'serving' a Temporary Event Notice (TEN).

You will also need a TEN if a particular licensable activity is not included in the terms of your existing licence, e.g. holding a wedding reception at a community centre.

Your event must:

- have fewer than 500 people at all times – including staff running the event
- last no more than 168 hours (7 days)

The definition of Regulated Entertainment includes:

- Performance of a play
- Exhibition of a film
- Indoor sporting event
- Boxing, wrestling or martial arts entertainment
- Performance of live music
- Any playing of recorded music (unless it is background music)
- Performance of dance
- Entertainment in the presence of an audience

Toilets

Some events will require temporary toilets for members of the public. Your Events Officer will indicate whether this is required and suitable locations.



Appendix F: Demonstrations & Protests

Should you wish to hold a protest or demonstration within the City of London, please contact the City of London Police, in order to discuss your protest. The City of London Corporation will also send you a form, which will request further details. This allows the City of London Corporation to plan its events and filming diary, as well as assess which locations are available.

A form (3175 and 3175A) regarding notification of a planned protest to Police can be found on the City of London Police website.

Appendix G: Key Contacts

Borough Guide	http://www.londoneventstoolkit.co.uk/borough-guide/		
Aldgate Square		aldgatesquare@cityoflondon.gov.uk	Yvonne.courtney@cityoflondon.gov.uk
City Arts Initiative	020 7332 3567	publicart@cityoflondon.gov.uk	http://www.cityoflondon.gov.uk/services/environment-and-planning/environmental-enhancement/Pages/public-art.aspx
City of London Police		policing@cityoflondon.gov.uk	http://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/police-authority/Pages/default.aspx
Cultural & Visitor Development	020 7332 3567	visit@cityoflondon.gov.uk	www.visitthecity.co.uk
Environmental Health (Pollution Control, Food Safety, Health and Safety)		PublicProtection@cityoflondon.gov.uk	http://www.cityoflondon.gov.uk/business/environmental-health/Pages/default.aspx
Film Office		filmliaison@cityoflondon.gov.uk	https://www.cityoflondon.gov.uk/about-the-city/about-us/filming-in-the-city/Pages/default.aspx
Licensing Team	020 7332 3227		http://www.cityoflondon.gov.uk/business/licensing/alcohol-and-entertainment/Pages/Make-a-licence-application.aspx
Open Spaces		parks.gardens@cityoflondon.gov.uk	http://www.cityoflondon.gov.uk/things-to-do/green-spaces/city-gardens/events-and-activities/Pages/city-gardens-events-application.aspx
Events Officer/events team (Highways)	020 7332 3037	dbe.events@cityoflondon.gov.uk	http://www.cityoflondon.gov.uk/about-the-city/about-us/Pages/event-planning-in-the-city.aspx#
Traffic Management Office	020 7332 3552	Dbe-trafficmanagement@cityoflondon.gov.uk	

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Committees:	Dates:	Item no.
Streets and Walkways Sub-Committee Projects Sub	04/04/2016 13/04/2016	
Subject: Street Lighting Review	Gateway 3/4 Detailed Options Appraisal	Public
Report of: Director of the Built Environment		For Decision
<u>Summary</u>		
<p>Dashboard Project Status – Green Total Estimated Cost – £4m Total Estimated Saving - £586k pa by 2018/19, £672k pa by 2022/23 Overall project risk – Medium Total Approved Budget - £100k for initial equipment trial Spend to Date - £77,826</p> <p>The majority of the City’s street lighting stock is now over 30 years old and is reaching the end of its serviceable life. Maintenance costs are accelerating, energy costs are high and rising, and the Government’s carbon tax on energy has further added to the cost of lighting the highway.</p> <p>A technical equipment evaluation of a Light Emitting Diode (LED) solution for street lighting have been underway for some time to understand the reliability of the equipment and evaluate the potential savings should the City install it. This began in 2011 as a ‘spend to save’ project, but savings of £275k have since been included in the Service Based Review from 2017/18 on the basis of implementing the project City-wide and moving to a more efficient street lighting operation.</p> <p>Since the start of this project, the system the City uses to trigger and control its street lighting has also begun to reach the end of its useful life and has become vulnerable to system failure. The supplier of this equipment (Cyclocontrol) is pressing for its urgent replacement at a cost of around £660k, but in addition to this (currently unfunded) cost, there are also significant risks associated with having a major commitment to a small contractor maintaining a bespoke system that’s unique to the City, and is reliant on a network of 16 UKPN transformers based around the City.</p> <p>As a result, parallel trials of a new wireless Central Management System (CMS), embedded in the street lighting unit itself, have been conducted to demonstrate the viability and reliability of such alternative systems. These have proved successful, allowing officers to recommend that this should form part of a fully integrated equipment upgrade.</p> <p>This report now outlines the cost / benefit of shifting to LED street lighting and, in parallel, the case for a central management system to control that lighting.</p> <p>Today’s cost of operating our street lighting equipment (including both maintenance and energy) is £984k pa, which is expected to rise to over £1.2m pa by 2022/23. A complete shift to LED lighting would lower that to nearer £494k pa by 2018/19, or £550k by 2022/23. In other words, this project would deliver a step change in the cost of</p>		

operating the City's street lighting, ensuring that the Service Based Review savings are delivered, payback for the project costs is delivered within an acceptable timeframe, and ongoing costs are contained well within existing revenue budgets in the long term.

In summary, the overall cost of the lighting replacement is now estimated to be £3.6m, with an integrated wireless CMS cost of £470k. With savings estimated to be £586k pa by 2018/19, this would suggest a payback period of around six to seven years.

Recommendations

It is recommended that Members:

- Authorise the progression of the project to Gateway 5, subject to agreement of the funding strategy by Resource Allocation Sub Committee at Gateway 4a.
- Note the requirement to roll forward the existing unspent balance on the project of £22,174 to Gateway 5.

Appendices

Appendix 1	Finance Tables
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Contact

Report Author	Ian Hughes
Email Address	ian.hughes@cityoflondon.gov.uk
Telephone Number	020 7332 1977

Option Appraisal Matrix

	<i>Preferred Approach</i>
1. Brief description	<p><u>Background</u></p> <p>The majority of the City's stock of street lighting equipment is inefficient and beyond its natural life expectancy. Rising maintenance costs are placing increasing pressures on revenue budgets, which cannot afford to fund a bulk equipment upgrade and fail to account for an expected substantial increase in energy costs over the next 10 years.</p> <p>This project was therefore established to evaluate and then provide a system that would facilitate:</p> <ul style="list-style-type: none"> • The capture of savings from using new lighting technology • The consideration of different options for using different lighting levels at different times in different locations. <p><u>Lighting Technology</u></p> <p>In terms of establishing the savings from new lighting technology, a series of trials have been undertaken to understand the visual impact, reliability, aesthetic appearance and energy usage of different sorts of lighting equipment. This has been instructive, but the rapidly changing technology used for street lighting has meant that the lighting industry is only now settling on a proven, stable and sustainable Light Emitting Diode (LED) solution. As the market settles, the unit cost for this new technology has also started to move downwards, with units becoming more affordable.</p> <p>Overall, the lifespan of this equipment remains in the region of 25+ years, meaning the long-term investment potential remains sound, and the savings to be made through the reduction in energy usage and maintenance costs have been substantiated.</p> <p><u>Lighting Control</u></p> <p>In terms of the options for setting different lighting levels, the main barrier to dynamic lighting is the City's current system for triggering and controlling its street lighting. This bespoke system, called Cyclocontrol, copes with the City's complex lighting network by sending a pulse along the electrical wire from one of 16 UK Power Network substations spread around the City to trigger the street lights on and off.</p> <p>However, that equipment has similarly reached the end of its useful life, with Cyclocontrol pressing for its urgent replacement at a cost of around £660k. Not only has the system become vulnerable to failure, but its capacity to control individual lighting units has proven limited. The City is also vulnerable to the risks of relying on a small contractor maintaining such a key system that is bespoke to the City, and which UKPN have little incentive to support in the long-term.</p> <p>Technology in this field has also developed over recent years, but suppliers of Central Management Systems (CMS) have only recently</p>

	<p>proposed alternatives that cope with the City's narrow street pattern and canyon effect. Instead of relying on limited 'line of sight' communications, systems can now work on a mesh basis where units talk to each other by forwarding signals from base stations.</p> <p>This could facilitate dynamic lighting control in the City, with different lighting levels tailored to meet the needs of different parts of the City at different times, creating a highly efficient network delivering lighting that is truly fit for purpose. It is also expected to deliver highly beneficial real time reporting on both energy useage and faults on the system.</p> <p>Recent trials have demonstrated that such a solution is now viable and effective in our tight street environment, allowing us to move forward with implementing a central management system in parallel to changing to LED. This control system should ideally be installed within the lighting unit itself, rather than retrofitted, as the warranty of the light unit can be invalidated if this is done after manufacture.</p>																		
<p>2. Scope and exclusions</p>	<p>Scope</p> <ul style="list-style-type: none"> • Replacement of the existing street lighting units in the City with LED lighting. This involves the potential replacement of some 5,600 individual street lighting lanterns and 8,000 'light bulbs'. • Installation of an integrated control management system for that lighting <p>Exclusions</p> <ul style="list-style-type: none"> • Street lighting on Transport for London streets 																		
<p>Project Planning</p>																			
<p>3. Programme and key dates</p>	<table border="1" data-bbox="557 1232 1402 1998"> <thead> <tr> <th data-bbox="557 1232 1067 1299">Task</th> <th data-bbox="1067 1232 1402 1299">Target date</th> </tr> </thead> <tbody> <tr> <td data-bbox="557 1299 1067 1400">Gateway 3/4 (Streets & Walkways, Project Sub Committees)</td> <td data-bbox="1067 1299 1402 1400">April 2016</td> </tr> <tr> <td data-bbox="557 1400 1067 1500">Gateway 4a (Resource Allocation Sub Committee)</td> <td data-bbox="1067 1400 1402 1500">May 2016</td> </tr> <tr> <td data-bbox="557 1500 1067 1601">Scope out different requirements for different light units with JB Riney</td> <td data-bbox="1067 1500 1402 1601">May 2016</td> </tr> <tr> <td data-bbox="557 1601 1067 1668">Tender CMS system</td> <td data-bbox="1067 1601 1402 1668">May / July 2016</td> </tr> <tr> <td data-bbox="557 1668 1067 1769">Finalise prices and confirm lighting recommendations from JB Riney</td> <td data-bbox="1067 1668 1402 1769">July / Aug 2016</td> </tr> <tr> <td data-bbox="557 1769 1067 1836">Gateway 5</td> <td data-bbox="1067 1769 1402 1836">Sept 2016</td> </tr> <tr> <td data-bbox="557 1836 1067 1937">Place orders, award CMS contract and mobilise</td> <td data-bbox="1067 1836 1402 1937">Oct 2016</td> </tr> <tr> <td data-bbox="557 1937 1067 1998">Commence installation</td> <td data-bbox="1067 1937 1402 1998">Jan 2017</td> </tr> </tbody> </table>	Task	Target date	Gateway 3/4 (Streets & Walkways, Project Sub Committees)	April 2016	Gateway 4a (Resource Allocation Sub Committee)	May 2016	Scope out different requirements for different light units with JB Riney	May 2016	Tender CMS system	May / July 2016	Finalise prices and confirm lighting recommendations from JB Riney	July / Aug 2016	Gateway 5	Sept 2016	Place orders, award CMS contract and mobilise	Oct 2016	Commence installation	Jan 2017
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Place orders, award CMS contract and mobilise	Oct 2016																		
Commence installation	Jan 2017																		

<p>4. Risk implications</p>	<p>Funding not released If central funding is not made available:</p> <ul style="list-style-type: none"> • upgrade works to LED lighting would only proceed as / when local risk funding becomes available; • funding of around £660k would still have to be sought to upgrade the Cyclocontrol system; • the Service Based Review savings would not be delivered, and; • energy and maintenance costs would exceed available budgets in the medium term. <p>Cost of works exceed estimates Costs have been estimated from officers' knowledge of the market place, but the final cost of the scheme will be refined for Gateway 5 through the procurement approach outlined below.</p> <p>Savings do not meet current estimates The previous equipment trials suggest the current estimates are robust, but further work to refine these estimates will be undertaken for Gateway 5.</p> <p>The project payback period is deemed excessive The estimated cost of the project can now be met much more quickly due to the higher than expected energy and maintenance savings from LED lighting. As a result, a six to seven year payback is estimated for equipment that should last over 20 years, and which should continue to deliver that revenue saving throughout that lifespan.</p> <p>A control management system is not implemented The risk of the current system failing is increasing over time, as is the City's exposure to relying on a small company to operate it. Failure to implement a CMS (replacing Cyclocontrol) would mean that a subsequent system failure would result in:</p> <ul style="list-style-type: none"> • Street lights remaining on 24/7; and either, • The replacement of the exiting Cyclocontrol system at a cost of approx £660k; or, • An emergency tender followed by the retrofitting of all street lights with a CMS system, potentially invalidating their individual warranties. <p>Procurement via JB Riney as term contractor The procurement approach proposed and agreed with City Procurement is through the City's term contractor, JB Riney. The alternative would be to use an OJEU procurement process that could add six months or more to the programme, delaying the realisation of the project savings and putting the SBR commitment at risk.</p> <p>Lack of staff resources to progress the project The project has now reached the stage at which a dedicated lighting</p>
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	<p>engineer is required to finalise the estimated costs and savings, undertake the scoping exercise for procurement and (if approved at Gateway 5) manage the project to completion. This resource cannot be met from the existing lighting team of just three officers, so it is proposed to recruit a dedicated officer on a temporary basis for the project.</p> <p>Stakeholder acceptance of lighting changes The intention is to ensure that to begin with, the output of new LED lighting equipment will match the tone, level and colour of the existing lighting as much as possible, so that the impact on stakeholders will be minimised.</p> <p>Interface with other Corporate Projects, inc Superfast City Wireless Concession In parallel to this project, there are a number of corporate projects that are likely to be connected to street lighting, including Smart City, the Ring of Steel Upgrade and the Joint Command and Control Room initiative. In particular, the Chamberlain’s Department is well advanced in tendering a 4G Wireless Concession that is likely to require the use of the City’s street lighting units as potential ‘host locations’ for 4G communication small cells, providing powered street furniture to co-host these assets. In addition, the CMS system itself could potentially meet a corporate need to transfer data and information across the City. As a result, these projects are co-ordinating their respective programmes and working closely in partnership to identify common needs, risks and opportunities, thereby ensuring they are effectively aligned.</p>
<p>5. Benefits and disbenefits</p>	<p>Benefits</p> <ul style="list-style-type: none"> • A potentially significant reduction in energy, carbon tax and maintenance costs, delivering previously agreed Service Based Review savings as well as keeping projected costs within existing budgets in the long term • More effective and reliable street lighting equipment with significant life spans • Street lighting that can be better controlled, varied and managed, with proactive fault finding and energy reading <p>Disbenefits</p> <ul style="list-style-type: none"> • There may be some temporary disruption to localised lighting levels during the rollout. However, the impact on traffic from the work will be minimal.
<p>6. Stakeholders and consultees</p>	<p>The Project Board consists of officers from Transportation & Public Realm within the Department of the Built Environment, whilst the Chamberlain’s Department maintains a key role in terms of Finance, City Procurement and IS Division involvement (the latter due to the potential use of street lights as Superfast City Wireless Concession assets).</p>

Resource Implications	
7. Total Estimated cost	<p>The current cost of the LED units themselves is expected to be around £2.6m, with a further £1m required for installation costs, staffing, wiring, fixtures & fittings. The integrated wireless CMS cost is estimated to be around £470k, making a total of £4m.</p> <p>The current estimated cost savings (based on a full rollout of the project by 2018/19), are now calculated to be in the region of £586k by that point, increasing to £672k by 2022/23.</p> <p>In addition, these savings do not account for the likely need to replace the current Cyclocontrol system in the short to medium term. This capital cost is otherwise unfunded, with Cyclocontrol estimating this to be in the region of £660k.</p> <p>Further information of the above can be found in Appendix 1.</p>
8. Funding strategy	<p>Funding is required from City Fund sources. Potential sources are the On-Street Parking Account or City Fund central reserves. The use of the On Street Parking Account would result in a shortfall in the anticipated funds available in the On Street Parking Reserve which are already fully committed to identified schemes. Consequently identified scheme(s) equivalent to the shortfall would need to be deferred. The source of funding will be subject to the agreement of Resource Allocation Sub Committee at Gateway 4a.</p>
9. Ongoing revenue implications	<p>One of the key drivers to the project is the need to address the high and rising energy and maintenance costs of our existing street lighting assets. At completion, the project is expected to deliver significant savings in terms of energy costs and carbon taxes (which at £49k pa currently represent just over 8.5% of the overall energy bill). In addition, there will also be savings in repairs & maintenance, programmed scheduled maintenance and overnight scouting, as the control management system will proactively flag defective street lights.</p> <p>As noted above, based on current costs for these items and the projected savings after completion, the overall savings could be in the region of £586k pa by 2018/19, enabling future costs to be contained well within existing revenue budgets in the long term, and for budgets to be amended accordingly.</p> <p>For a more detailed breakdown of these anticipated savings, see Appendix 1.</p>
10. Affordability	<p>Given the likely costs of the project, this level of potential saving would result in a pay back period (after full project implementation) of around six to seven years, compared to the estimated life of the equipment of over 20 years.</p>
11. Procurement	<p>Different streets in the City require different types of street light, and it has been established over many years that no one single street lighting</p>

<p>strategy</p>	<p>supplier provides the ‘best’ lighting unit for all of these types across the board. Therefore, instead of a single lighting supplier contract, it is proposed to use the City’s Highways term contractor (JB Riney) to procure and install replacement street lights, allowing there to be some scope to use different suppliers in different locations.</p> <p>For this project, despite the significant increase in the volume of lighting units required, the City Procurement team have confirmed that it can still be procured via the Riney term contract without having to resort to a stand alone EU tender. A scoping exercise would be used whereby the City sets out its requirements, such as lighting output, reliability, design aesthetics and full life costing, and Riney would source and recommend suppliers that best fit those needs.</p> <p>In terms of CMS units, there are three main providers fully engaged in the market, working with lighting manufacturers to deliver integrated lighting units with control units fixed within them.</p> <p>In that context, it is expected that a short tender will be run in conjunction with City Procurement to select a CMS provider to work with the City and Riney deliver the CMS solution with our chosen lighting unit supplier(s).</p>
<p>12. Legal implications</p>	<p>The City has various statutory responsibilities to maintain a safe highway, some of which are met by establishing and maintaining an appropriate and effective street lighting regime. This project aims to ensure that the City’s statutory duty continues to be met in the long-term.</p>
<p>13. Sustainability and energy implications</p>	<p>The City Corporation’s Strategic Energy Review identified this project as one that would help meet its objective of reducing the City’s energy use by 40% by 2025.</p> <p>As noted above, at completion this project should contribute significantly towards that target as it is expected to result in savings in energy costs and carbon taxes of over £400k pa by that point.</p>
<p>14. Equality Impact Assessment</p>	<p>Officers will carry out an Equalities Impact Assessment prior to Gateway 5.</p>
<p>15. <u>Recommendation</u></p>	<p>Recommended</p>
<p>16. Next Gateway</p>	<p>Gateway 4a - Inclusion in Capital Programme</p>
<p>17. Resource requirements to reach next Gateway</p>	<p>In order to reach Gateway 5, work will be required from DBE officers to finalise the equipment trials, scope the City’s technical lighting requirements (with JB Riney) and run a short tender for the central management system. This is expected to cost in the region of £15k in staff time for Transportation & Public Realm.</p> <p>As noted earlier, the project has now reached the stage where a dedicated lighting engineer is required to finalise the estimated costs and savings, undertake these actions and (if approved at Gateway 5)</p>

manage the project to completion. This resource cannot be met from the existing lighting team of just three officers, so it is proposed to recruit a dedicated officer on a temporary basis for the project.

Resources required to reach Gateway 5 can be contained within the existing approved budget subject to the rolling forward of the remaining project budget.

For a more detailed breakdown of the costs so far, as well as the current projected costs and savings of the full project beyond Gateway 5, please see Appendix 1.

Appendix 1 – Finance Tables

Table 1 - Spend to date (Equipment Trial budget)

Description	Approved Budget (£)	Expenditure (£)	Balance (£)	Resources required to Gateway 5 (£)
Equipment (Capital, City Fund)	50k	42,826	7,174	7,174
T&PR Staff costs (Revenue, DBE Local Risk)	50k	35,000	15,000	15,000
TOTAL	100k	77,826	22,174	22,174

Table 2 – Full Project: Current Cost Estimate

Description	Amount (£)
Costs to Gateway 4	78k
Costs to Gateway 5	22k
LED Lighting units	2600k
Central Mgt System*	470k
Wiring, fixtures & fittings	390k
T&PR Staff Costs	100k
JB Riney (Installation)	500k
TOTAL	4,160k

*If the current cyclocontrol system is replaced like-for-like (instead of introducing a Central Management System), this cost will increase by a further £190k.

Table 3 – Full Project: Current Costs & Projected Increases (Without LED)

Description	2015/16 Cost (£000)	2018/19 Cost (£000)	2022/23 Cost (£000)
Energy	569	639	744
Repairs & maintenance	168	178	193
Cyclical repairs	60	64	69
Scouting	44	47	51
Cleaning	93	99	107
Testing	18	19	21
Painting	5	5	6
Festive	27	29	31
TOTAL NET COST	984	1080	1222

NB. Costs increases are based on inflationary expectations of contract uplifts of 2% pa with our term contractor (JB Riney), and anticipated energy uplifts of 3.9% pa, which is the currently predicted increase in energy cost from the City’s bulk energy purchasing contract (Laser).

Table 4– Full Project: Projected Costs & Projected Increases (With LED)

Description	2015/16 Cost (£000) (Comparison)	2018/19 Cost (£000)	2022/23 Cost (£000)
Energy*	569	191	223
Repairs & maintenance *	168	134	148
Cyclical repairs	60	14	11
Scouting*	44	33	35
Cleaning	93	69	75
Testing	18	19	21
Painting	5	5	6
Festive	27	29	31
TOTAL NET COST	984	494	550

*If instead of installing a Central Management System, the current cyclocontrol system is replaced like-for-like, these projected costs are likely to increase. Cyclocontrol uses more energy, it has higher on-going maintenance costs, and without the CMS proactive fault finding system, scouting will have to be retained.

Table 5 – Full Project: Projected Savings

Description	2015/16 Cost (£000)	2018/19 Cost (£000)	2022/23 Cost (£000)
Without LED	984	1080	1222
With LED	N/A	494	550
TOTAL NET SAVINGS	N/A	586	672

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Committees:	Dates:	Item no.
Streets and Walkways Sub-Committee Projects Sub Committee	04/04/2016 13/04/2016	
Subject: Mitre Square (EE086)	Gateway 4/5 Detailed Options Appraisal & Authority to Start Work	Public
Report of: Director of the Built Environment		For Decision
<u>Summary</u>		
<p>Dashboard</p> <p><i>Project status:</i> Green <i>Timeline:</i> Implementation estimated to commence in August 2016 <i>Project estimated cost:</i> £1,392,784 <i>Phase 1 confirmed implementation cost:</i> £440,216 <i>Phase 2 estimated implementation cost:</i> £760,000 <i>Spend to date:</i> £146,610 (as of 4 March 2016) <i>Overall project risk:</i> Low</p> <p>Progress to Date</p> <p>A project Working Party was established following Gateway 2 approval in July 2014, comprising key local stakeholders and with a remit of providing high-level direction for the project design work. The Working Party agreed a Schedule of Issues, which Members received as part of the Gateway 3 report in January 2015. This Schedule has formed the basis for a design brief for the project.</p> <p>A full public consultation on the public realm design was held at the end of December 2015, which included staffed drop-in sessions at St Botolph with Aldgate church and Sir John Cass's Foundation School. Feedback was largely favourable; a small number of concerns relating to school access and facilities for children were raised by parents at the school, and these have been resolved through the design process.</p> <p>Proposed Way Forward</p> <p>In order to meet the practical completion date for the development at Creechurch Place (September 2016), there is a requirement to deliver the works in two phases owing to the staggered removal of development hoardings on the public highway. However, the design work has been coordinated across the entire project area to ensure consistency. This approach has been agreed with the developer.</p> <p>Phase 1 (July – September 2016)</p> <ul style="list-style-type: none"> • Enhanced footways around the new entrance to the development; • A new vehicle turning circle and incorporated cycle route on Creechurch Lane; • A realigned and widened toucan crossing on Dukes Place; • A new footway crossover at the servicing entrance to the development. <p>Phase 2 (October – December 2016)</p> <ul style="list-style-type: none"> • An enhanced public space in Mitre Square, likely to feature new areas of lawn, trees and other green elements; • Additional seating and improved lighting; 		

- A retained vehicle access to the school.

This report presents detailed design information and costs for Phase 1 of the project (Appendix 2). A separate report will be presented later in 2016 with detailed design information and costs, including maintenance costs, for Phase 2 of the project; a concept plan of the second phase is shown in Appendix 3.

The Phase 1 works are funded from the Section 278 agreement associated with the Creechurch Place development, and a small contribution from Transport for London (see section 5 of the main report and Appendix 3 for more detailed financial information). The majority of the Phase 2 works will be funded via the associated Section 106 agreement. The full financial details for Phase 2 will be set out in the next report, anticipated to be received by Members in summer 2016.

It should be noted that all S278 and S106 funding identified in this report can only be spent in the immediate vicinity of the development, as stipulated in the relevant legal agreements.

Recommendations

It is recommended that Members of Streets & Walkways Sub Committee:

- Approve the project approach to deliver the works in two phases;
- Approve the design for Phase 1, as shown in Appendix 2 of this report;
- Approve the implementation budget for Phase 1 (£440,216), as set out in section 5 and Appendix 3 of this report, fully funded from the Section 278 agreement and Transport for London;
- Approve the release of £50,000 from the Section 106 contribution to the Fees sub-task in order to continue with the detailed design process for Phase 2.

It is recommended that Members of Projects Sub Committee:

- Approve the implementation budget for Phase 1 (£440,216), as set out in section 5 and Appendix 3 of this report, fully funded from the Section 278 agreement and Transport for London.

Main Report

1. Design summary	<p>It is proposed that the main implementation works are split into two phases, in order to align with practical completion of the development at Creechurch Place, which is the main driver of these works. Despite the phased delivery, the design process has run as one coordinated process, ensuring that the completed scheme has a consistent approach.</p> <p>The project has taken design cues from the Aldgate scheme, sitting as it does immediately west of the new Aldgate Square. However, it is also acknowledged that Mitre Square is of a different character to the Aldgate Square, and the design approach has taken this into account in creating a distinctive public space.</p> <p>The coordinated design for the scheme has been developed through consultation with key project stakeholders, and all major design decisions have been, and continue to be, approved by the Project Working Party. As such, design options are not</p>
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presented in this report, but a single preferred design agreed with local stakeholders is proposed.

Phase 1 – Creechurch Lane, Dukes Place, Mitre Passage, Mitre Street

The first phase will deliver new footways around the northern and western edges of the development, adjacent to the new main entrance. The design has been kept purposely simple, to provide a clear approach to the new entrance whilst maintaining pedestrian routes through the area. The existing dead-end of Creechurch Lane will be raised to footway level, increasing effective footway widths and further improving conditions for pedestrians and cyclists. An improved walkway in Mitre Passage will also be included in this phase, providing a connection to the new public space in Mitre Square that will be delivered in Phase 2.

The main deliverables of Phase 1 include:

- York stone paving on all footways, including through Mitre Passage which is an improved public route through the new development;
- Two low-level planters adjacent to Mitre Passage;
- A vehicle turning circle on Creechurch Lane, constructed of granite setts raised to footway level, with bollards to prevent vehicle overrun;
- A retained cycle route from Creechurch Lane to Dukes Place;
- A realigned and widened 'toucan' crossing, improving north-south cycle movement;
- A new footway crossover adjacent to the new servicing entrance on Mitre Street;
- Relocated motorcycle parking bay in Creechurch Lane;
- Relocation of one disabled parking bay from Mitre Square to Creechurch Lane.

A plan of the Phase 1 works is shown in Appendix 2.

Phase 2 – Mitre Square, St James's Passage

Although the detailed design for Phase 2 is yet to be finalised, an outline proposal was developed for the public consultation, and it is this that will form the basis for the final design. The design aims to create a calm, quiet public space, introducing substantial amounts of new lawned areas, trees and other green elements. New seating and improved lighting will be provided, and vehicle access to the school from Mitre Street will be retained via a small area of hard landscaping at the southern edge of the space.

A number of parents of children at the school currently use Mitre Square to wait temporarily to pick up their children. Although the school is actively working to reduce the number of parents driving to the school, it is acknowledged that this activity still needs to be accommodated. Therefore, a number of locations

	<p>on-street have been identified where this activity can take place, and the current permit system for parents will be updated in order to be more compliant with the City's wider parking management approach. More detail on these changes will be included in the next report.</p> <p>Although the design has not yet been finalised, it is anticipated that Phase 2 will include:</p> <ul style="list-style-type: none"> • York stone paving on all footways; • Two raised 'green' areas, incorporating sections of accessible lawn, mixed shrubbery and small trees; • Low-level perimeter planting to 'soften' the hard edges of the space, including the existing school wall; • A mixture of seating types, including stone benches and wooden seats; • An area of small module York stone paving adjacent to the school gates, maintaining vehicular access whilst retaining a visual connection to the main space. <p>The design will be cognisant of the need to reduce the likelihood of skateboarding. The green areas are proposed to be raised above ground level for two reasons; records show that substantial archaeological remains exist beneath Mitre Square, and so this approach reduces the risk of disturbance. Also, there are significant level changes across the square, and the use of raised planters assists with creating footways that are compliant with the Disability Discrimination Act. This approach has been agreed with the Open Spaces Department.</p> <p>A concept plan of Phase 2 is shown in Appendix 3.</p>
<p>2. Delivery team</p>	<ul style="list-style-type: none"> • Project Management – Environmental Enhancement team • Detailed design – Highways Division & Townshend Landscape Architects • Construction – JB Riney (under the City's term contract) • Green infrastructure – City Gardens Team
<p>3. Programme and key dates</p>	<p>Implementation Phase 1: July – September 2016</p> <p>Creechurch Place practical completion: 28 September 2016</p> <p>Implementation Phase 2: October – December 2016</p> <p>Gateway 7 report : Spring 2017</p>
<p>4. Outstanding risks</p>	<p><i>1. Delay in finalising design and construction package leads to not completing works to agreed programme for Phase 1</i></p> <p>Officers are working closely with the developer and their contractors to ensure that the respective programmes will be coordinated to achieve successful delivery.</p> <p><i>2. Land occupied by the developer is not released to allow works to be completed to programme</i></p> <p>Discussions are ongoing with the developer to ensure that land is released to allow sufficient time for the City's works to be</p>

	<p>completed</p> <p><i>3. Archaeological remains or other sub-surface utilities / structures cause issues during construction</i></p> <p>Surveys have been undertaken to determine the extent of sub-surface elements as far as possible. The design work has taken this into account, but this risk will be closely monitored during the implementation phase, and avoided where possible.</p>
5. Budget	<p>The total estimated cost of the project at the last Gateway (January 2015) was between £1m and £1.5m. This cost estimate has now been refined as more detail has emerged, and is now revised to £1,392,784. A summary of the Phase 1 funding is shown in Table 1 below. A detailed breakdown of the project finances is contained in Appendix 3.</p> <p>Both phases of the project are fully funded through the Creechurch Place development, via a Section 278 and a Section 106 agreement, save for a small contribution from Transport for London (see below). The Phase 1 works are funded through the Section 278 agreement, being as they are changes that are required to mitigate the impact of the new development and provide an improved environment for all users. The cost of relocating the traffic signals for the improved pedestrian crossing will be met by Transport for London as part of their ongoing signal modernisation programme.</p> <p>The majority of the funding for Phase 2 will be provided from the Section 106 agreement, as this is classified as enhancement works. A full breakdown of the funding for Phase 2 will be presented in a second Gateway 4/5 report.</p>
6. Success criteria	<ul style="list-style-type: none"> • A new, high quality public space in Mitre Square; • A simple, well-functioning space outside the new entrance to the Creechurch Place development; • An overall increase in green space in the area; • Improved, accessible routes for pedestrians across the space; • An increase in the number seats, including accessible seating; • A reduction in noise and anti-social behaviour in the vicinity of Mitre Square.
7. Progress reporting	<p>Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees.</p>

Appendices

Appendix 1	Plan showing the two phases of delivery
Appendix 2	Plan of the Phase 1 works
Appendix 3	Concept plan of the Phase 2 works
Appendix 4	Financial tables

Contact

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Appendix 1 – plan showing the two phases of delivery




Rev No.	Date	Description	By
Revision			

MITRE SQUARE DEVELOPMENT FOR HELICAL BAR

PHASING OVERVIEW PLAN

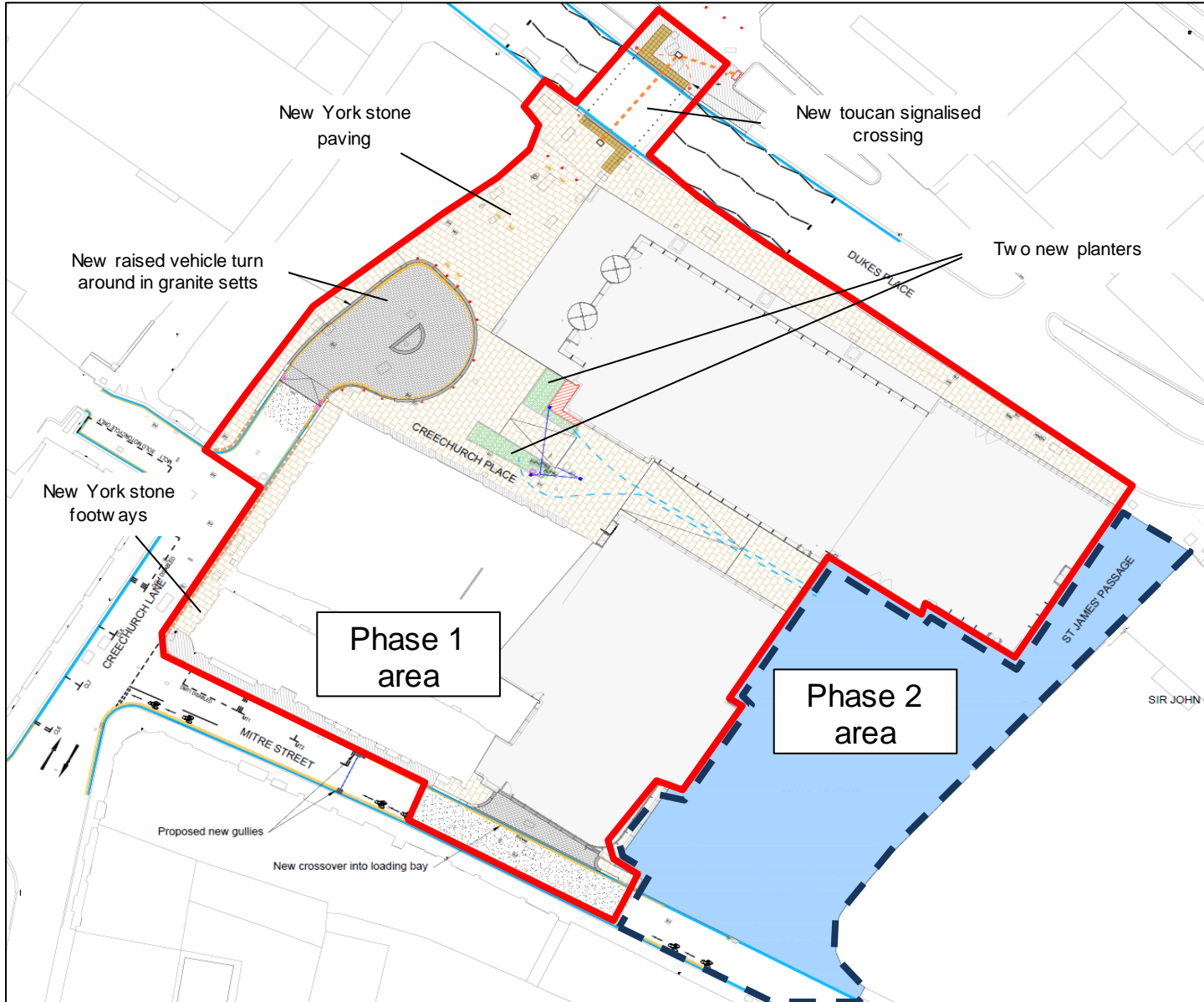
CLIENT
HIGHWAY DESIGN AND CONSTRUCTION
 Department of the Built Environment
 PO Box 270
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CITY OF LONDON

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Scale 1:200 @ A1	Project No. 100/16800326/PH

Appendix 2 - plan of the Phase 1 works



Appendix 3 – concept plan of Phase 2 works



Appendix 4 – financial tables

Table 1: Spend to date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Phase 1- Mitre Square S278			
PreEv Env Servs Staff Costs	47,000	29,882	17,118
PreEv P&T Staff Costs	59,000	51,458	7,542
PreEv P&T Fees	34,000	25,608	8,392
TOTAL S278	140,000	106,949	33,051
Phase 2 - Mitre Square S106			
PreEv P&T Staff Costs	42,568	38,660	3,908
PreEv P&T Fees	10,000	1,002	8,998
TOTAL S106	52,568	39,662	12,906
GRAND TOTAL	192,568	146,610	45,958

Table 2: Total estimated cost (inc. spend to date)			
Description	Phase 1 (S278)	Phase 2 (S106)	Total Estimated Cost
Evaluation	140,000	52,568	192,568
Fees	-	48,998	48,998
Staff Costs	45,000	25,000	70,000
Works	395,216	661,002	1,056,218
Maintenance	-	25,000	25,000
TOTAL	580,216	812,568	1,392,784

Table 3: Funding Sources	
Funding Source	Amount (£)
S278 (Creechurch Place)	550,216
S106 (Creechurch Place)	812,568
TfL (Signals Programme)	30,000
TOTAL	1,392,784

Committee(s):	Date(s):
Streets and Walkways Sub-Committee Planning & Transportation Committee Projects Sub-Committee Resource Allocation Sub-Committee	4 April 2016 (for information) 5 April 2016 (for decision) 13 April 2016 (for decision) 19 May 2016 (for information)
Subject: Transportation and Public Realm Division Projects Programme	Public
Report of: Director of the Department for the Built Environment	For Decision
Report author: Simon Glynn, Department for the Built Environment	

Summary

This report and the attached Transportation and Public Realm Division Projects Programme document at Appendix 1 sets out the current programme for all Transportation and Public Realm Division capital projects. The report seeks approval for the initiation of five new projects at Gateway 2, which can be considered in the light of the full programme of projected work set out in the document.

The programme in Appendix 1 lists projects by Area Strategy as well as by Gateway, following a request from Members for this information. The document also contains information on finances and funding, and an assessment of the traffic impact of implementing projects.

The information in this project programme provides a number of important messages, demonstrating the success of the Division's approach to capital projects. Table 2 in Appendix 1 shows spend by source. Of the Division's 84 current projects, 3.8m of internal funding, from such sources as the On-Street Parking Account, has been used to leverage an additional 164m in external funding to deliver these projects which make transport improvements or public realm enhancements possible within the Square Mile. The majority of this external funding is from the successful negotiation of s278 or s106 agreements with developers, however, the Division has also secured in excess of 34m of Transport for London grants or voluntary funding from private sector businesses and/or developers into the Corporation to deliver improvements of mutual benefit. Finally, the Community Infrastructure Levy funding (CIL) was used for the first time on capital projects in the Division in 2015/16 (£400,000) and it is recognised that CIL will form an important source for the future funding of capital projects.

The spend profile of the Division's capital projects between 2016/17 and 2018/19 is an average of 25.8m per annum, which will be used to support the needs of private sector development whilst also attracting new investment into the City, by creating a high quality, well-functioning and safe street environment. This spend profile is indicative of the considerable size of the Division's capital work programme and the value this adds to the City. The five Gateway 2 projects appended to this report are of a total value in the region of 3.5m, likely to be fully funded from external sources.

This report aims to provide an overview of all projects to assist Members in decision making. Projects are agreed and prioritised through Planning and Transportation Committee and the Court of Common Council as part of the process of agreeing and adopting Area Environmental Enhancement Strategies ('Area Strategies'). These projects are then initiated and managed using the corporate Project Procedure system.

It is recommended that Members of the **Planning and Transportation Committee:**

- Give approval to enter into a Section 278 agreement with the developer in respect of 100 Minorities in order to progress to the next gateway.

It is recommended that Members of the **Planning and Transportation Committee, Projects Sub Committee** and **Resource Allocation Sub Committee:**

- Note the full programme of projects being undertaken by the Transportation and Public Realm Division as set out in the Project Programme Document in Appendix 1.
- Note that a further report of the Transportation and Public Realm Division's capital projects will be presented in six months' time.

It is recommended that Members of the **Projects Sub Committee** approve projects at Gateway 2 set out in Appendix 2.

Transportation and Public Realm Projects Programme

1. This report and its appendices set out an overview of capital projects, in order to enable Members to keep apprised of the project programme and to control the implementation and co-ordination of projects. This includes those projects that have been completed, those currently being implemented and those that have been approved in principle by the Planning and Transportation Committee and Court of Common Council, and are envisaged will be delivered over the next few years, subject to funding.
2. The Transportation and Public Realm Division Projects Programme document at Appendix 1, is intended to make project management information more available within and outside the department. As more information is collected and analysis is carried out, the information in this document will be updated and a further report presented in six months' time to keep Members apprised of activity, costs and impacts on a comparative basis. For instance, in the document a section has been included on schemes that have been completed since the previous report was put in front of Committees. In addition, the table setting out the assessment related to the traffic impact of the implementation of the projects now shows the projected impact by quarter. This is intended to further assist in planning and prioritising the implementation of projects, so as to minimise the impact of projects on City streets and traffic congestion. Officers are using this information to make decisions around the timing of project delivery, where this is possible, and to assess whether actual impact was reduced through planning and coordination.

Gateway 2 Approvals

3. To give an indication of those projects likely to be brought forward in coming years from all sources, a schedule of 'Project Zeros' is kept on Project Vision and regularly updated. The current schedule is set out in Appendix 1. There are some IT and lighting projects included in the schedule, however this schedule is predominantly made up of:
 - All projects that form part of an approved Environmental Enhancement or Transport Strategy.
 - Projects that are agreed through signed Section.106 Agreements
 - Projects that are agreed through signed Section.278 Agreements

4. As agreed by Members in May 2013, projects will be brought forward from the current Project Vision Schedule of Gateway Zeros in accordance with agreed priority and progress reporting using the Project Procedure system. This system sets out the regularity of reporting on projects depending of the scale of finances involved and that of risk. Occasionally, a project not previously identified may be brought forward where there is an urgent need for the project and where funding is available to implement the project. In considering projects brought forward for initiation Members will be able to assess the priorities being recommended by officers in the context of the whole potential work programme.

5. The following table sets out the projects that gained initiation approval Gateway 2 as part of the approval of the last Department of Built Environment Project Programme report:

11-19 Monument Street	Following Gateway 2 approval, a stakeholder working party was established, including the developer of 11-19 Monument Street and Transport for London, from which a set of project objectives was established. Since that initial work, the project has been on hold until the signing of the S278 agreement with the developer in January 2016. In February 2016, Member approved the project objectives at Gateway 3.
Breams Buildings	Gateway 3 approval was received from Members in January 2016 for the project's objectives, which were established by a stakeholder working party, including the Chancery Lane Association. At the next gateway Members will review the design options for the project.
Cursitor Street	The project is currently on hold awaiting the signing by the developer of the necessary S278 agreement.
60-70 St. Mary Axe	Following Gateway 2 approval a stakeholder working party, including the developer, has developed project objectives and design options. A combined Gateway 3/4 report will be submitted to Members in Summer 2016 once these options have been agreed by the working party.

1 Angel Court	Gateway 3 approval was received from Members in October 2015 for the project's objectives, which were established by a stakeholder working party, including the developer. At the next gateway in Spring 2016, officers will seek approval for a preferred design options and authority to commence work.
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6. It is recommended that five projects, previously at Gateway Zero are now brought forward for approval at Gateway 2.

Newgate Street/Warwick Lane Safety Improvements	To reduce collisions, the project will introduce measures to make the junction safer. It is part of the Corporation's Road Danger Reduction Plan to address road danger.
Bus Reliability Schemes	The project will investigate measures to improve bus journey times and through this it is hoped to improve all vehicle movement in the City. It is likely to consist of measures that will target specific locations causing bus reliability or journey time problems. The types of measure are generally minor in nature and may include changes to control or prohibit parking, loading movement, bus lane operation and yellow box junctions.
Greening Cheapside Enhancement Project	The enhancement of the churchyard of St Peter Westcheap (Wood Street) and the enhancement of planting in the vicinity of St Paul's underground station have been identified as priorities within the Cheapside and Guildhall Area Strategy
100 Minorities (The Crescent) Enhancement Project	The project includes a number of environmental enhancements to Tower Gardens and to the street environment within the immediate vicinity of the development, with first priority to The Crescent and the new route through the site. In addition to the above, a S278 agreement is also required to make necessary changes to the highway as a result of the development.
City Way-finding Review	The project will investigate options for an appropriate system of way-finding and signage across the City, taking into consideration the use of the Legible London system elsewhere in the capital. It will make recommendations as to the best approach and seek to deliver this in a coordinated manner.

The Gateway 2 reports for these five projects are in Appendix 2 of this report.

Legal Implications

7. Projects can require varying degrees of legal input under a potentially wide range of issues such as agreements with third party funders; identifying affected land ownerships and agreements with affected land owners; agreements with neighbouring authorities; statutory processes required to implement highways or traffic changes; procurement; issues arising from implementation such as claims

arising from works carried out. This is provided by Comptroller and City Solicitor's staff as far as possible, but the feasibility of this will depend on the number and scope of active projects. Therefore, the resource requirements of a project in terms of legal issues should be identified and taken into account in determining project programmes and/or cost. The information contained in the project schedules makes this process easier to determine and manage.

Conclusion

8. The programme for Department of the Built Environment projects continues to keep pace with the change of built environment in the City, the increase in development activity, the changing pattern and mode of movement in the City's streets, an increase in the daytime population, increase in night-time economy, visitor activity and significant improvements to transport links. The Environmental Enhancement Area Strategy approach has proved to be an effective way of considering, and responding to, this change.
9. This strategic approach needs not only to continue but given greater emphasis and be governed by a deeper understanding of the future needs of the City, of which the sense of place and the future streets and public realm is a major consideration. Key documents, such as the Local Plan will be shaped to reflect this deeper understanding and strategic documents on the subject of transportation and public realm will align with this approach.
10. Officers will continue to develop the collection and analysis of information that will assist Members in governance and decision making related to project control and share this through future versions of the programme document attached in Appendix 1.
11. The Environmental Enhancement Section, from April 2016, will be re-named the City Public Realm Section to better describe its work in enhancing City streets and public realm.

Appendices

Appendix 1	Transportation and Public Realm Division Projects Programme
Appendix 2	Projects for Initiation: Gateway 2 Reports

Contact

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Projects for Initiation: Gateway 2 Report

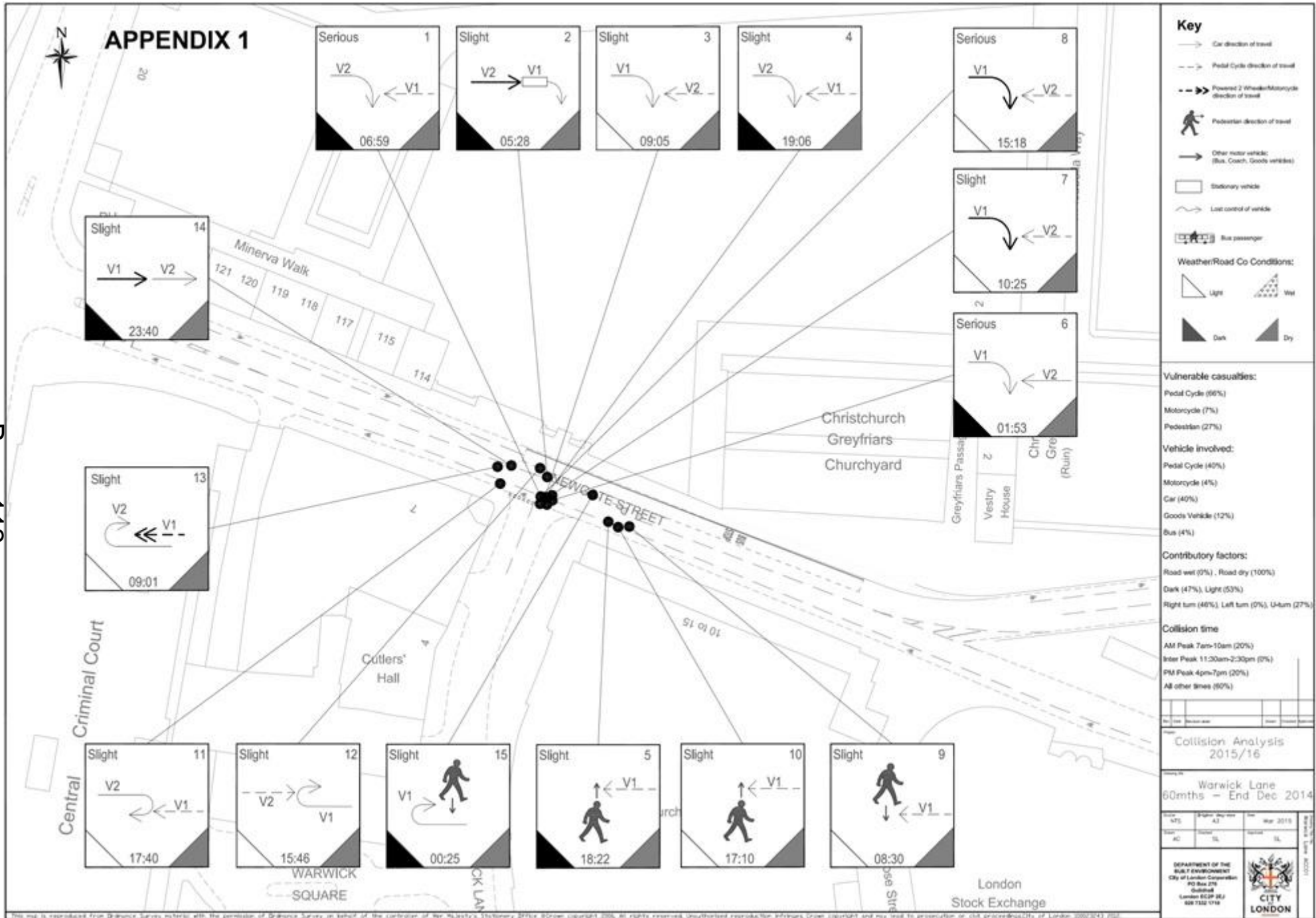
Project Gateway 1 & 2	April 2016
Project: Newgate Street / Warwick Lane Safety Improvement	Public
Report of: Director of the Built Environment	For Decision

Overview

1. Spending Committee Streets & Walkways Sub-Committee
2. Project Board A Project Board is not recommended given the scale and nature of this project.
3. Area Strategy Authorising Committee and date of Authorisation N/A
4. Brief description of project Newgate Street / Warwick Lane is the most dangerous priority (give-way) junction and sixth most dangerous location in the City. The top five locations have either had improvements recently introduced, improvements currently being investigated or significantly impacted by other major projects. Newgate Street / Warwick Lane has had 15 collisions in the last five years with over half of these collisions involving cyclists and pedestrians. A collision analysis plan is included in Appendix 1. Provided in Appendix 2 is a summary and status of the top 30 collision sites on the City of London's highway. Therefore to reduce collisions, officers plan to investigate and introduce measures to make the junction safer. It is part of the Corporation's Road Danger Reduction Plan to address road danger.
5. Do materials used comply with 'material review' approved use? Yes the materials will comply.
6. Success Criteria <ul style="list-style-type: none"> • Appropriate measures implemented which reduces collisions or safety risk • Improve pedestrian amenity • Minimal impact on network resilience
7. Key options to be considered The collision data suggests that a right turn ban from Newgate Street into Warwick Lane could potentially reduce collisions. This will be investigated along with a range of other options from low cost intervention such as road markings and signage to more significant measures, such as traffic signals or road closures.
8. Links to other existing strategies, programmes and/or projects Road Danger Reduction Plan
9. Within which category does this project fit? Asset enhancement/improvement (capital)
10. What is the priority of the project Advisable.

Financial Implications

11. Likely capital/supplementary revenue cost range £150k-£200k of which construction costs are estimated between £120k-£170k
12. Potential source (s) of funding Funding for the project will be provided from: <ul style="list-style-type: none">• TfL - Local Implementation Grant 15/16 (£15K)• TfL - Local Implementation Grant 16/17 (£135K-185K)
13. On-going revenue requirements and departmental local risk budget (s) affected To be confirmed at the next Gateway
14. Indicative Procurement Approach Delivery of the works will be undertaken by TfL (responsible for traffic signal infrastructure) and the City's Highway Term Contractor
15. Major risks Overall Project - Low Risk Risk breakdown: <ul style="list-style-type: none">• Impact on network capacity• Procurement and lead-in timescales• TfL Strategic Road Network approval• Stakeholder support for scheme
16. Anticipated stakeholders and consultees <ul style="list-style-type: none">• Local occupiers• Ward Members• Transport for London• Emergency Services• Other organisations representative of road users
17. Sustainability Implications It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes. This will be confirmed as design options are refined.
18. Resources requirements to reach next Gateway <ul style="list-style-type: none">• TfL - Local Implementation Grant 15/16 (£15K) To undertake the design and feasibility investigation to identify an appropriate solution.• Envisaged to be: TfL – Local Implementation Grant 16/17 (£15K) Project management including stakeholder engagement. In order to get community / stakeholders engaged to progress the project.
19. Light, Regular or Complex approval track Light



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APPENDIX 2 - City of London Collision Investigation

36 months to end June 2015

Rank	Location Description	Pedestrian	P/Cycle	Pwr 2wl	Total Collisions	Comments
1	BANK JUNCTION	8	12	8	28	Improvements being investigated under Major Projects
2	HOLBORN CIRCUS/BOROUGH BOUNDARY	3	13	5	22	New scheme implemented in 2014
3	LONDON WALL/MOORGATE	8	7	7	18	Junction partially occupied by Crossrail. To be investigated when opportunities allow
4	ALDERSGATE ST/BEECH ST	7	2	5	14	Traffic signal improvement introduced in 2013. Junction improvements are being investigated for implementation 2016/17
5	ALDERSGATE/LONDON WALL	1	11	2	14	Intermediate improvements introduced Dec 2014. Further Rotunda improvements are part of Major Project being delivered
6	NEWGATE ST/WARWICK LANE	3	8	3	13	Junction improvement project to be taken forward
7	QUEEN VICTORIA ST/POULTRY	4	7	0	12	Junction part of Bank Junction Major Projects
8	CANNON ST/GARLICK HILL/QUEEN VICTORIA ST	6	3	3	11	Site significantly affected by Bank Junction project
9	ALDGATE HIGH ST/ST.BOTOLPH ST/MINORIES	4	2	3	11	Aldgate Major Projects improvements being implemented
10	CHEAPSIDE/FOSTER LANE/NEW CHANGE	4	2	2	10	Junction improved as part of Cheapside Enhancement in July 2012. Site to be kept under review
11	LONDON WALL/WORMWOOD ST/OLD BROAD ST	0	4	4	9	Investigate introduction of yellow box to improve visibility
12	LEADENHALL ST/ST MARY AXE/LIME ST	3	6	2	8	Project scheduled to introduce traffic signals
13	LONDON WALL/WOOD ST	4	1	3	8	Junction to be improved as part of Quietways and London Wall Place
14	FETTER LANE/FLEET ST	3	1	2	7	Pedestrian Countdown at Traffic Signals installed in January 2015. Lighting levels to be checked
15	CANNON ST/DISTAFF LANE/NEW CHANGE	1	0	3	7	Junction improved as part of St Paul's Churchyard in March 2012. Site to be kept under review.
16	CHEAPSIDE/KING ST/QUEENST	2	2	1	7	Junction improved as part of Cheapside Enhancement in July 2012
17	GRAND AVE/LONG LANE/WEST SMITHFIELD/ LITTLE BRITAIN	0	5	2	7	To be investigated
18	GT SWAN ALLEY/MOORGATE	5	3	1	7	To be investigated
19	LOTHBURY/MOORGATE/PRINCES ST/GRESHAM ST	0	4	4	7	To be investigated in 2016/17
20	PUDDLE DOCK/QUEEN VICTORIA ST	0	1	2	6	Junction improvement to be investigated and integrated with Cycle Superhighways
21	HOLBORN VIADUCT/SNOW HILL	0	4	2	6	To be investigated
22	GILTSPUR ST/NEWGATE ST/OLD BAILEY/HOLBORN VIADUCT	4	2	2	6	Improvements to be implemented in 2016
23	OLD BROAD ST/THREADNEEDLE ST	1	4	0	5	No improvements identified. To be kept under review
24	CHANCERY LANE / FLEET STREET	1	2	1	4	Improvements to be implemented in 2016
25	CANNON ST/DOWGATE HILL/WALLBROOK	1	1	1	4	Junction to be modified as part of Bloomberg development
26	CREECHURCH LANE/LEADENHALL ST	0	3	0	4	To be investigated in 2016/17
27	HOUNSDITCH/ST BOTOLPH ST	1	2	1	4	Improvements being implemented as part of Aldgate Major Projects
28	BILLITER ST/FENCHURCH ST/MARK LANE	2	1	0	4	Location occupied by development
29	LIVERPOOL ST/OLD BROAD ST	1	0	0	4	City - Junction being occupied by Crossrail
30	CHEAPSIDE/POULTRY/OLD JEWRY	2	1	0	3	Street improved as part of Cheapside Enhancement in July 2012

Gateway: Gateway 2	Dates: April 2016
Subject: Project Proposal: Bus Reliability Schemes	Public
Report of: Director of the Built Environment	For Decision

Project Summary

<p>1. Context</p>	<p>Transport for London (TfL) has asked the City Corporation to help them deliver improvements to bus services. It is part of their £200m programme of bus priority investment across the capital. The programme is intended to reduce the impact from expected increases on bus journey times and reliability issues.</p> <p>TfL have investigated the existing delays to bus journeys from information on their bus database. They have also modelled the cumulative effects likely to be caused by the various major schemes on TfL’s Roads Modernisation Plan. These schemes include the Cycle Superhighways, 17 major schemes to create better public spaces and 33 junction improvements, of which currently ongoing in the City are the Cycle Superhighways North-South, East-West, and the CS2 Upgrade as well as the Bank Junction Programme, Tower Gateway and Aldgate Gyratory projects. Proposed major schemes for the future are Cycle Superhighway 4 (over London Bridge to Monument) and the St Paul’s Gyratory. This shows that bus journeys are likely to be negatively impacted in the next five years by these road investment plans in central and inner London. Without supporting mitigation measures the impact on bus services is likely to be severe.</p> <p>Early discussions with TfL have identified 26 potential interventions for further consideration along four bus corridors on the City’s highway network. Two of these include reviews to traffic signal operations, where TfL (as the responsible Traffic Authority), will take these forward but in consultation with the City. Officers will therefore review and develop all potential measures but only measures which support the City’s policies and high quality street environment will be taken forward.</p> <p>Potential measures along streets leading up to the Bank junction have been removed or deferred as a separate project relating to Bank junction is progressing separately. That project will need to consider a holistic approach to the way these streets function. Routes along the Transport for London Road Network (such as Bishopsgate, Farringdon Street, etc.) have also been excluded as TfL are the highway authority for these streets, and will take these forward themselves.</p>
<p>2. Brief description</p>	<p>The project will investigate measures to improve bus journey</p>

of project	times. It is likely to consist of measures that will target specific locations causing bus reliability or journey time problems. The types of measure are generally minor in nature and may include changes to control or prohibit parking, loading movement, bus lane operation and yellow box junctions. It may also include changes to kerb alignment, road markings, traffic lanes, improved signage and other relevant interventions. These mitigation measures are not likely to fully eliminate the predicted delays on all routes but collectively, they will reduce the predicted delays as far as possible.
3. Consequences if project not approved	<p>It should be noted that there could be delays and bottlenecks in the City area following the current and planned TfL works.</p> <p>Bus journey times and reliability issues would continue to decline in the City. This would not be in the best interest of London.</p> <p>The opportunity to improve air quality through reduced congestion would be lost.</p>
4. Success criteria	<ul style="list-style-type: none"> • Bus journey times and reliability improved • Road danger reduced • Public realm enhanced
5. Notable exclusions	Routes leading up to and including the Bank Junction and along the Transport for London Road Network.
6. Governance arrangements	<p>Spending Committee: Streets and Walkways Sub-Committee</p> <p>Senior Responsible Officer: Sam Lee</p> <p>Project Board: No</p>

Prioritisation

7. Link to Strategic Aims	1. To support and promote 'The City' as the world leader in international finance and business services
8. Links to existing strategies, programmes and projects	<ul style="list-style-type: none"> • There are synergies with a number of Area Strategies where bus routes run through such as Fleet Street. There are also synergies with projects at Bank Junction and Aldgate Gyratory. • Road Danger Reduction plan aims to address a raising number of collisions in the City of London and has set out an action plan that focuses on a limited number of key initiatives for implementation through partnership working. • City of London Air Quality Strategy aims to reduce the adverse effects of transport in the City on health, particularly health impacts related to poor air quality and excessive noise and the contribution that travel choices can make to sedentary lifestyles. • Climate Change Mitigation Strategy sets out how City of

	London Corporation plans to catalyse action to reduce greenhouse gas emissions in the Square Mile and beyond, which includes an efficient and pleasant-to-use public transport system.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	C. Desirable

Options Appraisal

11. Overview of options	<p>Review and agree with TfL the measures that may achieve bus journey time savings to be taken forward for approval.</p> <p>The measures could include changes to control or prohibit parking, loading, movement, bus lane operation and yellow box junctions. It may also include changes to kerb alignment, road markings, improvements to signage, traffic lane and other relevant interventions.</p>
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Project Planning

12. Programme and key dates	<p>Overall programme:</p> <ul style="list-style-type: none"> • Feasibility stage in FY15/16 • Main design and implementation works in FY16/17 <p>Key dates: Implementation by March 2017</p> <p>Other works dates to coordinate:</p> <ul style="list-style-type: none"> • Aldgate delivery programme • Key developments in the area of the proposed changes • Events • Area Strategies • Bank Interim project
13. Risk implications	<p>Overall project risk: Green</p> <ul style="list-style-type: none"> • Potential for objections • Potential conflict with businesses and local occupier needs
14. Stakeholders and consultees	<ul style="list-style-type: none"> • Local occupiers including businesses and residents • Ward Members • Emergency services • Other organisations representative of road users • TfL

Resource Implications

15. Total estimated	Likely cost range:
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cost	2. £225k to £425k									
16. Funding strategy	All funding fully guaranteed	External - Funded wholly by contributions from external third parties								
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>TfL in 15/16</td> <td>25,000</td> </tr> <tr> <td>TfL in 16/17</td> <td>200 - 400k</td> </tr> <tr> <td>Total</td> <td>225 – 425k</td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	TfL in 15/16	25,000	TfL in 16/17	200 - 400k	Total	225 – 425k
	Funds/Sources of Funding	Cost (£)								
	TfL in 15/16	25,000								
	TfL in 16/17	200 - 400k								
Total	225 – 425k									
<p>TfL has provided £25,000 for the City to engage on this project. The total cost estimate of the project at this stage is between £225,000 and £425,000. This will be refined at the next gateway. TfL has agreed to provide full funding in 2016/17 through the Bus Priority section of the TfL Portal.</p>										
17. On-going revenue implications	This will be dependent on the measures to be taken forward. However, it is anticipated that no significant revenue implications will arise, and that the City should be able to meet these from existing budgets. Any implications will be provided at the next gateway report.									
18. Investment appraisal	n/a									
19. Procurement strategy/Route to Market	<p>Data collection and any specialist consultancy will be through competitive quotes.</p> <p>Delivery of works will be through the City's Highway Term Contractor and equipment owners (where appropriate).</p>									
20. Legal implications	Traffic Management Orders may be required for certain traffic controls.									
21. Corporate property implications	n/a									
22. Traffic implications	This will be dependent on the measures to be taken forward, however, any traffic implications will be minimised as far as reasonably possible during the build stage. Further details will be provided at the next gateway report.									
23. Sustainability and energy implications	Improvements to bus services contribute to a more attractive form of transport. This encourages people to use them rather than using less sustainable modes of transport such as cars and motorbikes.									

24. IS implications	n/a
25. Equality Impact Assessment	An equality impact assessment will be undertaken

Recommended Course of Action

26. Next steps	<ol style="list-style-type: none"> 1. Gateway 2 report incorporated as part of DBE project programme to Project Sub Committee in January 2016. 2. Obtain and analyse data, undertake surveys, prepare outline proposals. 3. Undertake public engagement where appropriate. 4. Undertake outline design option appraisal, costs estimate of outline proposals. 5. Combined Gateway 3/4/5 report in summer 2016. 6. Implementation by March 2017. 																			
27. Approval track and next Gateway	<p>Approval track: 2. Regular</p> <p>Next Gateway: Gateway 3/4/5 Options Appraisal & Authority to Start (Regular)</p>																			
28. Resource requirements to reach next Gateway	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>To understand how the area operates. Involves: undertake and analyse traffic surveys, traffic modelling, etc.</td> <td>TfL</td> <td>50,000</td> </tr> <tr> <td>Staff costs</td> <td>Design, stakeholder & public engagement, project management</td> <td>TfL</td> <td>50,000</td> </tr> <tr> <td>Total</td> <td></td> <td>TfL</td> <td>100,000</td> </tr> </tbody> </table>				Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	To understand how the area operates. Involves: undertake and analyse traffic surveys, traffic modelling, etc.	TfL	50,000	Staff costs	Design, stakeholder & public engagement, project management	TfL	50,000	Total		TfL	100,000
Item	Reason	Funds/ Source of Funding	Cost (£)																	
Fees	To understand how the area operates. Involves: undertake and analyse traffic surveys, traffic modelling, etc.	TfL	50,000																	
Staff costs	Design, stakeholder & public engagement, project management	TfL	50,000																	
Total		TfL	100,000																	

Appendices

Appendix 1	Bus routes considered for bus priority
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Contact

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Gateway 1 & 2	April 2016
Project: Greening Cheapside	Public
Report of: Director of the Built Environment	For Decision

Overview

1. Spending Committee Streets & Walkways Sub-Committee
<p>2. Project Board A Project Board is not recommended given the scale and nature of this project. Regular design team meetings will be held with the project team and Senior Responsible Officer. Regular liaison is also planned with the Cheapside Business Alliance and the Church.</p>
<p>3. Area Strategy Authorising Committee and date of Authorisation The project sits within the Cheapside and Guildhall Area Enhancement Strategy which was adopted by Committees in April 2015.</p>
<p>4. Brief description of project In 2013, the Cheapside Initiative commissioned a Greening Cheapside Audit and identified a number of existing streets and spaces that have the potential to be greened or re-landscaped. Much of this work was subsequently absorbed into the Cheapside and Guildhall Area Enhancement Strategy which was adopted by the City in 2015.</p> <p>It is proposed to focus improvements on two sites that have been identified as high priorities in order to deliver the greatest benefits. The main opportunity areas are as follows:</p> <ul style="list-style-type: none"> • The churchyard of St Peter Westcheap (Wood Street). This is a publically accessible space adjacent to No.130 Wood Street that does not have step free access and is in need of enhancement. The land is owned by the Church but maintained by the City via an agreement. It is proposed to evaluate options to re-landscape the garden and introduce step-free access. This former burial ground has sensitive characteristics, containing a number of historic structures and a historic plane tree protected by a Tree Preservation Order. • There are several concrete planters in the vicinity of St Paul's tube station that currently contain bedding plants. These planters are in need of updating and this area could also be re-landscaped to improve pedestrian movement and seating. <p>A plan of the area is included in the appendix.</p>

6. Success Criteria

- Enhanced and attractive green spaces with improved bio-diversity and variety of planting, which contributes to improving the air quality of the City;
- More useable green spaces with improved accessibility and pedestrian movement;
- A robust and attractive planting design that is easily maintainable.
- Improvements to the appearance and condition of the historic structures within the churchyard and its wider historic character, which will be safeguarded.

7. Key options to be considered

- Improvements to the design and accessibility of the churchyard of St Peter Westcheap (Wood Street);
- Options will be considered for the renovation and conservation of the historic hard landscaping of the churchyard (the stone sub base to the railings, the railings and memorials);
- Improvements to the design and planting of the planting beds in the vicinity of St Paul's tube station;
- Options will be developed for the planting design to ensure it is easily maintainable with integrated irrigation if feasible.
- Options will need to limit the opportunities for skateboarding.

8. Links to other existing strategies, programmes and/or projects

This project would deliver on the priorities of the Cheapside and Guildhall Area Enhancement Strategy where additional greening was highlighted as a high priority. A key objective of the strategy is to enhance the local environment and improve air quality particularly through new green spaces and tree planting and by supporting the objectives of the City's joint health and wellbeing strategy as well as pollution reduction initiatives.

The project is also in accordance with one of the key themes of the approved Cheapside Business Alliance Business Plan, which seeks to work with the City Corporation to identify opportunities to further enhance green spaces and identify opportunities for further greening.

9. Within which category does this project fit?

Fully reimbursable.

10. What is the priority of the project

Desirable.

Financial Implications**11. Likely capital/supplementary revenue cost range**

£300K - £750K

12. Potential source (s) of funding

The project is proposed to be funded from a variety of funding sources. The initial design work is to be funded from the S106 obligation for 100 Cheapside. There are also other S106 funds available that will be investigated for implementation along with a potential funding contribution from the Cheapside Business Alliance. CIL and

TfL funds are also possible sources.

13. On-going revenue requirements and departmental local risk budget (s) affected

The project aspires to reduce long-term maintenance implications for the planting areas by replacing bedding plants with a new planting palette that requires less intensive maintenance. Introducing an irrigation system is also an aspiration. Revenue implications will be explored in more detail at the next gateway.

14. Indicative Procurement Approach

At this stage, It is anticipated that most works will be undertaken by the City's term contractor, J.B. Riney, with soft landscaping works undertaken by the Department of Open Spaces. This will be confirmed in future Gateway reports.

15. Major risks

Overall Project – Medium Risk

1. Churchyard ownership issues restrict options

The churchyard of St Peter Westcheap is maintained by the City as a public space. However, this is by agreement with the Church. Therefore, the Church would need to agree to any changes and this may also require amendments to the maintenance agreement. It is proposed that early discussions are held with the Church in order to establish viable options for the project scope and legal agreement before designs are developed.

2. Underground utilities, archaeology and burials impact on design and restrict planting layout

Surveys and studies will be undertaken at an early stage to establish the scope of the project and designs will be developed to take this into account.

3. Costs exceed budget

Design options will be developed with the budget in mind and costly items such as utility diversions will be avoided.

16. Anticipated stakeholders and consultees

Anticipated external stakeholders:

- Owners/occupiers of adjacent buildings
- The Cheapside Business Alliance
- The Diocese of London
- The Parish of St Vedast

Anticipated internal consultees:

- Ward Members
- Relevant CoL departments

17. Sustainability Implications

It is anticipated that all materials will be sustainably sourced where possible and will be suitably durable for construction purposes. This will be confirmed as design options are refined. Options for sustainable urban drainage will also be investigated.

18. Resources requirements to reach next Gateway

Staff costs - £30K,

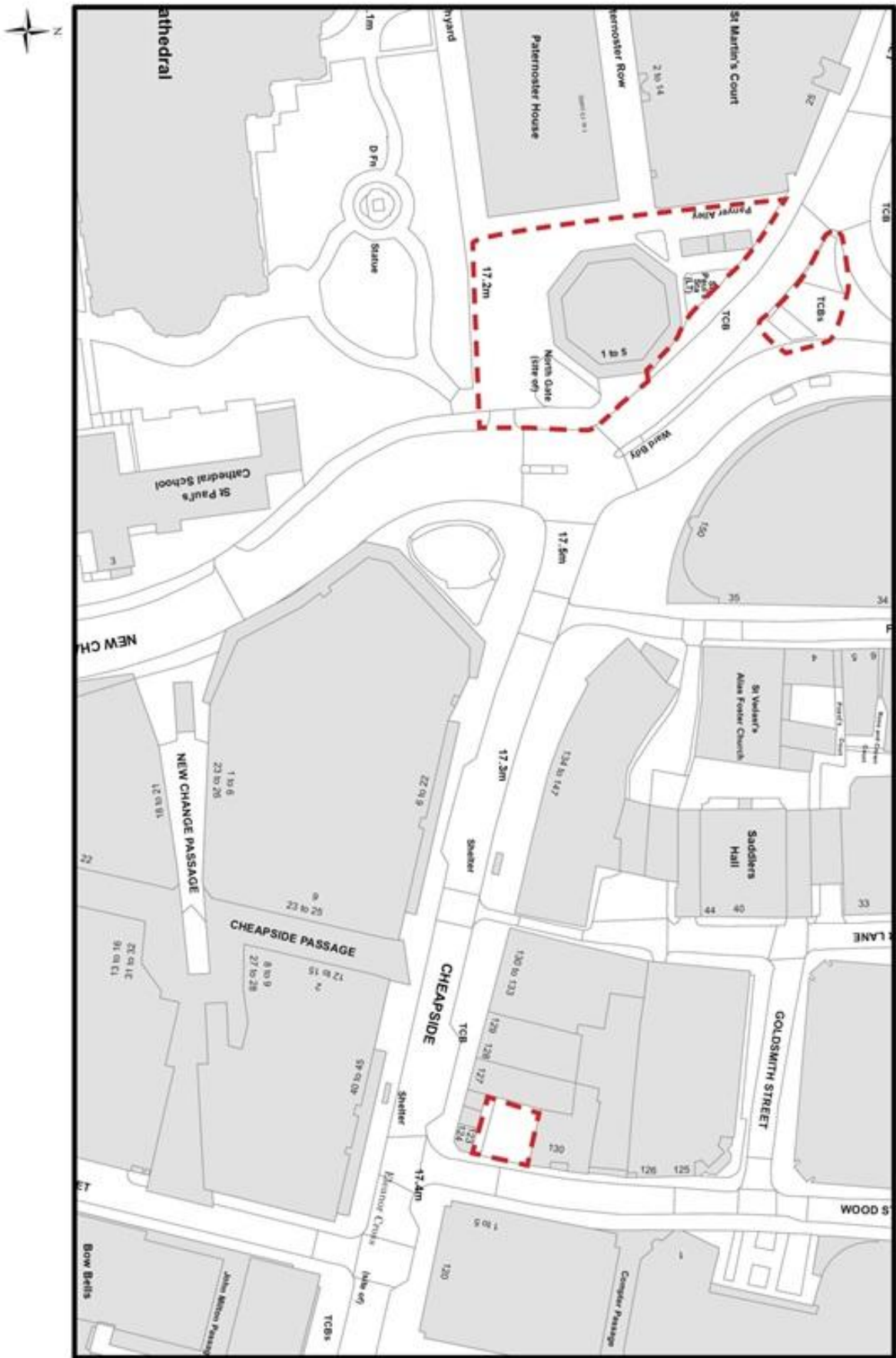
Fees - £15K

This would allow the City to progress the project to Options Appraisal, conduct consultation work including liaison with local stakeholders and the Church and prepare necessary reports back to Members. This represents approximately 300 hours for options appraisal and evaluation, which would be fully externally funded from the 100 Cheapside Section 106 Obligation (Local Community Facilities and Environmental improvement Works Contribution).

19. Light, Regular or Complex approval track

Regular Approval Track based on the approval track matrix progressing to Gateway 3/4.

Appendix 1 – Map of the project area



Project Gateway 1 & 2	April 2016
Project: 100 Minories area enhancements	Public
Report of: Director of the Built Environment	For Decision

Overview

1. Spending Committee Streets & Walkways Sub-Committee
<p>2. Project Board A project steering group will be established to identify the project issues and objectives and guide the design. This will include representation from relevant CoL Departments and the developer of 100 Minories.</p>
<p>3. Area Strategy Authorising Committee and date of Authorisation The project sits within the Aldgate and Tower Area Enhancement Strategy which was adopted by Committees in December 2012.</p>
<p>4. Brief description of project The hotel development at 100 Minories(12/00263/FULMAJ) is currently under construction. The associated S106 Agreement includes a number of environmental enhancements that are to be funded by the S106 as follows: (a) enhancements to Tower Gardens; (b) Enhancements to the street environment within the immediate vicinity of the Development, with first priority to the Crescent and the new route through the site; (c) Compensatory greening for the loss of the raised flower bed along the walkway to the South of the site.</p> <p>In addition to the above, a S278 Agreement is also required to make necessary changes to the highway as a result of the development. It is proposed that the scheme be managed as one project in order to coordinate the improvement works.</p> <p>This is a site of considerable historic depth, located on the medieval City ditch beneath the Wall, and where George Dance pioneered the Crescent, Circus and Square forms of town planning in London in the 18th century. This interest, though partly clouded by later development, is reflected by the site's inclusion within the Crescent conservation area. It forms part of the setting of the Tower of London World Heritage Site.</p>
<p>6. Success Criteria</p> <ul style="list-style-type: none"> ▪ An enhanced public realm and walking routes in accordance with the aims of the Aldgate and Tower Area Enhancement Strategy and in keeping with the conservation area; ▪ A well-functioning street environment in the vicinity of the hotel with road danger reduction where applicable; ▪ Improvements to the play area at Tower Gardens respecting the character of the World Heritage Site; ▪ Improved accessibility for all, particularly for those with mobility difficulties.

7. Key options to be considered

- Improvements to Tower Gardens play area to ensure that it is easily maintainable with robust play equipment.
- Improvements to Crescent to create a new public space with greenery and seating, with the design sensitively developed to enhance the appearance of the conservation area.
- New and improved walking routes in the vicinity of the site.
- Alterations to footways and carriageways in Crescent and Hammett Street to enhance road safety and mitigate the impact of the development.
- Consideration of options for additional greenery in the area.
- Where applicable, the design will aim to limit opportunities for skateboarding

8. Links to other existing strategies, programmes and/or projects

This project would deliver on the priorities of the Aldgate and Tower Area Enhancement Strategy where improvements to Crescent and Hammett Street are identified as a high priority project. The project also links to Vine Street (another high priority project) where a future scheme for public realm enhancements is proposed in association with the planned redevelopment at Emperor House.

The Crescent Conservation Area SPD (adopted 2012) also provides guidance for the area.

9. Within which category does this project fit?

Fully reimbursable.

10. What is the priority of the project

Advisable.

Financial Implications**11. Likely capital/supplementary revenue cost range**

£500k - £1m

12. Potential source (s) of funding

The main funding source for the project will be provided by the S106 obligation for 100 Minorities and the planned S278 Agreement with the hotel developer. Additional funding may also be sought from TfL or other sources depending on the options that are taken forward.

13. On-going revenue requirements and departmental local risk budget (s) affected

There may be revenue implications for maintenance which will be identified as the design develops and reported at the next Gateway.

14. Indicative Procurement Approach

At this stage, It is anticipated that most works will be undertaken by the City's term contractor, J.B. Riney with soft landscaping works undertaken by the Department of Open Spaces. This will be confirmed in future Gateway reports.

15. Major risks

Overall Project - Medium Risk

1. Works costs exceed budget

As the design options are developed, the likely cost of the scheme will be established. A number of funding sources have been identified, depending on the scope of the project.

2. Underground utilities impact on design and restrict greening

Surveys will be undertaken to establish the scope for planting and designs will be developed to take this into account in order to avoid any costly utility diversions.

3. Maintenance costs cannot be adequately covered by the S106 obligation

The S106 restricts maintenance payments to 5 years. Discussion will be required with the developer in order to secure appropriate maintenance payments via the S278 Agreement which would not have the same time restriction.

4. Minories is a GLA road and so agreement will be required with TfL to carry out works here.

The extent of the road at Minories which has transferred to TfL is currently part of the GLA roads litigation, and so this may have an impact on the project.

16. Anticipated stakeholders and consultees

Anticipated external stakeholders:

- Developer of 100 Minories
- Owners/occupiers of adjacent buildings
- Transport for London
- London Underground
- The London Borough of Tower Hamlets

Anticipated internal consultees:

- Ward Members
- City Transportation
- Highways
- The development division
- City Surveyors
- Open Spaces
- Access team
- Finance
- Cleansing

17. Sustainability Implications

It is anticipated that all materials will be sustainably sourced where possible and will be suitably durable for construction purposes. This will be confirmed as design options are refined.

18. Resources requirements to reach next Gateway

Staff costs - £50K,

Fees - £40K

This would allow the City to progress the project to Options Appraisal, conduct consultation, including liaison with local stakeholders and the neighbouring Borough

and prepare necessary reports back to Members. This represents 500 hours for options appraisal and evaluation, which would be fully externally funded from the Section 106 obligation and the planned S278 Agreement.

Table 1: Breakdown of estimated costs to reach next gateway

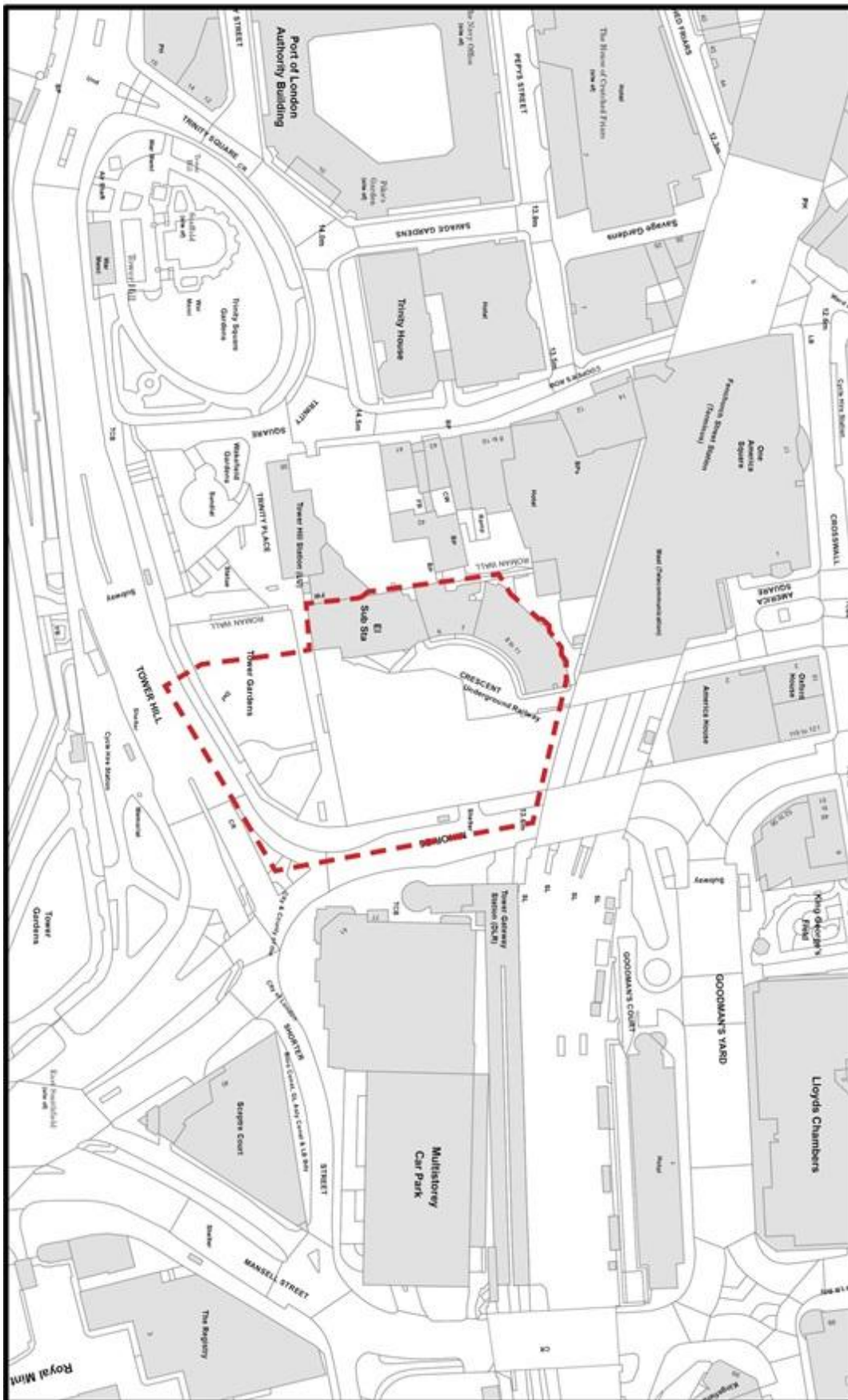
Item	Cost (£'s)
Fees (S106)	25,000
Fees (S278)	15,000
Total Fees	40,000
Staff Costs (S106)	30,000
Staff Costs (S278)	20,000
Total Staff Costs	50,000
TOTAL	90,000

19. Light, Regular or Complex approval track

Regular Approval Track based on the approval track matrix progressing to Gateway 3/4.

Approval is requested to enter into a Section 278 agreement with the developer in order to progress to the next gateway.

Appendix 1 – Map of the project area



Committees:	Dates:
Project Sub	April 2016
Subject: Gateway 1 & 2 Project Proposal: City way-finding signage review	Public
Report of: Director of the Built Environment	For Decision

Project Summary

<p>1. Context</p>	<p>The City's way-finding signage was upgraded and rationalised in 2006-2007 and is now in need of a complete review. The City and its destinations are constantly evolving and our signage has not kept pace with this change. There are several emerging projects and themes such as the Cultural Hub and Cheapside BID which considers way finding and signage to be integral to their success. Also, more visitors are being attracted to new and better marketed events and in many cases destinations are poorly signed.</p> <p>The 290 signs making up the existing system consist of a mixture of finger posts, monoliths and wall mounted signs. See appendix 1 for details.</p> <p>A separate signage system exists around the Barbican Estate (City Walkway). The review will consider incorporating upgrading or revising the Barbican signage into this project, with consideration to the Supplementary Planning documents 'Barbican Estate listed building management guidelines'.</p>
<p>2. Brief description of project</p>	<p>The project will investigate and deliver a way-finding signage system that is fit for purpose for now and in the future. This will include a management system that enables future changes and explores creating a funding stream.</p>
<p>3. Consequences if project not approved</p>	<p>The City's signage is almost ten years old and does not reflect the changing face of the City.</p> <p>If the current system is not upgraded some signage of existing and proposed destinations will not be up to date. These destinations such as Crossrail stations, the emerging Cultural Hub, the Museum of London and some other new and popular destinations and changes to routes such as the Barbican Highwalks will not show on our street signage. This will also result in workers and visitors being less able to navigate their way through the City of London.</p>

4. Success criteria	Keep, modify or implement a way finding system that is fit for purpose now and in the future.
5. Notable exclusions	If Legible London is taken up, a system of signing destinations will generally be set by Transport for London and remove much local decision making.
6. Governance arrangements	Spending Committee: Streets and Walkways Sub-Committee Senior Responsible Officer: Iain Simmons Project Board: Yes

Prioritisation

7. Link to Strategic Aims	1. To support and promote 'The City' as the world leader in international finance and business services
8. Links to existing strategies, programmes and projects	As the way-finding signage is city-wide, there are potential linkages to all strategies including the Air Quality Strategy, Climate Change Mitigation Strategy and all programmes and projects that impact on the highway and City Walkways. There is a key link to the Cultural Hub Programme and Cheapside BID activity. The strategy would support walking in particular and support delivery of the City's health and wellbeing objectives.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	C. Desirable

Options Appraisal

11. Overview of options	A range of options will be considered including:- <ol style="list-style-type: none"> 1. Do nothing 2. Refurbish and update existing signs including mapping. 3. Rationalise signage and remove redundant signs where possible. As part of a broader way finding approach, use a combination of promotion of the use of mobile technology including the City's wifi, and / or technology such as Apps to navigate. Also consider incorporating clues, cues and themes (area specific lighting or surfacing materials as used in other locations in London, such as Exhibition Road). This option could prove particularly useful for disabled users. 4. Migrate to the Legible London signing system, which is widely used throughout London. This option will consider using as much of the existing infrastructure as possible. This composite option could result in retaining
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	<p>some of the existing City signage and branding.</p> <p>5. Migrate to the widely used Legible London signing system without retaining any of the City's components.</p>
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Project Planning

12. Programme and key dates	<p>Overall programme: 3 years</p> <p>Key dates:</p> <ul style="list-style-type: none"> • Options appraisal 4th quarter 2016/17 • Detailed design 3rd quarter 2017/18 • Implementation 2018/2019
13. Risk implications	<p>Overall project risk: Green</p> <ul style="list-style-type: none"> • Detailed costs are unknown but as the design options are identified, the likely cost of the scheme will be established. • Divided stakeholder opinions/self-interest
14. Stakeholders and consultees	<ul style="list-style-type: none"> • Barbican Association and residents • Barbican Theatre • Transport for London (Legible London champions) • The Cultural Hub programme • The Cheapside BID • Local developers • Public that use the streets • Local occupiers • Other organisations representative of road users such as living streets • Access Group • Other mobility groups as identified • City Property Advisory Team • City of London Police • Other City of London Teams & Departments linked to visitor and cultural attractions.

Resource Implications

15. Total estimated cost	<p>Likely cost range:</p> <p>2. £250k to £5m</p>	
16. Funding strategy	Partial funding confirmed	Mixture - some internal and some external funding

	Funds/Sources of Funding	Cost (£)
	Existing development funding (S278/CIL) available	1,000,000
	Future potential funding (S278/CIL) to capture	1,250,000
	Transport for London	250,000
	Total	2,500,000
17. On-going revenue implications	There are on-going revenue implications associated with maintaining and updating the way-finding infrastructure. This will be set out at the next appropriate gateway report.	
18. Investment appraisal	N/a	
19. Procurement strategy/Route to Market	Data collection obtained through competitive quotes.	
20. Legal implications	None at this stage	
21. Corporate property implications	None at this stage	
22. Traffic implications	None at this stage	
23. Sustainability and energy implications	Recycling existing signage infrastructure will be considered as part of the options	
24. IS implications	If option 3 is taken forward the preferred option, then IS implications will be considered at the appropriate time.	
25. Equality Impact Assessment	An equality impact assessment will be undertaken	

Recommended Course of Action

26. Next steps	<ol style="list-style-type: none"> 1. Inception of project board (members to be confirmed once scope of project is known, but will include representatives from Section 14: Stakeholders and Consultees), agree terms of reference, prepare project documentations. 2. Undertake study and cost comparison of all options 3. Prepare Options appraisal Report
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27. Approval track and next Gateway	Approval track: 2. Regular Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)																																																			
28. Resource requirements to reach next Gateway	<table border="1" data-bbox="528 405 1441 1868"> <thead> <tr> <th data-bbox="528 405 691 551">Item</th> <th data-bbox="691 405 1123 551">Reason</th> <th data-bbox="1123 405 1275 551">Funds/ Source of Funding</th> <th data-bbox="1275 405 1441 551">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 551 691 674">Fees</td> <td data-bbox="691 551 1123 674">Undertake survey of existing signage</td> <td data-bbox="1123 551 1275 674">Existing S278/ S106</td> <td data-bbox="1275 551 1441 674">15,000</td> </tr> <tr> <td data-bbox="528 674 691 819">Staff costs</td> <td data-bbox="691 674 1123 819">Extensive public consultation to gather robust evidence base for change</td> <td data-bbox="1123 674 1275 819">Existing S278/ S106</td> <td data-bbox="1275 674 1441 819">7,000</td> </tr> <tr> <td data-bbox="528 819 691 943">Staff costs</td> <td data-bbox="691 819 1123 943">User requirement surveys</td> <td data-bbox="1123 819 1275 943">Existing S278/ S106</td> <td data-bbox="1275 819 1441 943">8,000</td> </tr> <tr> <td data-bbox="528 943 691 1066">Staff costs</td> <td data-bbox="691 943 1123 1066">Develop signage location strategy (e.g. routes, neighbourhoods)</td> <td data-bbox="1123 943 1275 1066">Existing S278/ S106</td> <td data-bbox="1275 943 1441 1066">12,000</td> </tr> <tr> <td data-bbox="528 1066 691 1189">Staff costs</td> <td data-bbox="691 1066 1123 1189">Research into complementary way find measures; clues and cues</td> <td data-bbox="1123 1066 1275 1189">Existing S278/ S106</td> <td data-bbox="1275 1066 1441 1189">8,000</td> </tr> <tr> <td data-bbox="528 1189 691 1312">Staff costs</td> <td data-bbox="691 1189 1123 1312">Assessment of way finding technology options</td> <td data-bbox="1123 1189 1275 1312">Existing S278/ S106</td> <td data-bbox="1275 1189 1441 1312">7,000</td> </tr> <tr> <td data-bbox="528 1312 691 1435">Staff costs</td> <td data-bbox="691 1312 1123 1435">Assess ongoing funding strategy and signage change criteria</td> <td data-bbox="1123 1312 1275 1435">Existing S278/ S106</td> <td data-bbox="1275 1312 1441 1435">12,000</td> </tr> <tr> <td data-bbox="528 1435 691 1559">Staff costs</td> <td data-bbox="691 1435 1123 1559">Legible London liaison base map acceptability and suitability study</td> <td data-bbox="1123 1435 1275 1559">Existing S278/ S106</td> <td data-bbox="1275 1435 1441 1559">9,000</td> </tr> <tr> <td data-bbox="528 1559 691 1704">Ongoing Staff costs</td> <td data-bbox="691 1559 1123 1704">Project Management and stakeholder engagement: Project Board and Working Parties</td> <td data-bbox="1123 1559 1275 1704">Existing S278/ S106</td> <td data-bbox="1275 1559 1441 1704">22,000</td> </tr> <tr> <td data-bbox="528 1704 691 1827">Staff costs</td> <td data-bbox="691 1704 1123 1827">Design and feasibility investigation: Evaluate and cost up options</td> <td data-bbox="1123 1704 1275 1827">TfL LIP funding 2016/17</td> <td data-bbox="1275 1704 1441 1827">25,000</td> </tr> <tr> <td colspan="3" data-bbox="528 1827 1275 1868">TOTAL</td> <td data-bbox="1275 1827 1441 1868">125,000</td> </tr> </tbody> </table> <p data-bbox="528 1906 1441 2018">The staff costs for this project are front loaded to ensure that the options presented to Members at Gateway 3 are based on a firm evidence base accompanied by accurate estimates.</p>				Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	Undertake survey of existing signage	Existing S278/ S106	15,000	Staff costs	Extensive public consultation to gather robust evidence base for change	Existing S278/ S106	7,000	Staff costs	User requirement surveys	Existing S278/ S106	8,000	Staff costs	Develop signage location strategy (e.g. routes, neighbourhoods)	Existing S278/ S106	12,000	Staff costs	Research into complementary way find measures; clues and cues	Existing S278/ S106	8,000	Staff costs	Assessment of way finding technology options	Existing S278/ S106	7,000	Staff costs	Assess ongoing funding strategy and signage change criteria	Existing S278/ S106	12,000	Staff costs	Legible London liaison base map acceptability and suitability study	Existing S278/ S106	9,000	Ongoing Staff costs	Project Management and stakeholder engagement: Project Board and Working Parties	Existing S278/ S106	22,000	Staff costs	Design and feasibility investigation: Evaluate and cost up options	TfL LIP funding 2016/17	25,000	TOTAL			125,000
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Appendices

Appendix 1	Existing City way finding signage examples
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Contact

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Appendix 1: Existing City of London way-finding signage



Finger posts



Node



Wall mounted signage

Committees: Streets and Walkways sub-Committee Planning and Transportation Committee	Dates: 4 April 2016 5 April 2016
Subject: Bank Area Enhancement Strategy – Update Report	Public
Report of: The Director of the Built Environment	For Information

Summary

This report provides an update on the continued implementation of the Bank Area Enhancement Strategy. Since the strategy was approved in 2013 the following progress has been made:

Completed projects:

- Bank By-Pass Walking Routes Phase 1 Birchin Lane: A timed closure with access improvements and a raised carriageway to enhance the pedestrian environment and movement for people with disabilities
- Austin Friars: Access improvements with a raised carriageway and an enhanced public space at Austin Friars Square
- Bank Courts and Lanes – Lombard Street/Change Alley: Improved accessibility by raising a section of carriageway to footway level and paving improvements
- 67 Lombard Street: Environmental enhancements in association with the redevelopment

On-going projects:

- All Change At Bank: Bank Junction Improvement project to make the junction safer and improve the sense of place. A Gateway 3 report was approved in December 2015. In addition, an experimental scheme is being developed and has been approved at Gateway 2
- Bloomberg development: Enhancement works to improve junctions and road safety and enhance the public realm in association with the new development. A Gateway 3/4 report was approved in September 2015
- 1 Angel Court: Public realm enhancements in Angel Court and streets in the vicinity of the new development. A Gateway 4/5 report is planned for April 2016.
- Bank By-Pass Walking Routes Phases 2 and 3 including improvements in Finch Lane, Nicholas Lane and Abchurch Lane. A Gateway 5 report for Finch Lane and Nicholas Lane is planned for summer 2016
- Designs have been further developed for improvements to the Courts and Lanes in the vicinity of Bank junction. It is planned to integrate these small-scale projects into a future programme

The Bank station upgrade project is being progressed by London Underground with works planned to commence in 2016. Numerous redevelopments are also taking place in the area that will result in further changes to the public realm in the future.

Recommendation: It is recommended that:

- (i) The update information on the Strategy is received and actions noted.

Background

1. The Bank Area Enhancement Strategy sets out the City's vision for public realm, road safety and transportation improvements in the Bank area over the next 5-10 years. It provides a framework, ensuring that improvements are prioritised and works coordinated to make the best use of available funds.
2. The objectives of the Bank Area Enhancement Strategy align with, and further develop, the Local Plan's objectives, in order to address the challenges that are specific for the Bank area. The key objectives for the Bank Area Enhancement Strategy are as follows:
 - To reduce conflict and improve road safety for all modes of transport.
 - To improve the function of Bank junction for all modes of transport.
 - To accommodate future growth, ensuring that the area functions well and provides a suitable environment that contributes towards maintaining the City's status as the world's leading international financial and business centre.
 - To improve the pedestrian environment, create more space for pedestrians and ensure that streets and spaces are inclusive and accessible to all.
3. The strategy and the framework for its implementation were approved by Committees and the Court of Common Council in 2013 following an extensive public consultation exercise. The approval provides that projects in the Strategy are to be implemented in phases as funding becomes available.

Completed Bank Area Projects

Please also refer to Appendix B where finance information is set out.

Bank By-Pass Walking Routes Phase 1 – Birchin Lane (High priority project)

4. The Strategy identifies projects that support the movement of pedestrians along alternative routes to 'by-pass' Bank Junction. This project includes improvements to key north-south lanes to make them more comfortable and accessible walking routes, avoiding the congested Bank junction
5. The project is divided into three Phases and Phase One – Birchin Lane was completed in November 2015. The scheme involved restricting access to motor vehicular traffic between the hours of 7am to 7pm Monday to Friday in order to create a pedestrian focused street. The carriageway has been raised to footway level to enhance accessibility and surfaced in granite to provide a high quality public realm in this conservation area location. Surveys are being undertaken to assess the impact of the scheme but initial feedback from occupiers and users has been very positive.

Austin Friars (High Priority project)

6. Austin Friars was identified in the Strategy as forming a key east-west walking route in the area. The enhancement works here involved raising the carriageway to footway level to improve accessibility and creating an enhanced public space at the eastern end. The construction was completed in October 2015. As with Birchin Lane described above, surveys will be undertaken to assess the impact of the improvements. However, feedback already received from occupiers has been positive.
7. In order to create an enhanced walking route and reduce conflict between vehicles and pedestrians at peak times, an experimental Traffic Order has been implemented with a timed restriction for all vehicles Monday to Friday, 11am to 4am, as well as restrictions on parking times and vehicle width. If the experiment is successful, the Traffic Order will be implemented permanently.

Bank Courts and Lanes – Lombard Street/Change Alley (High Priority project)

8. The enhancement of the Courts and Lanes in the Bank area is a high priority project of the approved Bank Area Enhancement Strategy. This project proposed improvements in Change Alley at the arm that meets Lombard Street adjacent to no.68, in order to enhance this key walking route and in particular to improve accessibility by raising a section of carriageway to footway level.
9. The scheme was funded by an additional TfL major scheme funding allocation for 2014/15 and was completed in February 2015. The accessibility improvements have been welcomed by occupiers and users alike.

67 Lombard Street environmental enhancements (Medium Priority Project)

10. The project involved the replacement of the existing mastic asphalt footway in front of 67 Lombard Street with York stone and new granite kerbs in order to create an enhanced environment adjacent to the redevelopment. The project was fully funded by the developer through a voluntary Section 278 agreement, including all associated staff costs. Works were completed in January 2015.

Update on on-going Projects

Bank Junction Improvements (High priority project)

11. Bank is an area of congestion that has a poor road safety record, particularly for pedestrians and cyclists. Since the Strategy was adopted in 2013, work has been undertaken to assess the movement patterns, servicing and delivery activity and pick up and drop off activity in and around Bank junction.

12. The aim of the project is to improve safety, improve air quality and enhance its sense of place, while also addressing the function and efficiency of the junction and surrounding road network.
13. A Gateway 3 report was approved by committees in December 2015. Four options are to be carried forward to the detailed option appraisal stage and public consultation. This includes an option for the complete removal of motor traffic from the six arms of the junction.
14. The Bank Junction Improvements project is expected to cost between £4m and £18m depending on the option that is taken forward. The construction for the final project is expected to start by the end of 2018.
15. Additionally, the proposal for an experimental scheme that will make Bank a safer place for all road users has been approved and the next gateway will be Gateway 4/5 later this year.

Bloomberg development (High priority project)

16. Planning permission for the Bloomberg development at the former Bucklersbury House site was granted in March 2012. This project largely relates to the Section 278 highway changes that are necessary to integrate the development into the public highway and must be delivered in time for the building's practical completion in late 2017. A new Bank station entrance (Waterloo and City Line) will be also incorporated into the building at Walbrook.
17. A Gateway 3/4 report was approved by Committees in September and October 2015. Works are expected to commence in mid-2016.

Bank By-Pass Walking Routes - Phase 2 and Phase 3 (High priority project)

18. Phase 1 of the project, Birchin Lane, has recently been completed (see above). Subsequent phases are planned to achieve a joined up north-south accessible walking route in the heart of the Bank area.
19. Phase 2 of the project consists of Finch Lane and Nicholas Lane North. The Gateway 5 report (Authority to Start Work) for this Phase is anticipated to be submitted in summer 2016 followed by implementation soon after.
20. Phase 3 consists of Abchurch Lane and Nicholas Lane South. This Phase is planned to be coordinated with the Bank underground Station entrance works planned for completion by 2021.

1 Angel Court (Medium priority project)

21. It is intended to implement public realm enhancements in Angel Court and streets in the vicinity of the new building being constructed at 1 Angel Court. The type of enhancements that are proposed include the provision of an enhanced walking route, re-paving in consistent materials, improving access

and reinforcing the pedestrian nature and character of the Conservation Area. Streets planned for improvement include Angel Court, Tokenhouse Yard (south), Kings Arms Yard, Great Swan Alley (east) and Copthall Avenue.

22. The Gateway 3 report was approved in July 2015 and authority to start work will be sought in April 2016. Works will be coordinated with the developers programme.

Bank Area Courts and Lanes (High priority project)

23. Following a Gateway 2 report approved by Committees in January 2014, designs have been further developed for the Bank Area Courts and Lanes in the area bounded by Cornhill, King William Street and Gracechurch Street. This has led to the identification of a number of projects that are planned to be delivered as part of a future programme, with projects being prioritised according to need. A 'quick win' project at Change Alley has already been completed and is described above.
24. The remaining projects will improve access, upgrade the lighting of the alleyways and enhance the character of the conservation area, including paving, planting and public art.
25. A Gateway 3 report is planned for later this year that will set out the programme in more detail, together with proposals for the initiation of projects.

Remaining Bank Area Enhancement Strategy schemes

26. Appendix C sets out the remaining projects from the Strategy that are not currently programmed or funded.

Bank re-developments and infrastructure projects

27. Transport for London is planning to upgrade the capacity of Bank Station; with new escalators, a new station entrance at Cannon Street and more room for Northern line passengers.
28. Most of the work will be below ground and the impact at surface level will be split into two worksites, at Cannon Street and Arthur Street. The Cannon Street worksite will be in the block bounded by Cannon Street, Abchurch Lane, King William Street and Nicholas Lane. It will be used to build the new station entrance, lifts and escalators, and will later be redeveloped with new offices and retail units. The Arthur Street worksite will be used for the majority of the tunneling works. This means Arthur Street will be closed to vehicles during the works. Access will be maintained for pedestrians and deliveries. The works are expected to be completed in July 2021.
29. There are several redevelopments in the Bank area that are either under construction, approved or planned. These include:
- Bloomberg development
 - Cannon Street Bank Station new entrance

- 1 Angel Court
- 27 - 35 Poultry
- 1 King William Street
- 10 King William Street
- 33 King William Street
- 60 London Wall
- 15 Bishopsgate
- 30 Lombard Street
- 111 Cannon Street

30. Most of these redevelopments will require changes to the streets in the vicinity of the sites. These changes range in scale from comprehensive public realm and junction improvements (such as at Bloomberg) to simple re-paving treatments around the building. A number of street enhancement projects relating to these redevelopments have already been initiated and are described above. Further projects are anticipated over the next few years as developments progress.

Financial implications

31. A total of some £2.9m has been committed to the Bank Area Enhancement Strategy of which £2m has been expended to date. This funding is coming from a variety of sources, including TfL, Section 106, Section 278, CIL and other external contributions. Most of the total cost of projects will be externally funded. Details of costs and funding for projects are set out in the tables in Appendix B.

Strategic Implications

Corporate Plan:

32. The Strategy helps achieve Strategic Aim: ‘To provide modern, efficient and high quality local services and policing within the square mile for workers, residents and visitors.’ by providing a comfortable and functional local environment that supports sustainable transport.

33. The strategy will also assist in meeting the Strategic Aim: ‘To support and promote The City as the world leader in international finance and business services’ by ensuring that the area is fit for purpose in terms of function and environment and is able to accommodate future growth.

Local Plan:

34. Of particular relevance to the strategy area are the following Local Plan policy areas:

<i>CS6 Cheapside and St Paul’s</i>	<i>CS15 Sustainable Development and Climate Change</i>
<i>CS10 Design</i>	<i>CS16 Public Transport Streets and Walkways</i>
<i>CS11 Visitors, Arts and Culture</i>	<i>CS18 Flood Risk</i>
<i>CS12 Historic Environment</i>	<i>CS19 Open Spaces and Recreation</i>
<i>CS13 Protected Views</i>	<i>CS20 Retailing</i>

Conclusion

35. Since the Strategy was adopted in 2013, a number of key projects have been completed or initiated and the objectives of the strategy are beginning to be realised. The Bank Junction project in particular will lead to major change in the area, not just to the junction but also to surrounding streets.
36. More work still needs to be done to accommodate the anticipated growth in the number of people using the area and it is hoped that the remaining projects of the strategy will be implemented in order to fully achieve the strategy objectives.

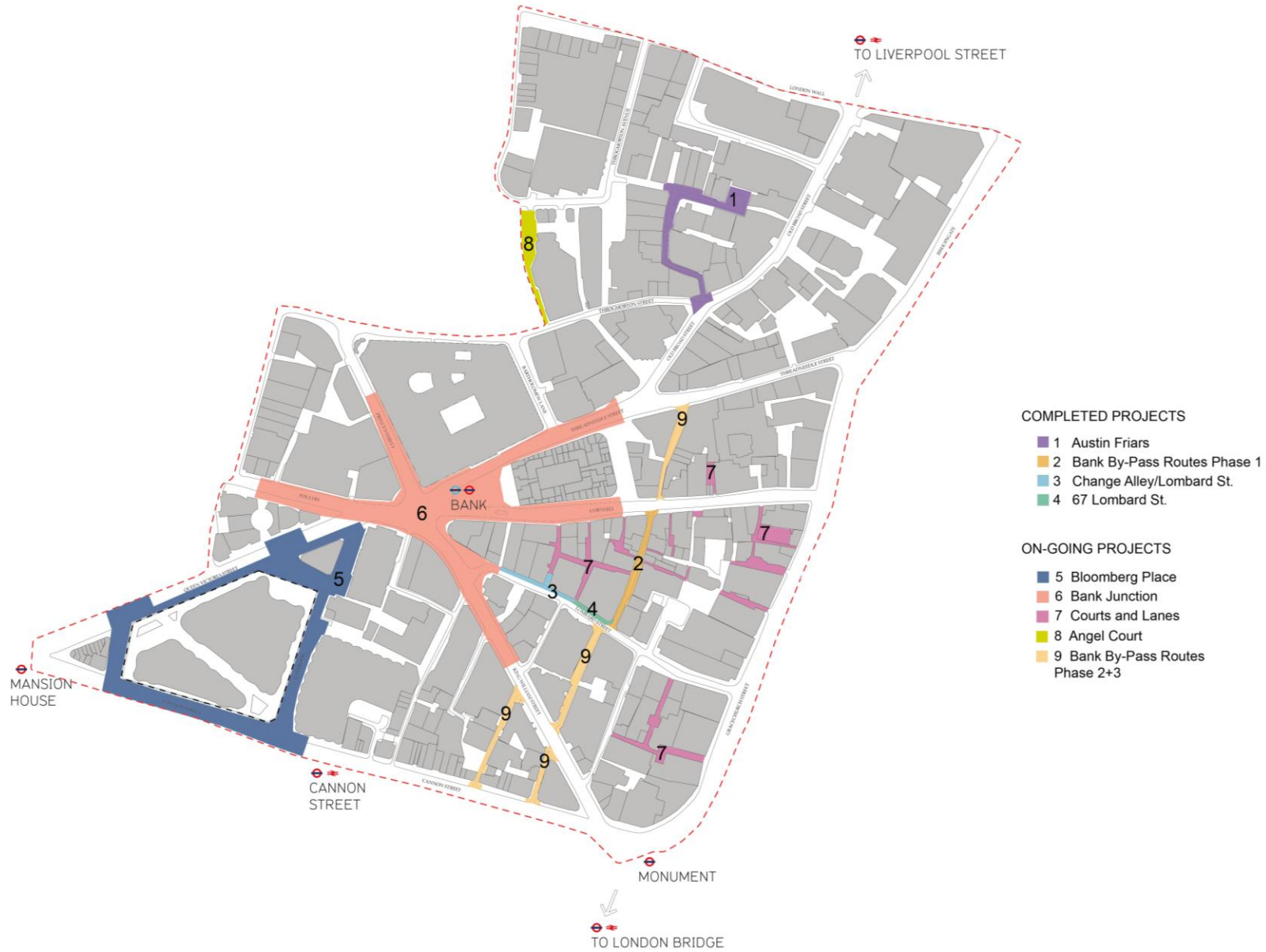
Appendices:

- A. Plan of strategy projects
- B. Funding summary
- C. Remaining projects from the Strategy

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Appendix A: Plan of strategy projects



Appendix B: Funding Summary (March 2016)

Table 1: Completed Projects

Project	Priority	Funding source	Budget (£'s)	Spend to Date	Remaining
Austin Friars	High	TfL, S106	639,500	596,197	43,303
Bank By Pass Walking Routes – Phase 1 (Birchin Lane)	High	TfL, S106	387,000	369,690	17,310
Bank Courts and Lanes – Lombard Street/Change Alley	High	TfL	50,000	48,795	1205
67 Lombard Street environmental enhancements	Medium	S278	50,570	23,895	26,675
Totals:			1,127,070	1,038,577	88,493

Table 2: On-going projects

Project	Priority	Funding source	Estimate (£'s)	Budget Approved	Spend to Date	Remaining
Bank Junction Improvement works	High	S106, TfL	4,000,000 - 18,000,000	682,909	466,775	222,134
Bank Junction Improvement work – experimental scheme	High	S106, TfL	500,000 - 620,000	300,000	79,000	221,000
Bloomberg Place	High	S106, S278 Parking Reserve Fund, Other External	5,103,500	702,000	442,896	279,104
Bank By-Pass Walking Routes - Phase 2 and Phase 3	High	TfL, S106	638,500	53,850	13,264	40,583
1 Angel Court	Medium	S106, S278	450,000	45,000	19,171	25,829
Bank Courts and Lanes programme	High	S106, TfL	50,000 – 250,000 per Court/Lane			
Totals:				1,783,759	1,021,106	788,653

Appendix C: Remaining projects from the Strategy

Priority	Project	Estimated Cost	Funding Strategy	Update
	High Priority			
High	Improvements to Lombard Street Main objectives: Improve the pedestrian environment and ease pedestrian movement, improve accessibility, reduce conflict, improve safety.	£500,000 – 1.5m	S.106 S278 TfL CIL*	The planned changes at Bank Junction will directly impact any proposals for this Street. Therefore, designs will be developed at a later date following the options appraisal for the junction.
High	Access Improvements across the area Main Objectives: A range of interventions to improve the accessibility of streets and spaces across the area.	£500,000 – 750,000	S.106 S.278 TfL CIL*	To be addressed through various projects.
High	Tree planting across the area	£50,000 – 100,000	S.106 TfL CIL*	Opportunities for tree planting in the area are limited. Focus will be on smaller scale planting improvements to churchyards in particular.
	Medium Priority			
Medium	Improvements to Old Broad Street and Threadneedle Street. Main Objectives: Ease pedestrian movement, improve accessibility, reduce conflict. Opportunity to coordinate improvements with Bank Junction scheme.	£500,000 – 1.5m	S.106 S278 TfL CIL*	The planned changes at Bank Junction will directly impact any proposals for these Streets. Therefore, designs will be developed at a later date following the options appraisal for the junction.
Medium	Improvements to Cornhill. Main Objectives: Ease pedestrian movement, improve accessibility, reduce conflict. Opportunity to coordinate improvements with Bank Junction scheme.	£500,000 – 1.5m	S.106 S.278 TfL CIL*	

Medium	Medium Priority Courts and Lanes: Main Objectives: Improved walking route, improve accessibility.	£20,000 – 350,000 (per Court/Lane depending on scale and design option)	S.106 S.278 TfL CIL*	To be developed at a later date as funding becomes available.
Medium	Royal Exchange forecourt. Main Objectives: Create an enhanced and welcoming public space. Opportunities to coordinate with Bank Junction improvements.	£350,000 – 750,000	S.106 S.278 TfL CIL*	The planned changes at Bank Junction will directly impact any proposals for this area. Designs will be developed following the options appraisal for the junction.
Medium	Rear of the Royal Exchange. Main Objectives: Enhance public space, add more moveable seating.	£100,000 – 350,000	S.106 S.278 TfL CIL*	
Medium	Improved Wayfinding across wider area.	£50,000 – 250,000	S.106 S.278 TfL CIL*	City-wide project to review signage is to be initiated
	Low Priority			
Low	Low priority Courts and Lanes: Main objectives: Improved walking routes, create an enhanced environment.	£20 – 100,000 (per Court/Lane depending on scale and design option)	S.106 S.278 TfL CIL*	To be developed at a later date as funding becomes available.

* Where additional funding from CIL is justified to deliver infrastructure necessary to support development of the City, and where it is used for non-site specific mitigation elements of the project.

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Committee(s)	Dated:
Planning and Transportation Committee	23 February 2016 - Decision
Streets and Walkways Committee-For Information	04 April 2016 - Information
Police Committee	25 February 2016 - Information
Health and Wellbeing Committee-For Information	04 April 2016 - Information
Subject: Road Danger Reduction Plan 2016/17	Public
Report of: Director of the Department of Built Environment City of London Police Commissioner	For Decision/Information

Summary

This report considers progress in reducing road traffic casualties on City streets and sets out proposals for achieving further reductions in the year ahead. The report recognises that casualties will continue to happen on City Streets but also sets out that we have made significant progress since the turn of the century in reducing casualties through a combination of physical improvement to the built environment, award winning programmes of education, training and publicity(ETP) and effective traffic enforcement by City of London Police (COLP).

This report sets out a work plan for 2016/17 that strengthens the ETP programme and includes proposals to redesign street layouts to improve safety such as the redesign of Bank junction and the completion of the Aldgate project. The work plan reflects an important emphasis on 6 key action areas, namely:

- **Enforcement.**
Average City speeds still exceed 20MPH. We will work to deliver at least a further 1MPH reduction in average speeds. An average 1MPH speed reduction is estimated by the Department for Transport to deliver a 6% reduction in casualties. Work will also be done to further enforce the ban against vehicles over 7.5 tonnes entering the City without a City destination. COLP will continue to deliver an evidenced based approach to policing and in particular look to deliver enforcement at high harm locations.
- **Engineering**
We will complete a review of 5 of the worst junctions in the City. Appendix 5 shows a map, based on TfL research, showing the City's most dangerous

junctions based on 2012-14 data. Of the 11 nodes marked with red dots 6 have already been improved or are in the process of improvement. It is therefore proposed to examine the remaining 5. The most dangerous junctions in the City have already been addressed e.g. Holborn or are being addressed e.g. Bank. Therefore the number of casualty reductions that will be delivered at each of these junctions, whilst clearly of overall benefit, is likely to be small. This reflects the fact that there are no more major 'blackspots' in the City that remain to be addressed on that part of the road network for which the City, rather than TfL, is responsible.

- Business engagement and behavioural change.
We propose to work with the Institute of Human Resource Directors to better promote road safety with City businesses and encourage them to actively promote Road Danger Reduction within their own organisations. We also propose to explore with businesses how a cycle safety accreditation scheme might be introduced linked to staff only being permitted to use cycle parking spaces if they are accredited.
- Reviewing and learning from the successes of others
This would include visits to central London Boroughs and TfL
- Reviewing staff location
Assessing whether the CoLP and City Corporation road safety staff should be colocated. This may build on the joint work planning currently being put in place and an assessment of the business case behind such a proposal will be evaluated in 2016/17.
- Strengthened working with TfL and the Greater London authority
Officers will seek to strengthen the current Road Danger Reduction Partnership with more senior level TfL representation and, given that approximately 50% of City casualties are on TfL roads, strengthen political links at a senior level with the Greater London Authority.

Recommendation(s)

Planning and Transportation Committee is requested to note this report and agree the Road Danger Reduction Programme at Appendix 1.

Streets and Walkways, Police and Health and Wellbeing Committees are requested to note the report.

Main Report

Background

1. The City Corporation has agreed clear targets for reducing casualties on its streets. These are set out in the City of London Local Implementation Plan (LIP)

2011 and the targets are designed to be consistent with the Mayor of London's Transport Policy.

2. The current targets require the Corporation:
 - to reduce the total number of persons injured in road traffic collisions to 30% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 258.0 casualties per annum by 2020.
 - to reduce the number of persons killed or seriously injured in road traffic collisions to 50% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 24.7 casualties per annum by 2020.
3. To put these figures into context the respective three year rolling average figures using data from 2012-2014 is a total of 386 casualties per annum and 58 KSI (Killed or Seriously Injured) per annum. This demonstrates that despite the Corporation delivering a comprehensive programme of Road Danger Reduction activities it looks likely that we will miss our targets. Therefore we need to not only maintain our current work programmes but also introduce further effective measures.
4. The City has invested in road danger reduction for many years. The City has successfully introduced a 20MPH speed limit delivering greater average speed reduction than originally predicted, and has also delivered a wide range of engineering measures such as:
 - Junction redesign – e.g. Holborn (winner of the London Planning Awards 'Best New Public Space' 2016)
 - Introduction of our award winning contraflow cycling lanes scheme to move cyclist away from more trafficked streets
 - A programme of courtesy crossings to slow traffic at pedestrian crossing points
 - Highway redesign e.g. Cheapside
5. In addition to engineering solutions we have maintained an innovative and highly respected Education, Publicity and Training programme. This programme includes visiting businesses to raise awareness of road safety issues with their staff as well as visits to schools and community groups.
6. City Police have also been active in both enforcement and educational activities.
7. In April 2015 Transport for London provided additional funding to the CoLP to create the CoLP Commercial Vehicle Unit (CVU) to address risks on the roads in the City of London caused by LGV's and Operators. The deployments of the CVU are intelligence lead and taskings from the Freight Compliance Unit are monthly and target the highest risk operators and there have been notable successes against these operators.
8. Since then the team have stopped 1226 vehicles, issued 550 Fixed Penalty notices and fines worth £56,550. Of all the vehicles stopped only 424 were

encounters where no offences were disclosed. This provides a non-compliant rate for LGVs in the City of London of 65% which creates a risk for other road users. Police officers work very closely with colleagues from the Driver and Vehicle Services Agency (DVSA) to ensure that the full range of sanctions is available with which to deal with vehicles and drivers encountered.

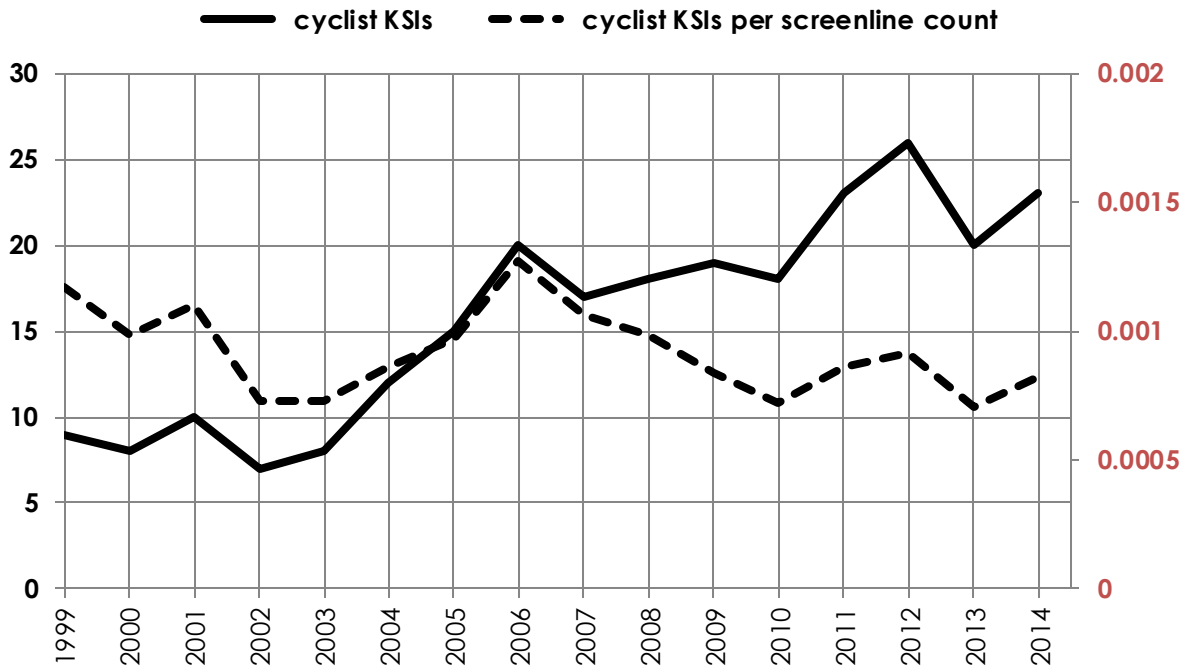
9. The CoLP continues to actively and regularly enforce the 20 mph speed limit, the only Force in London to do so. The past 12 months have seen 749 drivers stopped for speeding. The number of high end speeding offenders (those issued with either an Endorsable FPN or a summons for travelling over 31mph) reduced from 48% (Oct – Dec 14) to 32% (Oct – Dec 2015) of the overall total. This suggests that although speeding is still an issue, the overall speed of vehicles that do not comply with the speed limit has reduced.
10. These programmes have seen casualties reduce from 458 at the turn of the century to 390 in 2014. However, these figures mask the fact that in recent years casualty reductions have not fallen as quickly as anticipated and at current projections, we will not meet our LIP targets.
11. Considering the City in the context of London as a whole, the most recently available data sets out that, within greater London there was a 13% increase in total casualties between 2013 and 2014. The figure for Inner London is 11% and for the City 13%. The City mirrors the general trend although significantly better than neighbouring authorities such as Tower Hamlets, Camden and Hackney whose reported increases are 20%, 20% and 15% respectively.
12. However whilst total casualties have increased across London the situation is different for the more serious KSIs (Killed and seriously injured). For example whereas in 2014 the City experienced an 11.3% increase in KSIs against its 2004-8 baseline many other authorities delivered significant improvements. Some of these being as high as a 60% reduction. It is therefore proposed to liaise closely with those authorities that are both successful and include areas that broadly mirror the City's streetscape to see what lessons might be learnt.
13. In considering casualties it is important to be aware of the current profile of casualties by mode. See table below:-

Year	2010	2011	2012	2013	2014
Fatal					
Pedestrian	1	0	2	0	1
Cyclists	0	0	1	1	3
Other Road Users	0	0	0	0	0
Total Fatal	1	0	3	1	4
Serious					

Pedestrian	17	12	17	22	18
Cyclists	18	23	25	19	20
Other Road Users	5	14	13	18	13
Total Serious	40	49	55	59	51
Slight					
Pedestrian	95	86	83	70	95
Cyclists	109	126	124	106	116
Other Road Users	135	148	158	109	124
Total Slight	339	360	365	285	335
Grand Total	380	409	423	345	390

14. The above table needs to be seen in the context of the dramatic rise in cyclist numbers over recent years. The City counts the number of cyclists entering the City at the same 12 screening points annually. This data, whilst not representing the total number of cyclists, provides a reliable reference for cycling volume growth. The table below indicates the trend in KSIs over recent years. The data in the table is derived from taking cyclist KSIs per annum divided by the total cyclists passing the screening points. It can be seen that whereas the total cycling KSIs have shown a significant increase over the term the KSI rate has broadly begun to plateau. i.e. there has actually been an overall drop in casualty rate for cyclists since 2006.

Cyclist KSIs 1999-2014



15. Whilst the casualty rate is an important consideration the Mayor's target, and the City's, are absolute numbers. Therefore if we are to achieve the challenging targets set we must adopt a different, more innovative and radical approach.
16. One such radical approach has been the introduction of a 20MPH speed limit. However, this alone has not delivered the necessary reduction in casualties. Whilst 20MPH has resulted in average speeds reducing by a little more than expected, the anticipated reduction in casualties has not been achieved, perhaps masked by increased cyclist and pedestrian numbers.
17. In June 2015 a further tragic cyclist death, this time at Bank Junction, resulted in a further review of our road danger reduction activities. It was recognised that further radical action was needed to reduce casualties in the City. As a result a new experimental scheme for delivery at the end of 2016 is being developed for Bank Junction in advance of the longer term scheme which is scheduled for decision and, if agreed, builds in 2018. In addition the proposed 2016/17 Road Danger Reduction Programme (see Appendix 1) introduces several new areas of focus which are discussed in more detail later in this report.

Current position

TfL research

18. TfL have invested heavily over recent years in seeking to analyse and advise in relation to road danger reduction. In October 2015 they published a paper '

Safe London Streets: Our Approach' in which they identified the 5 main sources of road danger as;

- Travelling too fast
- Becoming distracted
- Undertaking risky manoeuvres
- Driving under the influence of alcohol or drugs
- Failing to comply with the laws of the roads

19. In partnership with the CoL Police it is proposed all of these issues will be addressed through the 2016/17 Road Danger Reduction Action Plan. Even though it might be felt that the City is atypical in terms of speed being a major source of City accidents officers believe that if a further move towards compliance with the City's 20MPH speed limit could be achieved then there would be a further reduction in casualties. The Department of Transport guidance suggests that a 6% casualty reduction is deliverable for every 1MPH average speed reduction and this is something it is specifically proposed to address in the 2016/17 programme.
20. TfL has also been active in installing N/S and E/W Cycle Super Highways (CSH) across the City on their roads. Whilst officers have not been able to confirm TfL's anticipated casualty reductions through this initiative it is hoped this will deliver a significant reduction in casualties on their network.
21. Currently approximately 50% of City casualties occur on the TfL's network and even with casualty reductions that may be delivered through the CSH officers consider it essential that we engage fully at a senior level at TfL and similarly at a senior political level at the Greater London Authority (GLA) and developing both these relationships is included in next year RDR action plan.
22. TfL have also been working to establish a risk rating for each London local authority which when assessed with the total number of casualties provides them with a good indication of where they should prioritise their drive for achieving reduced road danger. The 2 diagrams at Appendix 3 set out the thinking behind their approach and also show where each London authority is placed on their grid. It will be noted that in terms of the KSI table the City of London has both relatively low KSI casualty numbers and a relatively low risk rate in relation to KSIs. The diagrams suggest the City is a relatively safe place in terms of likelihood of experiencing a serious casualty. The implication of this could be that securing senior TfL partnership support may prove more challenging as they may consider their priorities to be elsewhere.

The 2016/17 Road Danger Reduction Programme

Education, Training and Publicity (ETP) (see Appendix 2)

23. Whilst it is often not possible to fully and objectively assess its effectiveness, the ETP programme is considered an important element in helping reduce casualties, for example in addressing 'inattention' which accident investigations and TfL suggest is a major cause of accidents on City streets. Therefore it is proposed to retain an active ETP programme in the 2016/17 however a greater

focus will be given to where we run our events and how they are structured to make them higher profile and increase public engagement.

24. It is also proposed to explore working more closely with businesses to encourage them to either commission our training for their staff or cascade such training and associated messaging directly down through their own organisations. The aim is to communicate a strong safety message to all City workers.

Engineering

Bank Junction

25. The main project seeks to address the following objectives whilst maintaining and /or improving traffic flow across the City:-
 - Reduction in casualties
 - Reduced pedestrian crowding levels
 - Improved air quality
 - Improved perception of place as a place to spend time in rather than pass through.
26. The project has been approved at Gateway 3 but will not reach Gateway 5 until 2018. If approved build is unlikely to complete before 2020. In the meantime, an experimental scheme has approval at Gateway 2 to be developed in parallel. This would deliver the majority of the above objectives and is based upon restricting motorised vehicle movement through all or part of the junction during the working day to buses and/possibly Taxis. If approved this scheme could be delivered in late 2016 and would deliver an estimated 60% casualty reduction at the junction (i.e. save say 15 casualties per annum).
27. TfL has published a map showing the comparative road danger of all City streets based on 2012-14 data (Appendix 4). All junctions (nodes) and joining streets (links) have been given a Red, Amber, Green status. The map seeks to identify the most dangerous nodes and links by comparing 2012-14 casualty data at each location and, based on this information, attributing the appropriate colour based on the statistically derived evidence of risk with Red being the greatest risk and Green the lowest. On the map the squares and thicker lines denote TfL network and the spots and thinner lines the City's network.
28. Of the 11 Red spots, denoting the most dangerous junctions on the City's network the City has already improved or is in the process of improving 6. These include the major projects at Holborn, Aldgate and Bank Junction. Analysis of the remaining 5 suggests that improving each is likely to deliver a casualty reduction of less than 6 at each location. This emphasises that officers have addressed, or are addressing, the major accident 'hotspots'. Nevertheless it is proposed to review the remaining 5 junctions to see if further improvements are viable.

The Road Danger Reduction Partnership and joint working

29. For many years, CoL and COLP staff has supported each other in the delivery of road danger reduction work programmes. An officer Road Danger Reduction Partnership was formed in 2013, which included Senior Fire Authority, City Police and CoL Officers as well as representatives from Crossrail, TfL and the GLA. The partnership is seeking to deliver a fully integrated programme of measures for 2016/2017 (see Appendix 1)
30. Given the level of casualties on the TfL network within the City it is important that TfL play a full and effective role within the partnership. This will be a particular area for review as will improving liaison with the Greater London authority at a senior political level.
31. In addition to the Partnership, work to assess the business case behind establishing a jointly located City Police and City Corporation Road Safety/Safer Transportation Group is moving toward conclusion. It is envisaged this work will conclude before Easter 2016.

Safer Driving in City Contracts

32. There has been some delay whilst TfL have been considering the legality of including requirements in relation to work related road risk in contract procurement. Wording has now been received which would require bidders to have specific regard to Work Related Road Risk and this is currently being considered by the City Procurement team. It is hoped to have this in place by the end of April 2016.

Effective Communication Strategy

33. A draft communication plan has been prepared and is to be further developed by the Corporation's Director of Communications. It is envisaged this will be in place for the start of the 2017/17 year. In the meantime, monthly email alerts are being issued in addition to a weekly twitter feed promoting the Corporation's Road Safety Activities.

Service restructuring

34. To drive the service forward a new management post has been agreed. This post will lead a newly formed 'Road Safety and Behavioural Change' team. The new post will have the level of seniority and possess the necessary skills needed to build strong partnership approaches with TfL, the City of London Police and City businesses aimed at driving down road danger. The new post will also have a particular focus on intelligence led decision making with accident data and trend analysis being a significant part of the role. The post holder will also be specifically tasked with exploring how behavioural change (

particularly concerning pedestrian and cyclist inattention) might be better addressed in future work programmes.

Enforcement

35. The 2016/17 plan sets out enforcement proposals in a range of areas. Enforcement activity for CoLP officers is tasked on monthly basis. The CoLP will engage in the DfT and NPCC pre planned national enforcement campaigns and deployments will be intelligence lead to ensure that relevant activities and locations are focussed upon.
36. Alcohol and drug abuse (whilst driving) will remain a key work programme as will HGV safety enforcement. Two areas where it is hoped enforcement will deliver new and/or additional benefits are reducing average speed in the City further toward 20MPH and enforcement of the ban against vehicles over 7.5 tonnes entering the City without a City destination.
37. Enforcement of the City's ban on vehicles over 7.5 tonnes entering the City unless they have a City destination has already commenced. Warning letters have been issued in relation to 10 offences reported by City Police prior to December 2015. From January 2016 Penalty Charge Notices will be issued to those reoffending after having received a formal warning letter.

Conclusion

38. The City has challenging casualty reduction targets, which will not be met without new and more radical interventions and in particular it should be noted that there are no real casualty hotspots on the City's network that have not been or are not being improved.
39. As a consequence this report sets out a work plan for 2016/17 that retains a significant ETP programme and a number of engineering measures but which also includes an important new emphasis in 6 key areas, namely:

Enforcement

- Average City speeds still exceed 20MPH. A further average 1MPH speed reduction is estimated to deliver a 6% reduction in casualties. Work will also be done to further enforce the ban against vehicles over 7.5 tonnes entering the City without a City destination

Engineering

- An engineering review of the worst junctions in the City. Appendix 1 shows a map with the City's most dangerous junctions based on 2012-14 data. Of the 11 nodes marked red 6 have been improved or are in the process of improvement. It is therefore proposed to examine the remaining 5. The most dangerous junctions in the City have been addressed e.g. Holborn or are being addressed e.g. Bank. Therefore the number of casualty reductions that will be delivered at each of these junctions, whilst clearly of overall benefit, is likely to be small. This reflects the fact that there are no more major 'blackspots' in the City that remain to be addressed.

Business engagement and Behavioural change

- We propose to work with the institute of Human Resources Directors to better promote road safety. We also propose to explore with businesses how a cycle safety accreditation scheme might be introduced linked to staff only being permitted to use cycle parking spaces if accredited.

Reviewing and learning from the successes of others

- This would include visits to central London Boroughs and TfL

Reviewing staff location and strengthening joint working

- Assessing whether the CoLP and City Corporation road safety staff should be collocated. This could build on the joint workplan being put in place for 2016/17.

Strengthened working with TfL and the Greater London authority

- Strengthen the current road Danger Reduction Partnership with more senior level TfL representation and given that approximately 50% of City casualties are on TfL roads strengthen political links at a senior level with the Greater London Authority

40. A wide range of measures are now being developed in an attempt to reduce the number and severity of casualties in City streets.
41. Whilst educating and training both City workers and residents will remain a key strand of the Corporation's drive to reduce road danger it is recognised that intelligence led decision making must increasingly drive the work programme.
42. The road danger reduction programme must be effectively communicated such that not only is the City taking effective RDR measures but it is seen to be taking these measures with the intention of becoming a beacon of excellence for others in London to follow.

Appendices

- Appendix 1 – Road Danger Reduction Programme - Updated Schedule
- Appendix 2 – Education, Training and Publicity Programme
- Appendix 3 – TfL Risk Matrices
- Appendix 4 – TFL Priority Links and Nodes Map

Background Papers

None

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Road Danger Reduction Programme

1	Education and Enforcement programme to achieve further 1MPH reduction in average speed	Safer People	Ongoing
2	Implement Safety Major Schemes Aldgate Highways works completed Completion of Bank experimental scheme	Safer Streets	May 2016 Jan 2017
3	Review 5 most dangerous City junctions and encourage TfL to review casualties on their streets	Safer Streets	2016/2017
4	Continue with ETP programme but develop the business engagement element (see Appendix 2 for detail)	Safer People	2016/17
5	Meet with TfL and three of London's highest performers in KSI reduction to explore opportunities for adopting new work streams.	Safer Streets and People	Sept 2016
6	Review staff location and strengthen joint working with City Police	Safer Streets and People	June 2016
7	Strengthen working with TfL and the GLA	Safer Streets and People	Sept 2016
8	Cycling Complete City's first Cycle Quietway route to move cyclists away from higher risk streets. Commence Build Complete	Safer Streets (Cycling)	June 2016 Dec 2016
9	Support TfL in delivery North/South and East/West Cycle Super Highways. This delivers physical separation from general traffic for cyclists. Completion of works (excluding local revisions eg Trinity Sq revisions) Completion of revision elements	Safer Streets (Cycling)	April 2016 Nov 2016
10	Engineering Improvement – Major Projects Completion of Aldgate Project. Highways Changes Completed Square and Cycleway Completed	Safer Streets	May 2016 March 2017

11	<p>Experimental Scheme at Bank Junction to Improve Safety Gateway 5 decision</p> <p>Completion</p> <p>Long Term Bank Junction Safety Improvement Gateway 4 detailed option approval</p>	Safer Streets	<p>Oct 2016</p> <p>Jan 2017</p>
12	<p>Minor Engineering Schemes Newgate Street/Warwick Lane Poultry. Complete Improvement Scheme</p> <p>Smithfield. East Poultry traffic calming. Scheme completion</p>	Safer Streets	<p>Oct 2016</p> <p>Nov 2016</p>
13	<p>Enforcement Review effectiveness of 20MPH speed limit Committee Report Due</p> <p>Enforcement of ban on vehicles – 7.5 tonne or larger entering City without a City destination</p> <p>City vehicle safety audit to ensure all City fleet operating in square mile are compliant.</p> <p>Roll out and enforcement of City Staff driver safety policy and procedures.</p> <ul style="list-style-type: none"> • Staff Briefings Completed • Quarterly Audits Commenced 	Safer Streets	<p>January 2017</p> <p>April 2016 (ongoing)</p> <p>Sept 2016</p> <p>May 2016 July 2016</p>
14	<p>General Produce 2017/2018 Joint City Corporation and Police RDRP for agreement by Planning Committee</p> <p>Walking Survey</p> <p>Review adequacy of STATS 19 form</p>	Safer Streets Safer People	<p>Feb 2017</p> <p>June 2016</p> <p>May 2016</p>

Education, Training and Publicity Programme - Department of the Built Environment in partnership with City of London Police.

Draft 2016/17 Programme

Notes:

1. DBE - RST is City Corporation, Department of Built Environment Road Safety Team
2. CoL Police is the City of London Police – various divisions and teams
3. Lead may be joint between the Road Safety Team and Police and mutually supportive
4. Some activities are delivered by Police under ‘business as usual’, then a campaign when intelligence indicates requirement. For example cycle lights enforcement in October and November each year
5. TISPOL is the European Traffic Police Network
6. ACPO is the Association of Chief Police Officers (UK) [ACPO no longer exists this work is now being done by National Police Chiefs’ Council (NPCC)]

Generic Monthly Schedule

Activity	Period	Lead	Stakeholder/ Location
Operation Atrium	Each month. Typically educate/promote for 2 weeks beforehand	CoL Police	DBE - RST
Exchanging Places	2 each month	CoL Police	London Fire brigade, DBE - RST
Highways Monitoring	Through each month	DBE - RST	Actions by CoL, DBE and Police
National TISPOL and ACPO Campaigns Detail below -	Through the year. Eg: seatbelt, speeding, Carriage of Dangerous Goods, HGV Ops, Coach & tourist ops, summer & winter drink drive campaigns.	CoL Police and some by DBE - RST	
Safety Audits	TBA – most weeks, varies	DBE - RST	
Business Exhibitions	TBA – typically each month	DBE - RST	

Medium Term Activities

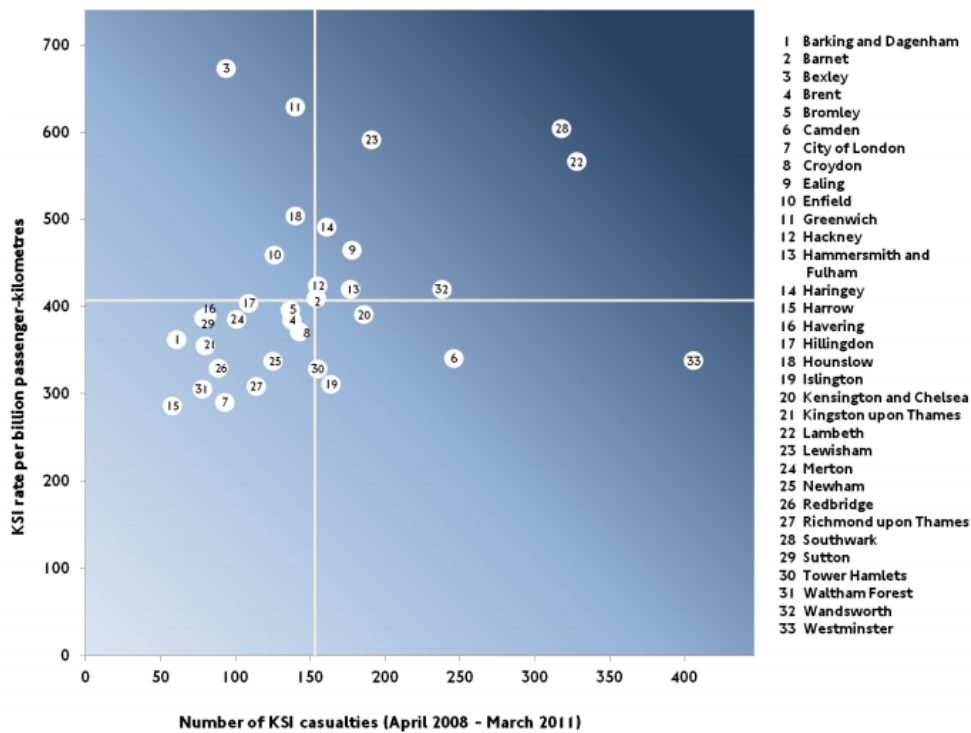
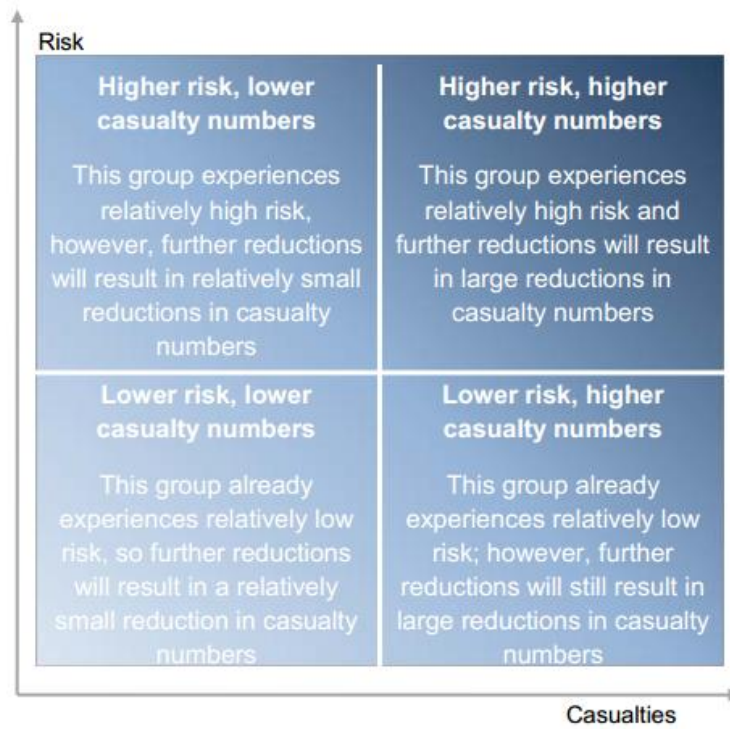
Activity	Period	Lead	Stakeholder/ Location
City Cycle Forum – user group meeting	TBA	DBE - RST	User Groups meet CoL, CoL Police
Safer City Partnership meeting	As scheduled	DBE - RST and CoL Police	
Capital City Cycle Safe Campaign	Each month – complements Operation Atrium inc cycle and vehicle driver behaviour	CoL Police	DBE - RST
Bikability Cycle Training for children and adults	All year subject to demand	DBE - RST	
Tourist Cycle and Pedestrian Campaign. Includes Op Coachman and Op Tourist	Ongoing HGV checking complemented by Mar, Jul for Coachman and Tourist resp.	CoL Police	DBE - RST
Operation Mermaid (condition and hours worked compliance)	May, Jul, Oct	CoL Police	
Operation Giant (licencing and insurance compliance)	Each month - 3 per month	CoL Police	
Bike Safe – bike registering	Aug (tbc)	CoL Police	
Bus and Trucks - TISPOL	Jul, Oct	CoL Police	
Speed Campaign – TISPOL	Apr and Aug	CoL Police	
Seatbelts - TISPOL	Mar and Sep	CoL Police	
Drink/Drug drive ACPO and TISPOL	ACPO-Jun (through month), Dec (through month). TISPOL-Jun (1week) and Dec (1 week)	CoL Police	
Carrying Dangerous Goods – ACPO campaign	Apr, Sep, Nov	CoL Police	

'Happy Feet' Pedestrian Training	Jan (4days), Feb (8days)	DBE - RST	Sir John Cass, Charterhouse Square, St Pauls School
Highways/ Streetworks training	TBA	DBE - RST	
Bus Backs campaign	Aug	DBE - RST	
Railway Station Pedestrian Campaign	Oct (through month), Dec (through month)	DBE - RST	CoL Police support on occasions

Activity	Period	Lead	Stakeholder/ Location
London Marathon	Apr	DBE - RST	CoL Police
Adult Learners Fayre	May	DBE - RST	
Hampstead Heath safety day	May, Oct	DBE - RST	Hampstead Heath Users
Road safety day, City of London school for Girls	June	DBE - RST	CoL Police
National Bike Week	June	DBE - RST	CoL Police
CAPT Child Safety Week	June	DBE - RST	CoL Police
Road danger reduction day	June	DBE - RST	CoL Police
Cycle Hire Safety	Jun, Aug	DBE - RST	
Children's Safety Day (Wood Street)	Jun	DBE - RST	CoL Police
St Paul's Summer Fete	Jul	DBE - RST	CoL Police, LFB
Barbican Residents Safer Cycle Sunday	July	DBE - RST	CoL Police
St Paul's road danger reduction day	July	DBE - RST	CoL Police
Be Safe Week	Aug	DBE - RST	London Transport Museum, TfL
Bus Backs Campaign	Aug	DBE - RST	
Prudential Ride London	Aug	DBE - RST	CoL Police
Back to School Pedestrian Campaign	Sept (two weeks)	DBE - RST	CoL Police
City Life Family Festival	Sept	DBE - RST	CoL Police
Lord Mayor's Show	Nov (one day)	DBE - RST	CoL Police

Car Cutting Safe Driving Event	Nov, Dec	LFB	CoL Police, DBE - RST
BRAKE (Road Safety week)	Nov	DBE - RST	CoL Police

Appendix 3



Nodes
Highway Authority, Priority Score

- TLRN, 1 Priority 1 Sites with the highest number of collisions when compared to the average, > two standard deviations
- Borough, 1
- TLRN, 2 Priority 2 - Sites with collision rates above the average > first and < second standard deviation
- Borough, 2
- TLRN, 3 Priority 3 - Sites with collision rates slightly above the average > mean and < first standard deviation
- Borough, 3
- TLRN, 0 Priority 0 Sites below mean
- Borough, 0

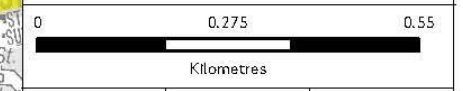
Links
Highway Authority, Priority Score

- TLRN, 1 Priority 1 - Sites with the highest collision rate when compared to the average, > two standard deviations
- Borough, 1
- Highway Agency, 1
- TLRN, 2 Priority 2 - Sites with collision rates above the average > first and < second standard deviation
- Borough, 2
- TLRN, 3 Priority 3 - Sites with collision rates slightly above the average > mean and < first standard deviation
- Borough, 3
- Highway Agency, 3
- TLRN, 0 Priority 0 Sites below mean
- Borough, 0
- Highway Agency, 0

Borough boundary

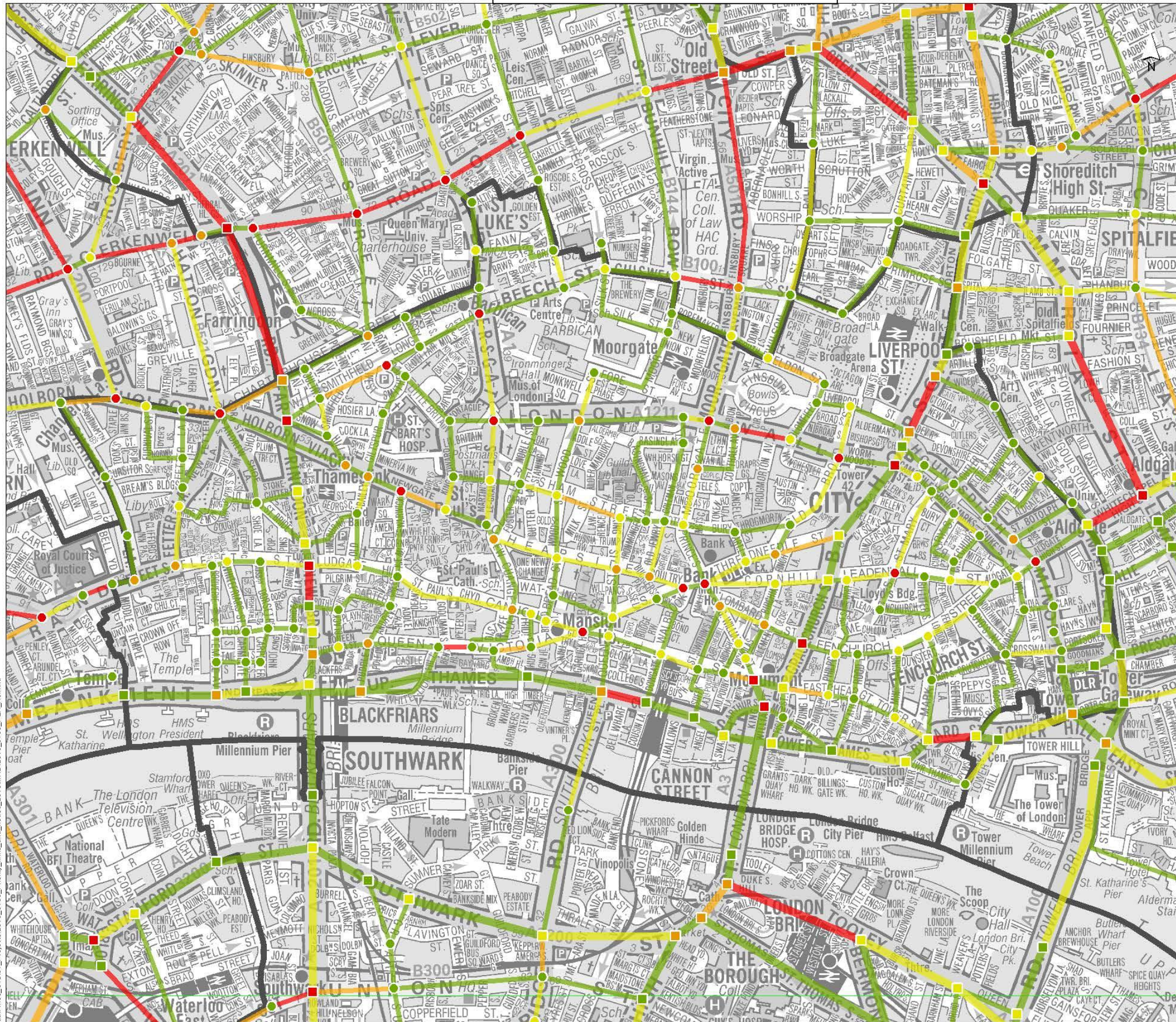
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Drawn KOS	Checked -----	Date Period 2012 - 2014
Scale 1:9,590	Date 12/1/2015	Status Draft
Drawing No. 2015_0188_PLN_A3	Rev. 1	

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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