



Local Plans Sub (Planning and Transportation) Committee

Date: WEDNESDAY, 9 MAY 2018
Time: 10.00 am
Venue: COMMITTEE ROOM 2 - COMMITTEE ROOMS

Members: 7 Vacancies*
1 Vacancy (Representative of Policy & Resources Committee)*

*To be appointed by the Planning & Transportation Committee at it's meeting on 8 May 2018.

Enquiries: Amanda Thompson
amanda.thompson@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 12.30PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES** **For Information**
To approve the minutes of the meeting held on 22 February 2018.

For Decision
(Pages 1 - 2)

4. **CITY OF LONDON LOCAL PLAN REVIEW: PROPOSED DRAFT POLICIES**
Report of the Director of the Built Environment.

For Decision
(Pages 3 - 22)

5. **TRANSPORT STRATEGY - PHASE ONE ENGAGEMENT REPORT**
Report of the Director of the Built Environment

For Decision
(Pages 23 - 60)

6. **TRANSPORT STRATEGY - VISION, AIMS AND OUTCOMES**
Report of the Director of the Built Environment.

For Decision
(Pages 61 - 74)

7. **QUESTIONS RELATING TO THE WORK OF THE SUB-COMMITTEE**

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT** **For Information**

For Decision

LOCAL PLANS SUB (PLANNING AND TRANSPORTATION) COMMITTEE

Thursday, 22 February 2018

**Minutes of the meeting of the Local Plans Sub (Planning and Transportation)
Committee held at the Guildhall EC2 at 10.00 am**

Present

Members:

Christopher Hayward (Chairman)	Paul Martinelli
Deputy Alastair Moss (Deputy Chairman)	Susan Pearson
Randall Anderson	Dhruv Patel
Marianne Fredericks	

Officers:

Amanda Thompson	- Town Clerk's Department
Paul Beckett	- Department of the Built Environment
Eddie Jackson	- Department of the Built Environment
Adrian Roche	- Department of the Built Environment
Peter Shadbolt	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment

1. APOLOGIES

Apologies for absence were received from Alderman Gregory Jones.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – That the minutes of the meeting held on 26 January be agreed as a correct record.

4. CITY OF LONDON LOCAL PLAN REVIEW: PROPOSED DRAFT POLICIES

Consideration was given to a report of the Director of the Built Environment which sought comments on the proposed draft policy for the new Local Plan in relation to the section of the Plan entitled Healthy and Inclusive City.

Members made suggestions as follows:

Air Quality

Developers will be required to 'effectively manage' not 'consider'.

Play Areas and Facilities

Play areas and facilities 'must not' be located....not 'should not'.

RESOLVED – To agree the proposed draft policy for 'Health and Inclusive City'.

5. **TRAFFIC IN THE CITY 2018**

The Sub-Committee considered a report of the Director of the Built Environment detailing the traffic data gathered in 2017 and examining longer term trends in the Traffic Composition Survey dataset.

The Sub-Committee noted that for the first time this included pedestrian counts, which would help inform the development of the City of London Transport Strategy.

RESOLVED – That the report be noted

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUBCOMMITTEE**

There were no questions.

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

There were no items of urgent business.

The meeting closed at 11.00am

Chairman

Contact Officer: Amanda Thompson
amanda.thompson@cityoflondon.gov.uk

Committee(s)	Dated:
Local Plans Sub (Planning and Transportation) Committee	09/05/2018
Subject: City of London Local Plan Review: Proposed draft policies	Public
Report of: Carolyn Dwyer, Director of the Built Environment	For Decision
Report author: Adrian Roche, Department of the Built Environment	

Summary

At previous meetings of this Sub-Committee, Members have considered emerging draft policies for the new Local Plan. Members made several comments and suggestions, which will inform the final version of the draft Plan that is presented to this Sub-Committee and to the Grand Committee. Two further sets of draft policies are attached to this report for discussion and agreement. Appendices 1 and 2 contain the proposed policy wording in relation to Housing and Safe and Secure City.

Recommendations

Members are recommended to:

- Agree the proposed draft policies set out at Appendices 1 and 2 of this report.

Main Report

Background

1. At the meetings of this Sub-Committee on 22nd September 2017 and 6th October 2017, Members agreed the broad structure of the draft Local Plan and considered policy directions for key policy areas. Officers are currently preparing draft policies, informed by the steer from Members and a range of other factors such as national policy, the London Plan, the evidence base and the outcome of the Issues and Options consultation.
2. Six sets of policies have so far been considered at previous meetings of this Sub-Committee, namely Culture, Visitors and the Night-Time Economy; Circular Economy and Waste; Smart Infrastructure and Utilities; Climate Resilience and Flood Risk; Historic Environment; and Healthy and Inclusive City. Members made various comments and suggestions, which will be reflected in the amended versions of those policies when the full draft Local Plan is reported to this Sub-Committee and to the Grand Committee in autumn 2018.

Draft policies

3. The following sections of the Local Plan have now been drafted and are attached as appendices 1 and 2 of this report:
 - Housing; and
 - Safe and Secure City.
4. Members should note that the Local Plan is not being drafted in the order that policies will appear in the final version, other than the City-wide policies which are being prepared ahead of the area-specific policies.
5. Members are asked to consider the proposed policy wording and to advise of any additions, deletions or other amendments that should be made before the relevant policies are presented to the Grand Committee.
6. The Sub-Committee previously indicated that it wished to consider the detailed wording of all the policies in the draft Local Plan but not the supporting text. Members are therefore asked to focus comments on the wording in the policy boxes. However, the supporting text is also presented to help explain the reasoning behind the proposed policies, and may assist with understanding the terminology used in some of the draft policies.

Next steps

7. Officers are in the process of drafting further sections of the draft Local Plan, which will be presented to the Sub-Committee at meetings in June and July. It is intended to bring the full Plan back to the Sub-Committee for approval before it is reported to the Grand Committee in the autumn so that it can be published for public consultation alongside the draft Transport Strategy in November 2018.

Corporate and Strategic Implications

8. The review of the Local Plan is being informed by the emerging draft Corporate Plan, and will provide an opportunity to complement key corporate objectives, such as developing Culture Mile and progressing the Future City agenda.

Appendices

- Appendix 1 – draft policies on Housing
- Appendix 2 – draft policies on Safe and Secure City

Adrian Roche

Development Plans Team Leader

T: 020 7332 1846

E: adrian.roche@cityoflondon.gov.uk

Appendix 1 – draft policies on Housing

Context

The residential population of the City, estimated to be 8,800, is small in comparison to the daily working population in excess of 400,000. The GLA's 2016 projections suggest that the City's population (excluding those with main homes elsewhere) will have a modest increase to approximately 10,000 by 2036. When the City's housing stock increases the resident population level does not increase in proportion as many residential units are used as second homes or for temporary sleeping accommodation. The 2011 Census indicated that there were 1,400 second homes in the City of London.

The majority of the City's housing is concentrated around the edge of the City in four estates (the Barbican, Golden Lane, Middlesex Street and Mansell Street). Other residential clusters are located in Smithfield, the Temples, parts of the riverside (Queenhithe), Fleet Street (City West), Carter Lane and around Botolph Lane. Most residential units developed in the City are flats with one or two bedrooms, which is consistent with the need assessment of unit sizes recommended in the City of London Strategic Housing Market Assessment (SHMA) 2016. There have also been a number of developments providing shorter term accommodation (short lets or serviced apartments).

Most new residential development has been located in or near existing residential areas in accordance with Local Plan policy. This allows greater opportunities for protecting residential amenity and delivering a high quality residential environment. Residential clustering reduces potential conflict with commercial and office uses, and the areas are more easily serviced with facilities required by residents.

References to housing in this Plan include market, intermediate and affordable housing, hostels, sheltered and special needs housing, and purpose-built student accommodation at a ratio of three bedrooms to one conventional housing unit, in accordance with the London Plan's definition.

Housing requirement

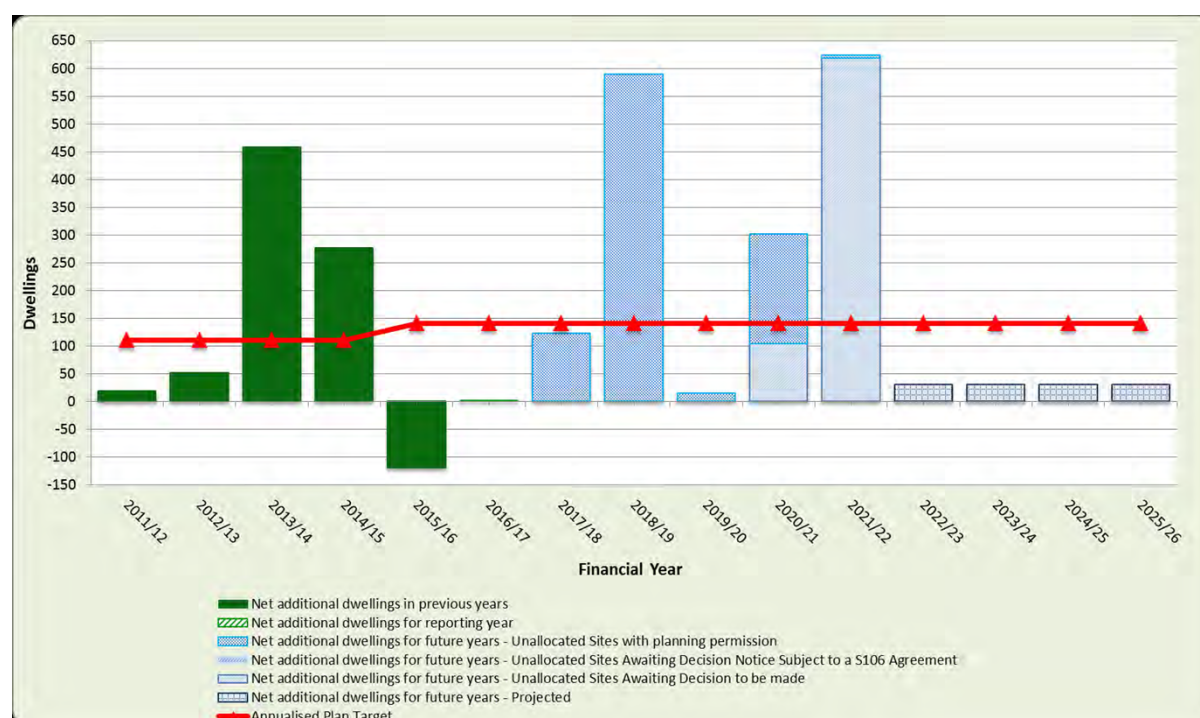
The City's annual housing requirement has varied in recent years in the range 120-146 dwellings depending on the source and assumptions made. The 2015 Local Plan seeks to exceed the London Plan minimum annual housing requirement. This was set at 110 dwellings per year at the time the Local Plan was adopted, but was subsequently increased in the London Plan 2016 to 141 dwellings per year. The draft London Plan 2017 raised this requirement to 146 units a year during the period 2019/20 – 2028/29, with the annual average rate continuing beyond 2028/29 until such time as the London Plan is further reviewed. The draft London Plan 2017 also included a target that an annual average of 74 units should be provided on small sites of less than 0.25 hectares in size.

The City's 2016 SHMA assessed the level of housing need over the period 2014-36, using the latest population and household projections, and identified an objectively

assessed need for an annual average of 126 dwellings per year. In September 2017, the Government published a consultation paper 'Planning for the Right Homes in the Right Places', which set out an indicative housing need target for each local planning authority in the country, based on a proposed new national methodology. This methodology suggested that the level of housing need in the City between 2016 and 2026 was 120 dwellings per annum.

The City Corporation has adopted a Housing Strategy which aims to deliver 3,700 new homes on City-owned land and housing estates, in recognition of the need for additional housing across London to meet housing needs. The City Corporation considers that the wider housing needs across London support the case for a higher level of housing in the City than indicated by the City's own SHMA or the proposed national methodology. This draft Local Plan therefore seeks to meet the draft London Plan housing target of 146 dwellings per year.

The City Corporation's Housing Trajectory shows that the supply of small windfall sites, together with large sites in the development pipeline, will provide sufficient capacity to meet the London Plan annual average monitoring target of 146 additional homes per year (see Figure Y below). It is anticipated that there will be a sufficient supply of housing to achieve targets up to 2036 on the basis of sites in the development pipeline and past trends.



City of London Housing Trajectory 2017

The size and commercial character of the City mean that new housing development has been delivered through 'windfall' development rather than through the allocation of sites. Past evidence demonstrates that the reliance on windfalls has delivered a steady stream of new housing, meeting and exceeding target requirements. It is anticipated that windfalls will continue to deliver the majority of housing.

The Mayor of London prepares a Strategic Housing Land Availability Assessment (SHLAA) for London, providing guidance on the amount of land potentially available in the City for residential development. The City Corporation has also published a brownfield land register on its website, identifying land that is suitable for residential development in accordance with government requirements.

The City Corporation will continue to support the delivery of new market and affordable housing on its own housing estates and other appropriate land holdings outside the Square Mile in fulfilment of its ambition to deliver 3,700 new homes and contribute towards the delivery of new housing to meet London's wider housing needs.

Affordable Housing

There is a presumption in national policy and the London Plan that new affordable housing should be provided on site. The City Corporation will expect developers to deliver affordable housing on new housing sites above the affordable housing threshold unless it can be demonstrated through robust assessments that on-site provision is not feasible or viable.

As land within the City is an expensive and limited resource, the City Corporation also works with housing partners to deliver new affordable housing on sites in the City fringe and in neighbouring boroughs, principally on City Corporation housing estates, utilising commuted sums from commercial and housing developments within the City. This approach has been supported by the GLA and provides affordable housing in locations in or near the City that meet local housing need, whilst making the best use of scarce City land for strategically important commercial activity.

The City Corporation requires commercial development to make a financial contribution towards affordable housing delivery instead of delivering mixed use development including housing on commercial sites. These contributions are used to deliver new affordable housing principally on City Corporation housing estates within and outside the City of London.

The draft London Plan and the Mayor's adopted Affordable Housing and Viability SPG set a strategic target for 50% of all new homes across London to be affordable, with a minimum threshold of 35% affordable housing on all developments comprising more than 10 units or which have a combined floorspace greater than 1,000m². Schemes which meet or exceed 35% affordable housing are not required to submit viability information.

In light of the Mayor's approach and the shortage of available affordable housing to meet the needs of London's workforce, the level of affordable housing sought on residential schemes in the City is increased from 30% to a minimum of 35% on-site in this Plan, with an ambition to deliver higher levels of affordable housing where this is viable. Where off-site provision or cash in lieu contributions is considered to be acceptable in principle, 60% affordable housing will be sought to avoid creating a financial benefit to the applicant relative to on-site provision.

Developments which propose lower levels of affordable housing will need to be supported by robust viability assessments. These assessments will be published alongside other publicly accessible planning application information on the City Corporation's website. The City Corporation will also commission an independent review of submitted assessments, with the cost of this review being met by the applicant. Consideration of viability and overall levels of affordable housing should take place at pre-application stage to avoid unnecessary delays in the determination of submitted planning applications.

In accordance with the principle of a plan-led system, it is reasonable to expect that land values will reflect the policy requirements of the development plan and, in particular, the full policy requirement for affordable housing. If a developer overpays for a site, this will not in itself be regarded as an appropriate justification for failing to meet the affordable housing target.

Where a viability assessment demonstrates that the Plan's affordable housing targets cannot be met, the City Corporation will normally require an upwards only review mechanism to be included within any s106 planning obligation to ensure that any increases in scheme value or reduction in cost are appropriately reflected in increased affordable housing contributions. The detailed wording and timing of these review mechanisms will be determined on a case by case basis, having regard to City Corporation Supplementary Planning Guidance and guidance prepared by the Mayor in support of the London Plan.

Various types of affordable housing products are included within the national definition of affordable housing. The draft London Plan indicates that a minimum of 30% should be low cost rented homes, including social rent and London affordable rent, and a minimum of 30% should be intermediate products, such as shared ownership. The remaining 40% should be determined by the relevant borough based on identified need. The City's SHMA found that the need for intermediate housing products was relatively low and that social rented units would most successfully address the City's affordable housing needs. Therefore, the tenure of affordable housing sought in the City will be weighted towards low cost rented accommodation in the proportion 70% affordable and 30% intermediate.

Gypsy and traveller accommodation

The draft London Plan indicates that, in the absence of an up to date local gypsy and traveller needs assessment, needs should be assessed using the mid point figure of need in the GLA's 2017 Gypsy and Traveller Accommodation Topic Paper. This indicated that there is no need for specific gypsy and traveller accommodation in the City of London. This assessment is consistent with earlier assessments undertaken by the Mayor.

CS XX: Housing

The City Corporation will protect existing housing and amenity, and provide additional housing in the City concentrated in or near identified residential areas to meet the City's needs. This will be achieved by:

1. Making provision for an annual requirement of 146 additional residential units in the City up to 2036 by:
 - (i) guiding new housing development to sites in or near identified residential areas;
 - (ii) protecting existing housing where it is of a suitable quality and in a suitable location;
 - (iii) exceptionally, allowing the loss of isolated residential units where there is a poor level of amenity;
 - (iv) refusing new housing where it would prejudice the primary business function of the City or be contrary to Policy DM XX.
2. Ensuring sufficient affordable housing is provided to meet the City's housing need and contributing to London's wider housing needs by requiring residential developments with the potential for more than 10 units to:
 - (i) provide a minimum of 35% affordable housing on-site;
 - (ii) exceptionally, provide 60% of affordable housing off-site, or equivalent cash-in-lieu, if evidence is provided to the City Corporation's satisfaction that on-site provision is not feasible or viable;
 - (iii) provide 70% of affordable units as social or London affordable rented housing and 30% as intermediate housing (living rent, shared ownership or other genuinely affordable products) for rent or sale.
3. Requiring a publicly-accessible viability and feasibility assessment to be submitted to justify any proposals that do not meet on-site or off-site affordable housing requirements in this policy. Where policy targets are not able to be met when an application is decided, the City Corporation will require an upwards only review mechanism to be applied to ensure that the benefits of any subsequent uplift in values or reduction in costs are reflected in affordable housing contributions.
4. Providing affordable housing off-site, including the purchase of existing residential properties on the open market to meet identified housing needs such as large units for families.
5. Requiring 10% of new dwellings to meet Building Regulation requirement M4(3) 'wheelchair user dwellings' and 90% of new dwellings to meet Building Regulation requirement M4(2) 'accessible and adaptable dwellings'.

Reason for the policy

London has a severe housing shortage caused by a growing population and inadequate supply of housing units. The lack of suitable and affordable housing has been identified by many businesses and business groups as a key constraint to

further economic development and investment. The scale of housing proposed will contribute towards meeting local and wider London housing needs whilst still ensuring that the City remains predominantly a commercial office centre of national importance.

New housing in the City may be suitable for people that need to live near their workplace, especially key workers. Housing located in the City can address local housing need and make a modest contribution to alleviating the housing shortage in London and relieving pressure on the transport system.

The London Plan includes a detailed policy which supports Build to Rent developments. Build to Rent accommodation is specifically designed for renting and is typically owned by institutional investors.

Policy DM XX: Location of New Housing

1. New housing should be located on suitable sites in or near identified residential areas. Within these areas a mix of appropriate residential, commercial and other uses will be permitted.
2. New housing will be permitted where it will not:
 - prejudice the primary business function of the City, as set out in policy DM XX;
 - inhibit the development potential or business activity in neighbouring commercial buildings and sites; and
 - result in poor residential amenity within existing and proposed development, including excessive noise or disturbance.
3. Where existing residential estates are being redeveloped, the existing affordable housing on-site must be reprovided with at least the equivalent floorspace and tenure of affordable housing. Affordable housing which is reprovided must be offered to existing tenants at rents and service charges equivalent to those in the properties being replaced.



Figure X: Residential areas

Reason for the policy

The City is a busy and sometimes noisy place, with a high density of development and business activity 24 hours a day, 7 days a week which has the potential to cause disturbance to residents. Large parts of the City are unsuitable for new housing because they could have an adverse impact on the City's primary business role and its ability to operate 24/7 and would be likely to have poor residential amenity. The draft London Plan indicates that residential development is inappropriate in the commercial core of the City and that elsewhere in the City, the strategic commercial and cultural functions of the Central Activities Zone should be given greater weight than residential development.

The City's policy approach is therefore to locate new housing within or near the existing residential clusters shown in Figure X, where reasonable residential amenity consistent with a central London location can be achieved. This approach helps to minimise disturbance to residents within the clusters, while reducing potential conflict with the development and operation of commercial uses.

Due to the size and unique character of the City, all new housing has come forward on 'windfall' brownfield sites through the redevelopment or conversion of existing buildings as opportunities arise. There has been no need to allocate sites in the Local Plan to meet housing targets and this pattern of housing delivery is projected to continue throughout the life of this new Plan.

How the policy works

To accord with policy DM XX, applicants proposing the redevelopment or change of use of existing office accommodation must provide robust evidence to demonstrate that the site is not suitable and viable for office use and the proposal will not prejudice the primary business function of the City. Within or near the residential areas, if the City Corporation is satisfied that the loss of an office site is justified by the evidence provided, then redevelopment to provide residential use may be appropriate. Further details are set out in the Office Use SPD.

Proposed residential development will not normally be permitted along streets which have high levels of noise and air pollution unless robust evidence is submitted which demonstrates how the development will mitigate the impact of noise and pollution.

Regeneration of housing estates will often involve the redevelopment of existing homes. Existing affordable housing must be replaced at an equivalent tenure and offered to existing tenants at rents and service charges levels equivalent to those in the properties being replaced. This will help protect established local communities.

Policy DM XX: Loss of housing

1. The net loss of existing housing units will not be permitted except where:
 - they provide poor amenity to residents which cannot be improved;
 - they do not have a separate entrance;
 - large scale office development would be prejudiced by the retention of isolated residential units; or
 - exceptionally, they are located outside identified residential areas and their loss would enable beneficial development for the business City.

Reason for the policy

The net loss of existing housing will be resisted because of the limited opportunities to replace that housing stock in the City. Exceptionally the net loss of existing housing may be acceptable, particularly outside residential areas where the development of offices will have a significant beneficial impact for the City. Isolated residential units can suffer poor amenity and can be adversely affected by the operation of the business City. Housing units outside identified residential areas are more likely to suffer noise nuisance and other disturbance due to other non-residential uses being permitted in close proximity, including clubs and pubs.

Policy DM XX: Residential environment

1. Within identified residential areas, the amenity of existing residents will be protected by resisting other uses which would cause unacceptable noise disturbance, fumes and smells and vehicle or pedestrian movements likely to cause undue disturbance.
2. New noise-generating uses should be sited away from residential and related uses where possible. Where residential and other uses are located within the same development or area, adequate noise mitigation measures must be provided within the new development and, where required, planning conditions will be imposed to protect residential amenity.
3. All development proposals should be designed to avoid overlooking and seek to protect the privacy, day lighting and sun lighting levels to adjacent residential accommodation.
4. All new residential development proposals must demonstrate how potential adverse noise impacts on and between dwellings will be mitigated by housing layout, design and materials, in accordance with the 'Agent of Change' principle. This principle is also applicable when new housing proposals might otherwise constrain existing neighbouring uses.
5. The cumulative impact of individual developments on the amenity of existing residents will be considered.

Reason for the policy

The City is predominately a centre of business, with activity taking place 24 hours a day, 7 days a week. This sometimes results in noise and disturbance to residents from new commercial development and commercial activities nearby. While the City Corporation will endeavour to minimise noise and other disturbance to residents it is inevitable that living in such a densely built-up area will result in some disturbance from a variety of sources.

The avoidance of overlooking of residential accommodation is a consideration in the design and layout of both new residential buildings and other development. However due to the density of development in the City avoidance of overlooking may not always be possible.

How the policy works

The 'Agent of Change' principle makes developers responsible for addressing at the design stage the environmental and other impacts on existing neighbouring occupiers. Applicants of development near to existing residential properties should identify potential impacts on residential amenity and set out measures to mitigate those impacts within their Design and Access Statements or other supporting application documents. Where required, planning conditions will be imposed to limit hours of operation and servicing within predominantly residential areas. Policy XX addresses evening and night-time economy uses.

Policy DM XX: Housing quality standards

All new housing must be designed to a standard that facilitates the health and well-being of occupants and neighbouring occupants, and:

- meets London Plan's space standards;
- meets standards for Secured by Design or similar certification;
- maximises opportunities for providing open and leisure space for residents.

Reason for the policy

All new housing will be expected to provide well designed, high quality living environments, both internally and externally, incorporating principles of inclusive, secure and sustainable design. Housing development should comply with the requirements in the London Plan and the Mayor's London Housing Design Guide, unless it would not be feasible to do so because of site specific factors. The layout should incorporate sufficient space and facilities for waste and recycling bins.

Amenity space for residents could include gardens, roof top gardens/terraces, private balconies and the provision of new sports and recreational facilities. Play space should also be included, with regards to policy DM XX in the Healthy and Inclusive City section of the Plan. Sunlight and daylight to dwellings are addressed in the Design section of the Plan.

Policy DM XX: Short term residential letting

Short term residential letting of domestic premises for less than 90 days in a calendar year where the occupant pays council tax does not require planning permission. Short term residential letting of domestic premises for over 90 days in a calendar year requires planning permission. Short term residential lets within domestic premises will not normally be permitted as such a change of use would reduce the stock of permanent housing in the City and may adversely impact the amenity of existing residents.

Short term residential letting for any length of time in a commercial premise where the occupant does not pay council tax, requires planning permission. Short term residential letting of commercial accommodation will not be permitted unless the units are contained within a block built for this purpose and will not be permitted if mixed with permanent residential accommodation within the same building. In addition policy DMXX regarding protection of employment space will be relevant.

Where short term residential letting is permitted in commercial premises, conditions will be imposed to prevent any later changes to permanent residential use in unsuitable accommodation or locations.

Reason for the policy

A short-term residential let (or temporary sleeping accommodation) is the occupation of a property by the same person(s) for more than 90 consecutive nights. The deregulation Act 2015 states that short term residential letting of a property for more than 90 days in a calendar year requires planning permission.

Short term residential lets within domestic premises will not normally be permitted as they would reduce the stock of permanent housing in the City, possibly jeopardise housing delivery targets, and may adversely impact on the amenity of existing residents.

Short term residential letting of a property can help to meet the accommodation needs of business visitors and may be considered suitable within identified residential areas, subject to consideration of policy DM XX above. Such residential letting can have significant impacts on the amenity of neighbours by reason of noise, disturbance, and occasionally anti-social behaviour. For this reason, where such accommodation is proposed, the units should be contained in a separate block that is designed and managed for this purpose rather than forming part of a mixed block of short term and permanent residential units or short term residential lets and commercial activities.

The requirement for the provision of affordable housing in policy CS XX applies to self-contained short let residential accommodation.

Change of use of short term residential letting accommodation to permanent dwellings will normally be permitted where housing and amenity standards are met and the location accords with policy DMXX (location of new housing).

Changes of use between short-term residential letting and hotel accommodation will be considered as part of a flexible approach to address a wide range of business accommodation needs.

Policy DM XX: Student housing and hostels

1. Proposals for new student accommodation and hostels will be refused where they would:
 - prejudice the primary business function of the City, or result in the loss of office buildings or sites, contrary to policy DM XX;
 - result in an excessive concentration of student housing and/or hostels;
 - have an adverse impact on the residential amenity of the area;
 - involve the loss of permanent residential accommodation.
2. Proposals for Purpose-Built Student Accommodation (PBSA) must be supported by identified further or higher educational institutions operating in the City of London or the Central Activities Zone and must provide accommodation for their own students.
3. 35% of student housing on a site should be secured as affordable student accommodation as defined through the London Plan and associated guidance.
4. The loss of existing student housing and hostels to other suitable uses which are in accordance with other Local Plan policies will be permitted where there is no longer a need to provide accommodation for CAZ based universities or there is evidence that student accommodation is impacting on residential or business amenity.

Reason for the policy

The demand for student accommodation in London continues to grow. However, the City is primarily a commercial area and therefore opportunities for residential development are limited. Student housing may represent an opportunity lost for other housing needs in residential areas and therefore will only be permitted when supported by an identified further or higher educational institution for the housing of its own students. A section 106 agreement will be required which limits occupation to students studying at the stated further or higher education institution, in or near the City.

Every three student bedrooms in PBSA that are completed equate to meeting the same housing need as one conventional housing unit, and contribute to meeting the City's housing target at the same ratio of three bedrooms being counted as a single home.

Policy DM XX: The Temples

Within the Temples adjustments between professional and residential accommodation will be permitted where:

- the overall balance of residential and professional chambers is maintained;
- it is important to the functioning or character of the Temples, or to the continuing use of their buildings.

Reason for the policy

The Inner and Middle Temples are two of the Inns of Court which provide accommodation for the legal profession in the south west of the City between Fleet Street and the River Thames. Along with other nearby Inns of Court and the Royal Courts of Justice in Westminster, the Temples form part of a specialist legal cluster which is recognised in the London Plan.

The Temples mainly contain barristers' chambers, together with other buildings for Members of the Bar. The Inner and Middle Temples have a strong collegiate atmosphere due to the mix of residential and commercial uses. This mix of uses contributes to the historic interest and high environmental quality of the area, and should be maintained.

Policy DM XX: Older persons housing

The City Corporation will aim to ensure there is a sufficient supply of appropriate housing available for older people by;

- supporting development that meets the specific needs of older people;
- supporting development that replaces existing provision for older people with better provision that addresses care needs or fosters independent living;
- resisting development that involves the net loss of housing floorspace for older people.

Reason for the policy

The City of London has an ageing resident population profile, in line with national demographic trends. The City of London SHMA identifies a need for 67 older person units over the life of the Plan, and the London Plan has an indicative figure of 10 units per year.

Policy DM XX: Self and custom housebuilding

The City Corporation will encourage developers to consider the potential for self and custom build units within residential schemes.

Reason for the policy

The Self Build and Custom Housing Building Act 2015 requires councils to create a public register of individuals and groups who are interested in acquiring a plot to use for a self-build or custom build home. The City Corporation launched its own register for prospective self-builders in 2016.

There are no large areas of unused land in the City of London that would provide an opportunity to create serviced building plots. Furthermore, self-build and custom-build are likely to involve low density development, which would conflict with policies in the Plan which seek to maximise housing supply. Given these constraints, the City Corporation considers that the best prospect for bringing forward suitable land will be in conjunction with large housing developments where units can be built with a shell and core and individually fitted out.

This page is intentionally left blank

Appendix 2 – draft policies on Safe and Secure City

Security features should be considered at the early stages of design to be most effective and avoid the need for retrofitting later during the development process or following completion. Consultation with the City Corporation and the City of London Police is particularly important.

The design of a scheme should create safe and accessible environments where crime and disorder, and the fear of crime do not undermine quality of life or social cohesion. Designs should take into account the most up-to-date information and advice regarding security needs in the area, working with local advisors to reduce vulnerability and increase resilience.

Core Strategic Policy CSXX: Safe and Secure City

The City of London Corporation will work with the City of London Police to ensure that the City is secure from crime, disorder and terrorism, and is able to accommodate large numbers of people safely and efficiently by:

1. Minimising the potential for crime and anti-social behaviour by encouraging a mix of uses and natural surveillance of streets and spaces;
2. Implementing measures to enhance the collective security of the City against terrorist threats, applying security measures to broad areas such as the Traffic and Environmental Zone, major development schemes, or to the City as a whole;
3. Developing area-based approaches to implementing security measures where large developments are planned or are under construction simultaneously, and in locations where occupiers have requested collective security measures;
4. Taking account of the need for resilience in developments so that residential and business communities are better prepared for, and better able to recover from emergencies (including the promotion of business continuity measures).

Policy DMXX: Crowded Places

All major developments are required to take account of the issue of crowded places and counter-terrorism by:

- Conducting a full risk assessment;
- Ensuring early consultation with the City of London Police on risk mitigation measures;
- Restricting or rationalising motor vehicle access where required; and
- Ensuring that public realm and pedestrian permeability is not adversely impacted, and that the design of the development considers the application of Hostile Vehicle Mitigation measures at an early stage.

Reason for the policy

Places that are attractive, open and easily accessible can often become crowded. Such places are a potential target for crime and terrorism and offer the prospect of serious disruption or worse.

Crowded places include mainline and underground stations, shopping centres, bars and clubs which are all easily accessible. The high density of development, the substantial daytime population and the high-profile of many City buildings and businesses make the area a potential target for terrorism.

Measures such as traffic calming may be employed to limit the opportunity for hostile vehicle approach. Other measures that have been taken in the City include, the City of London Traffic Environmental Zone, which is the security and surveillance cordon that surrounds the Square Mile. It consists of road barriers, checkpoints and closed-circuit television cameras with the aim of slowing, managing and monitoring vehicular movements entering the City. In 2016, the City Corporation also approved an Anti-Terrorism Traffic Regulation Order (ATTRO), a counter-terrorism measure that allows the City of London police to close routes at certain times, specified in the order, and divert vehicles away from the area to deal with identified threats. Its purpose is to avoid or reduce the likelihood of danger connected with terrorism or preventing or reducing damage connected with terrorism.

How the policy works

A risk assessment should be submitted for approval by the City Corporation as part of a planning application or transport proposal which includes:

- Assessment of the risk of structural damage from an attack;
- Identification of measures to minimise any risk;
- Detail on how the perimeter is treated, including glazing;
- Consideration of adjacent land-uses and commuter routes

Policy DMXX: Dispersal Routes

Applications for major commercial development and developments which propose night-time uses should include a Management Statement setting out detailed proposals for the dispersal of workers and patrons from premises to ensure the safe egress of people, minimise the potential for over-crowding and reduce the instances of anti-social behaviour.

Reason for the policy

The City increasingly operates on a 24-hour, 7 day a week basis, with an increase in evening and night-time uses. This will inevitably result in an increase in both pedestrian and vehicular movements within the City as patrons enter and exit public houses, bars, night-clubs and restaurants. Anti-social behaviour, including noise, disturbance and odours arising from the operation of the premises can be disruptive to City residents and proposals should seek to mitigate any negative impacts that may arise, incorporating the Agent of Change principle.

The number of workers within the Square Mile inevitably results in pressures on the City's public realm at peak times. It is therefore necessary to provide details of dispersal routes as part of planning applications for major commercial developments to understand their implications for movement and amenity.

How the policy works

The dispersal of patrons from premises, particularly late at night should not have an unacceptable impact on the amenity of residents and other noise-sensitive uses. Adverse impacts will require mitigation in line with Policy DMX: Evening and Night-time Economy.

New major commercial developments should incorporate measures to reduce pedestrian flow at peak times or provide alternative routes to avoid over-crowding on existing streets to ensure the safety and security of the City and to avoid further stress on the City's public realm.

A Management Statement will set out the measures incorporated into the scheme to mitigate the adverse impacts of night-time economy uses. Assessment of the Management Statement will have regard to the City of London Noise Strategy, the provisions of the City of London Statement of Licensing Policy and any submitted licence application operating schedule.

Policy DMXX: Designing in Security

1. All development should ensure that security measures are incorporated into the design of the scheme at an early stage avoiding the need to retro-fit measures that adversely impact on the public realm or the quality of design. Applicants must liaise with the City Corporation and the City of London Police and incorporate their advice into the scheme design as required.
2. All development should be designed to minimise the need for Hostile Vehicle Mitigation on the public highway. Developers will be expected to contribute towards the cost of on-street mitigation of the risk of vehicle attacks in the vicinity of their developments.
3. Where mixed use schemes are proposed, developments must provide independent primary and secondary access points, ensuring that the proposed uses are separate and self-contained.
4. Security measures should be designed within the development's boundaries and integrated with those of adjacent buildings and surrounding public realm. Area-wide approaches should be considered.
5. All security measures which are expected to be more than very short-term should be sympathetic to surrounding buildings, the public realm and any heritage assets, and must be of a high-quality design.
6. An assessment of the environmental impact of security measures will be required. It should address the visual impact and impact on pedestrian flows.

Reason for the policy

Late consideration of security in developments can be more costly, inefficient, and less effective, and can have a negative impact on the architectural quality and design of a building and the surrounding public realm. These difficulties can be avoided by considering security at the early design stage.

All new developments need to maximise the level of security provision to reduce the risk and the likely impact of an attack. It is not always possible to provide security measures wholly within the building or development site, particularly when there is a need to provide stand-off distances to protect against potential vehicle-borne attacks, or where the building line is immediately bounded by public highway. Security features for individual buildings on the public highway should be a last resort when all other alternative proposals have been exhausted including the scope for an area-based approach.

In considering the impact of new development on the public realm, the City Corporation will take into account the need for additional security measures within the public realm to reduce the risk to individuals from motor vehicles and the potential for vehicles to mount pavements. Developers will be expected to contribute towards the cost of on-street mitigation of the risk of vehicle attacks in the vicinity of their developments.

Developments should aim to achieve a high level of natural surveillance of all surrounding public areas including the highway. Mixed use developments can generate greater activity and surveillance, but a mix of uses within individual buildings may give rise to problems of security, management and amenity. The provision of independent primary and secondary access points will be required so that proposed uses are separate and self-contained.

How the policy works

Early engagement with the City of London Police and the City Corporation is essential. This should promote compatible local authority, police and private security measures, such as CCTV systems.

Where the development has an impact on heritage assets, early discussion with Historic England is also recommended.

Design and Access Statements should incorporate recommendations of the City Police, City Corporation and 'Secured by Design' principles or equivalent, setting out how security has been considered at the design stage. It is expected that the advice set out in the City Public Realm Technical Manual is also incorporated into proposals to ensure developments offer a lasting contribution to the streets and spaces of the City.

Committee(s)	Dated:
Local Plans Sub (Planning and Transportation) Committee	9 May 2018
Subject: Transport Strategy - Phase one engagement report	Public
Report of: Carolyn Dwyer – Department of the Built Environment	For information

Summary

The City of London Corporation is currently drafting its first long-term Transport Strategy. This will set the 25-year framework for future investment in, and management of, the Square Mile's streets.

The development of the Transport Strategy will be informed throughout by thorough stakeholder engagement. The first phase of engagement – to identify key issues and challenges – took place in February and March 2018.

This report outlines the activities undertaken during this phase of engagement and the key themes emerging from this engagement – details findings are provided in Appendix 1.

Recommendation

Members are asked to note the report.

Main report

Background

1. The City of London Transport Strategy will identify the key transport issues and challenges facing the Square Mile and develop the proposals to respond to these. It will cover the next 25-years and will be supported by a series of short-term and regularly updated delivery plans, including the City Corporation's Local Implementation Plan (LIP). The LIP is a statutory document that will set out how the City Corporation will deliver the Mayor of London's Transport Strategy (MTS).
2. The development of the Transport Strategy and LIP will be informed throughout by thorough stakeholder engagement. The first phase of engagement – to identify key issues and challenges – took place in February and March 2018. The results of this engagement have informed the development of the vision, aims and objectives for the Transport Strategy, and will inform the development of proposals to deliver these objectives.

3. A second engagement phase will allow the City's businesses, workers and residents, and other interested parties to comment on the vision, aims and outcomes for the Transport Strategy and LIP. This consultation will then run for eight weeks from 4 June.
4. The results from these first two phases of engagement will inform the development of detailed proposals to be included in the draft Strategy and LIP. Consultation on the detailed proposals will take place in November and December 2018. The final Transport Strategy and LIP will be published in March 2019.

Phase one engagement activities

5. The engagement activities undertaken during the first phase were:
 - a. **Public survey:** The City Streets public survey opened on 3 February 2018 and ran for eight weeks. 1949 people accessed the survey. Survey question topics included: perceptions of the City's streets, desired priorities for the use of streets and kerb-side space, and ideas and suggestions for future street and transport improvements. Promotional activities included:
 - Articles/adverts in City Resident, City AM and City Matters
 - On-street distribution of flyers, including through Cheapside Business Alliance Ambassadors
 - City of London newsletters, e.g. Active City Network, City Police, Business Healthy and CityAir
 - City Centre newsletters and events notifications
 - Twitter, with regular tweets from @squarehighways and promoted tweets from @cityoflondon, plus retweets from other City of London accounts
 - City Corporation website – home page and Transport Strategy page
 - Letters to residents of Mansell Street and Middlesex Street estates, Barbican e-broadcast, and Barbican and Golden Lane noticeboards
 - b. **Stakeholder workshops:** Seventy-seven representatives from City businesses, transport user groups and other organisations with an interest in transport in the Square Mile attended workshops to share their views on the transport challenges and opportunities.
 - c. **Citizens Panel:** Populus have been appointed to facilitate a Citizens Panel of City workers and residents. This panel will meet three times during the development of the Transport Strategy and will enable us to gain a deeper understanding of residents and workers' transport needs and concerns. Approximately 40 people – half residents, half workers – attended the first panel workshop on the evening of 20 March 2018. Attendees took part in exercises and discussion tasks aligned to the City Streets survey questions, with Populus staff facilitating the discussion.
 - d. **Drop-in sessions:** Nine drop-in sessions were held at various locations around the City. Members of the Strategic Transportation team were available to answer questions about the Transport Strategy and discuss

transport issues. A combination of lunchtime and evening sessions aimed to make the drop-ins accessible to both City workers and residents. The sessions were advertised on the City Corporation website, through flyers distributed at events and on-street, and through City Corporation social media.

- e. **City Streets exhibition:** A supporting exhibition was held at the City Centre on Basinghall Street from 5 February to 31 March 2018. The exhibition took visitors through historic and recent changes to the City's streets and presented future challenges. More than 7000 people visited the City Centre over the two-month period.

Engagement findings

- 6. Over 2000 individuals who work in, live in, study in or visit the City of London were engaged through the activities described above (excluding visitors to the City Streets exhibition). Comments and responses have been analysed and the results are set out in the *City of London Transport Strategy: Phase one engagement report*, provided in Appendix 1. This will be published on Transport Strategy web page and publicised alongside the consultation on the draft vision aims and outcomes.
- 7. The key themes emerging from the comments, suggestions, and ideas received (ordered by the most common themes emerging from survey respondent comments) were:
 - a. **Key theme 1 – Traffic levels on City streets are too high:** Over 1400 (or four in five) survey respondents felt that motor traffic levels on City streets are too high. Instituting targeted or City-wide restrictions on motor vehicle traffic was the most commonly requested action from the Improving the City's streets question responses. Respondents felt that air pollution and the unpleasantness of motor vehicle-dominated spaces were the main problems caused by traffic. Fewer than 3 per cent said that traffic was an issue because it delayed cars. Traffic levels were also raised as a concern at most workshops, with construction traffic and large numbers of private hire vehicles mentioned most often as causes of excessive vehicle numbers.
 - b. **Key theme 2 – Prioritising people walking:** Approximately 1500 (or three in four) respondents identified themselves as people who walk on City streets. A significant majority of survey respondents felt that not enough street space was allocated to people walking. Respondents clearly ranked pedestrians as the desired first priority users of City streets, with private motor vehicles ranking last. More space for people walking was the second most commonly requested action from the Improving the City's streets question responses. Space allocation was also a key theme emerging from all workshops, with many attendees suggesting that pavement space allocated to people walking is not sufficient given the number of people moving around the City on foot; especially at peak times and near stations. Safety of people walking was also a key concern for the Citizens Panel, with improved crossings and less traffic seen as key to

reducing road danger for people walking. The Citizens Panel also commented on the need to better maintain pavements.

- c. Key theme 3 – Improved cycling infrastructure and safer cycling:** A majority of survey respondents felt that people cycling were under-prioritised and given too little space on City streets. Protected cycle lanes were the single largest street infrastructure improvement requested by survey respondents. Respondents also ranked cycle parking as the second desired priority of kerbside space usage. However, conflicts between people walking and cycling was also one of the top ten comment themes identified in the Improving the City's streets question responses. Safer cycling environments and other cycling infrastructure improvements were also commonly requested actions. Workshop and Citizens Panel participants also identified the challenges posed by conflicts between people walking and cycling. Many suggested further separation of these two modes, alongside separation of walking and cycling from motor vehicle traffic.
- d. Key theme 4 – Greenery, seating, and improving the public realm:** Greening the City was the largest non-transport mode specific request made by survey respondents and ranked sixth overall for most mentioned comment type from the Improving the City's streets question responses. Respondents ranked greenspace and seating as the first desired priority for kerbside space usage. Respondents also scored noise levels and the ease of finding seating the second and third lowest out of the 10 indicators of healthy, vibrant streets (only air quality scored poorer).
- e. Key theme 5 – City air pollution needs immediate improvement:** Survey respondents scored the quality of the City's air the lowest out of 10 indicators of healthy, vibrant streets. Improving air quality was the second largest non-mode specific request made by survey respondents. Air pollution was also the most common barrier to travelling to or around the City raised by disabled people. Both the stakeholder workshops and the Citizen Panel mentioned air quality as a key challenge the City needs to tackle immediately.
- f. Key theme 6 – Support for using streets more flexibly:** The opportunity of using streets more flexibly to accommodate the various demands on them at different times of the day was highlighted at most workshops. Specifically, timed restrictions on motor traffic was also requested by a number of survey respondents, particularly in relation to freight vehicles.
- g. Key theme 7 – Improved accessibility on City streets:** Approximately seven per cent of survey respondents reported having an activity-limiting health problem or disability, with more than 100 of these individuals leaving comments on how to make the City a more accessible place, namely through reducing both air pollution and motor vehicle volumes. Citizen Panel and workshop participants also highlighted improving accessibility on City streets through minimizing pavement obstructions, introducing more drop kerbs, and through reducing motor vehicle

dominance on City streets. Construction-related activities were also seen as a significant barrier to pedestrian accessibility.

h. Key theme 8 – The need to improve the management of freight:

Despite the relatively low numbers in the City, freight traffic was seen by nearly everyone as both a significant challenge and a golden opportunity. Freight vehicles were seen as significant contributors to air pollution and road danger. Workshop participants suggested retiming freight, consolidating deliveries into fewer vehicles and introducing freight restrictions during peak hours. These approaches were also raised by a number of survey respondents and Citizens Panel participants.

Conclusion

8. The first phase of engagement achieved a good level of public and other stakeholder engagement and reach. This has provided a good understanding of the concerns and priorities; which will inform the development of the Transport Strategy.
9. The feedback from the participants in the different engagement activities was consistent, suggesting workers and residents share concerns and priorities with City businesses and other interested bodies.
10. Further engagement will take place in June and July 2018, with consultation on the proposed vision, aims and outcomes. This will include a second meeting of the Citizens Panel.

Appendices

- Appendix 1 - City of London Transport Strategy: Phase one engagement report

Giacomo Vecia

Department of the Built Environment

T: 020 7332 1489

E: giacomo.vecia@cityoflondon.gov.uk

Appendix 1 - City of London Transport Strategy: Phase one engagement report



City Streets: Transport for a changing Square Mile

Page 29

City of London Transport Strategy Phase one engagement report

Strategic Transportation
Department of the Built Environment

April 2018

Introduction and key findings

The City of London is currently drafting its first long-term Transport Strategy. This will set the 25-year framework for future investment in, and management of, the Square Mile's streets. This report provides an overview of the results from the first phase of engagement activities that will inform the development of the Transport Strategy. This engagement sought the views of the public and organisations with an interest in transport in the Square Mile on the challenges and opportunities that will need to be addressed over the coming decades.

Engagement activities included an online survey, a series of stakeholder workshops, and an independently facilitated Citizens Panel. These activities took place throughout February and March 2018, and were supported by the *City Streets: Transport for changing Square Mile* exhibition at the City Centre. Over 2000 individuals who work in, live in, study in, and visit the City of London made their voices heard through these forums. The key themes emerging from their comments, suggestions, and ideas (ordered by the most common themes emerging from survey respondent comments) were:

Key theme 1 – Traffic levels on City streets are too high

Over 1400 (or four in five) survey respondents felt that motor traffic levels on City streets are too high. Instituting targeted or City-wide restrictions on motor vehicle traffic was the most commonly requested action from the *Improving the City's streets* question responses. Respondents felt that air pollution and the unpleasantness of motor vehicle-dominated spaces were the main problems caused by traffic. Fewer than 3 per cent said that traffic was an issue because it delayed cars. Traffic levels were also raised as a concern at most workshops, with construction traffic and large numbers of private hire vehicles mentioned most often as causes of excessive vehicle numbers.

Key theme 2 – Prioritising people walking

Approximately 1500 (or three in four) respondents identified themselves as people who walk on City streets. A significant majority of survey respondents felt that not enough street space was allocated to people walking. Respondents clearly ranked pedestrians as the desired first priority users of City streets, with private motor vehicles ranking last. More space for people walking was the second most commonly requested action from the *Improving the City's streets* question responses. Space allocation was also a key theme emerging from all workshops, with many attendees suggesting that pavement space allocated to people walking is not sufficient given the number of people moving around the City on foot; especially at peak times and near stations. Safety of people walking was also a key concern for the Citizens Panel, with improved crossings and less traffic seen as key to reducing road danger for people walking. The Citizens Panel also commented on the need to better maintain pavements.

Key theme 3 – Improved cycling infrastructure and safer cycling

A majority of survey respondents felt that people cycling were under-prioritised and given too little space on City streets. Protected cycle lanes were the single largest street infrastructure improvement requested by survey respondents. Respondents also ranked cycle parking as the second desired priority of kerbside space usage. However, conflicts between people walking and cycling were also one of the top ten comment themes identified in the *Improving the City's streets* question responses. Safer cycling environments and other cycling infrastructure improvements were also commonly requested actions. Workshop and Citizens Panel participants also identified the challenges posed by conflicts between people walking and cycling, and many suggested further separation of these two modes, alongside separation of walking and cycling from motor vehicle traffic.

Introduction and key findings

Key theme 4 – Greenery, seating, and improving the public realm

Greening the City was the largest non-transport mode specific request made by survey respondents and ranked sixth overall for most mentioned comment type from the *Improving the City's streets* question responses. Respondents ranked greenspace and seating as the first desired priority for kerbside space usage. Respondents also scored noise levels and the ease of finding seating the second and third lowest out of the 10 indicators of healthy, vibrant streets (only air quality scored poorer).

Key theme 5 – City air pollution needs immediate improvement

Survey respondents scored the quality of the City's air the lowest out of 10 indicators of healthy, vibrant streets. Improving air quality was the second largest non-mode specific request made by survey respondents. Air pollution was also the most common barrier to travelling to or around the City raised by disabled people. Both the stakeholder workshops and the Citizen Panel mentioned air quality as a key challenge the City needs to tackle immediately.

Key theme 6 – Support for using streets more flexibly

The opportunity of using streets more flexibly to accommodate the various demands on them at different times of the day was highlighted at most workshops. Specifically, timed restrictions on motor traffic was also requested by a number of survey respondents, particularly in relation to freight vehicles.

Key theme 7 – improved accessibility on City streets

Approximately seven per cent of survey respondents reported having an activity-limiting health problem or disability, with more than 100 of these individuals leaving comments on how to make the City a more accessible place, namely through reducing both air pollution and motor vehicle volumes. Citizen Panel and workshop participants also highlighted improving accessibility on City streets through minimizing pavement obstructions, introducing more drop kerbs, and through reducing motor vehicle dominance on City streets. Construction-related activities were also seen as a significant barrier to pedestrian accessibility.

Key theme 8 – The need to improve the management of freight

Despite the relatively low numbers in the City, freight traffic was seen by nearly everyone as both a significant challenge and a golden opportunity. Freight vehicles were seen as significant contributors to air pollution and road danger. Workshop participants suggested retiming freight, consolidating deliveries into fewer vehicles and introducing freight restrictions during peak hours. These approaches were also raised by a number of survey respondents and Citizens Panel participants.

Contents

1.	City Streets survey results	1
1.1	Survey introduction	2
1.2	Demographic profile and travel behaviour	3
1.3	Healthy Streets Indicators and priority rankings	4
1.4	Experience of the City's streets	7
1.5	Improving the City's streets open text response analysis	11
2.	Stakeholder workshop findings	16
2.1	Workshop introduction	17
2.2	Workshop findings	18
2.3	Workshop outcomes	22
3.	Citizens Panel and drop-in session findings	23
4.	Exhibition findings	25
5.	Endnotes	27

1

City Streets survey results

1.1 Survey introduction

This chapter provides an overview of the results from the City of London Corporation's *City Streets: Transport for a Changing Mile Survey* (the survey). This survey gathered public feedback on a number of City transport-related topics.

The survey was open to any individual that has recently travelled to or through the City and asked questions related to the City's street network, public realm, parking, and street cleansing, planning and management. The survey was launched on 2 February 2018 and was open for eight weeks. Respondents could fill in the survey online, in person at any *City Streets* event, or by mail-in paper copy.

This chapter is structured as follows:

- Sections 1.2 provides an overview of the survey respondent demographic profile and travel behaviours;
- Section 1.3 visualises the results of the Healthy Streets Indicators and priority ranking sections of the survey;
- Section 1.4 goes into further detail on traveller perceptions of City streets alongside mode-specific experiences; and
- Section 1.5 describes the response results of the survey's *Improving the City's streets* open text survey question.

Data protection and use

The City is a registered data controller in respect of processing personal data under the relevant data protection legislation. This includes the Data Protection Act 1998, Data protection Act 2018 and the General Data Protection Regulation (GDPR). Further relevant details are presented below.

Any personal data provided by respondents, for the purposes of this survey, has been done so in accordance with the requirements of the EU-U.S. Privacy Shield. The personal data processed by the City, and by the processor, for the purposes of this Survey, has been done so on the legal basis of respondents' consent.

Any respondent who took part in this survey has the right to request a copy of their data, ask us to make changes to ensure that their data is up to date, ask that the City deletes their information or object to the way we use their data. To do this please write to Data Protection Officer, City of London, PO Box 270, Guildhall, London, EC2P 2EJ or email information.officer@cityoflondon.gov.uk.

Readers may reproduce any figure in this report with reference to the Strategic Transportation Team, Department of the Built Environment, City of London Corporation. If you have any questions regarding the contents of this report, please contact strategic.transportation@cityoflondon.gov.uk.

1.2 Demographic profile and travel behaviours

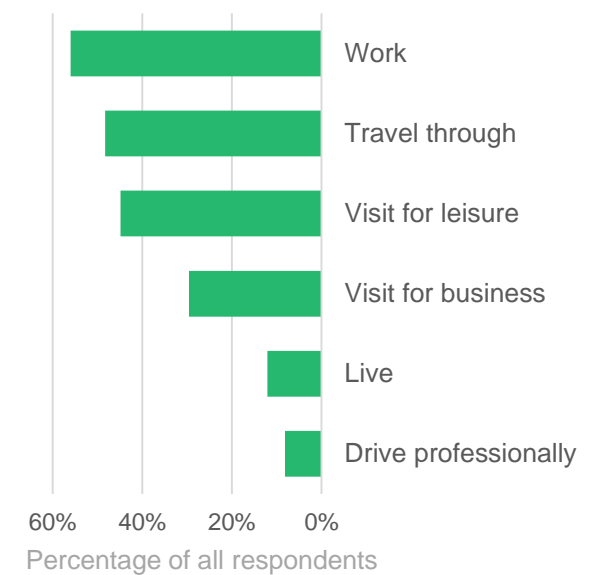
Respondent profile

The survey respondent profile is presented in the two figures on this page. For figures 1.2.1 and 1.2.2 it is important to note that percentages do not add up to 100 per cent as respondents could select multiple options for each related question. In total, 1949 people accessed the survey of which 85 per cent continued the survey to completion. The overall male/female breakdown was approximately 65/30 (with 5 per cent choosing other options), this broadly aligns with the [gender split of the City's working population](#)¹.

Figure 1.2.2 (below) shows the percentages of respondents that said they used each mode to commute to work (in yellow) and to travel around the City (in green). These values are compared against the [London Travel Demand Survey](#)² (LTDS), results for the City of London (grey line). While this visualisation does not allow one to compare “like for like” (as the response profile from the City does not add up to 100 per cent like the LTDS does) it does provide some context to assess the representativeness of the Survey sample.

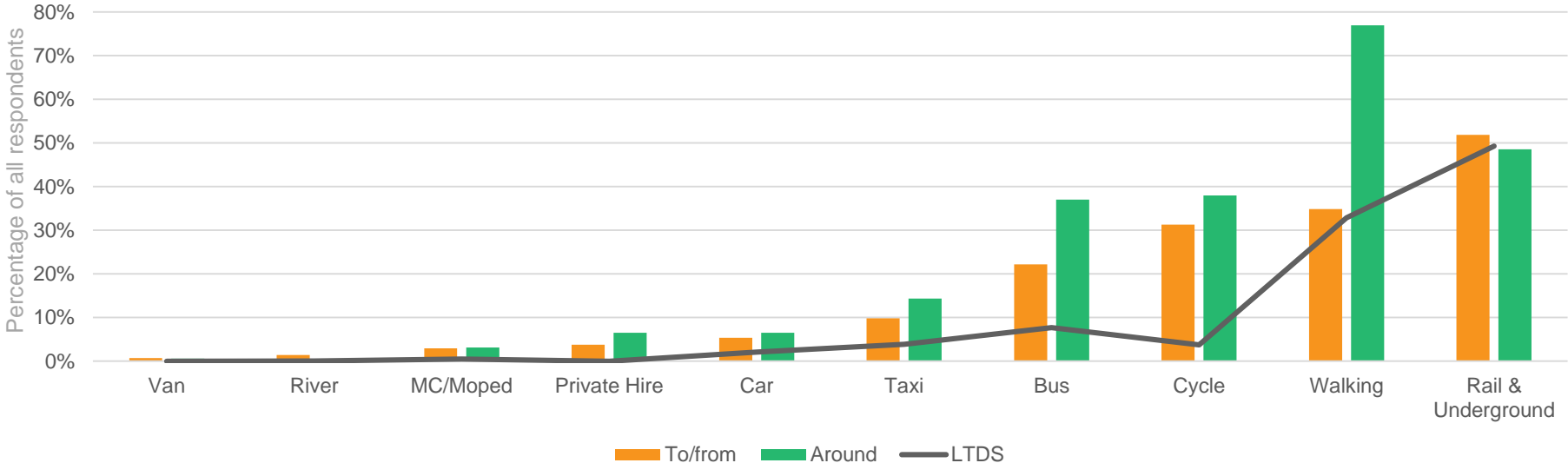
This comparison suggests that relatively more people who travel by cycle, bus, taxi and car responded to the survey than travel to the City by those modes (according to the LTDS). This could be as a result of these user groups being more ‘vocal’ than others, the inclusion of individuals that only travel through the City (the LTDS only represents City-bound traffic), and that three in four respondent selected more than one mode of travel.

Figure 1.2.1 Multi-select responses on reasons respondents travelled to/through the City



Page 35

Figure 1.2.2 Comparison of multi-select responses to modes used to commute to/from and around the city and LTDS City-destination mode share data



1.3 Healthy Streets indicators and priority rankings

Priority rankings

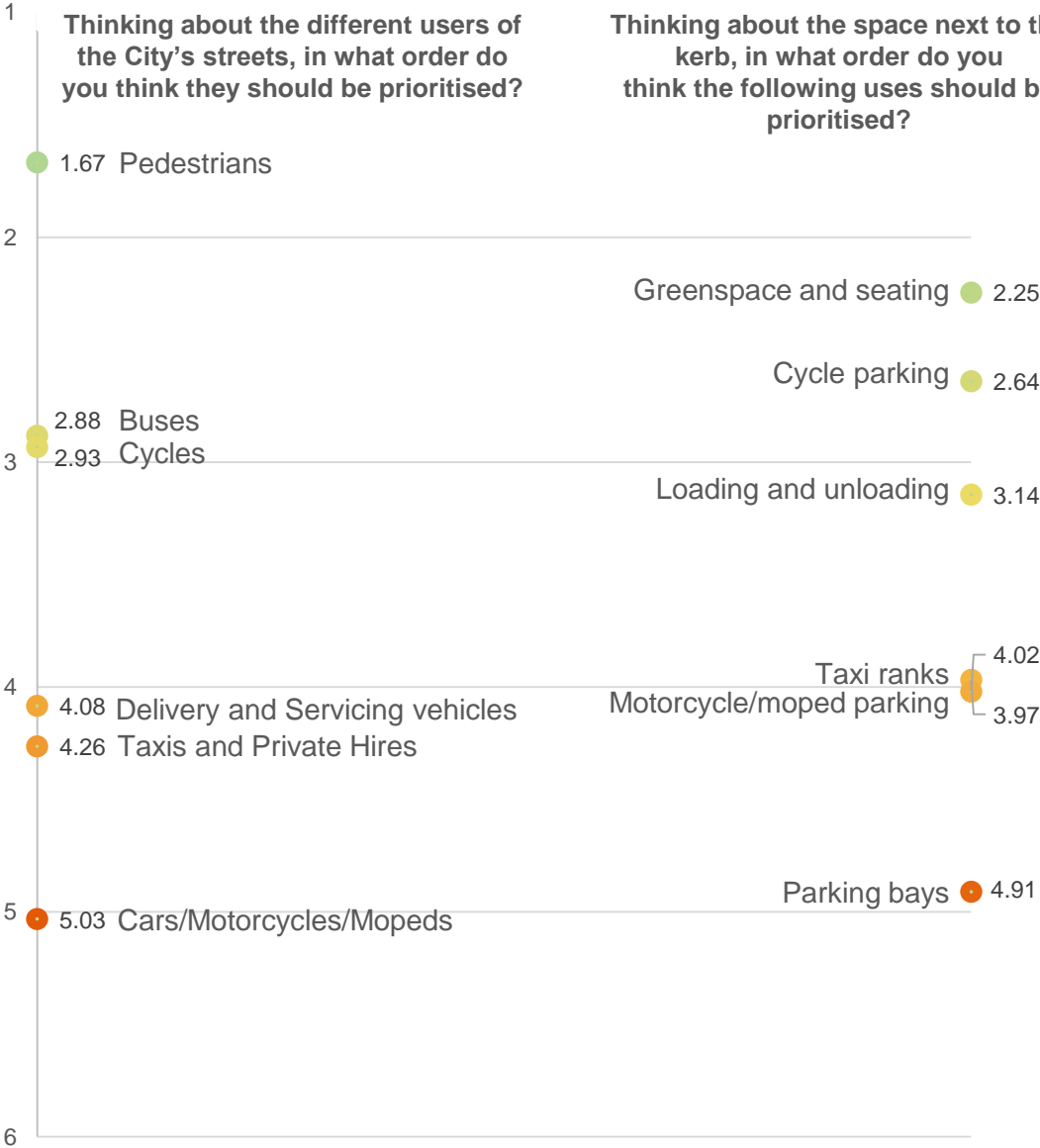
Figure 1.3.1 visualises the results of the two ranking questions posed by the survey. In the first question respondents were asked to rank the six different user groups of the City’s streets by desired priority. In the second question respondents were asked to rank the six different use groups of kerb-side space by desired priority.

The results of these ranking questions has been derived by calculating weighted ranking averages for each use/user group. These weighted averages have been visualised on a number line to give a sense of the significance of each ranking. For instance, “pedestrians” ranked as the top user group of the City’s streets by a clear margin (weighted average of 1.67), whereas “buses” and “cycles” rank nearly the same at second and third priority respectively (weighted averages of 2.88 and 2.93 respectively). Thus, the space between options shows how the options rank against each other. A simplified ranking is also presented in Figure 1.3.2 (below).

Figure 1.3.2 Overall street user and use group priorities

Priority	User Group	Use Group
1	Pedestrians	Greenspace and seating
2	Buses	Cycle parking
3	Cyclists	Loading and unloading
4	Delivery and servicing vehicles	Taxi ranks
5	Taxi and Private hire	Motorcycle/moped parking
6	Cars/Motorcycles/Moped	Parking bays

Figure 1.3.1 Survey ranking questions (question text below) and weighted rankings



1.3 Healthy Streets Indicators and priority rankings

Healthy Streets Indicator scores

Respondents were asked to score their general experience of the City's streets against a number of indicators on a scale of 1 to 5. These indicators (listed below in Figure 1.3.4) broadly aligned to the Healthy Streets Indicators (Figure 1.3.3, right) used by Transport for London (TfL) to assess the 'healthiness' of streets and roads across London. The ten evidence-based indicators used in the TfL [Healthy Streets Approach](#)³ highlight what make streets attractive places to walk, cycle and spend time.

The results of the survey indicator scoring questions are shown on the following page in Figure 1.3.5. The weighted average of all ten scoring questions is also shown on the graph and compared to the London-wide Healthy Streets average from a [TfL study](#)⁴ of 80 streets and roads across Greater London. The City Streets average is significantly lower than that of streets and roads across London (although this can partly be explained by methodological differences in data collection and analysis).

Overall, the Square Mile's streets scored relatively poorly in all areas except personal safety from crime and anti-social behaviour. All public realm and environment indicators scored very low. The 'cleanness' of City's air ranked below a score of 2 with 43 percent of respondents giving the lowest possible score. Indicators on availability of seating, shade and shelter, and noise levels also scored below average.

Figure 1.3.3 Healthy Streets Indicators
(Source: Lucy Saunders)



Figure 1.3.4 Survey questions and related Healthy Streets Indicator

City Streets Survey Question	Healthy Streets Indicator
How clean do you think the air is?	Clean Air
How intimidated do you feel by motor traffic?	People feel relaxed/People feel safe
How intimidated do you feel by cyclists?	People feel relaxed/People feel safe
How safe from crime and anti-social behaviour do you feel?	People feel safe
How noisy do you find the streets?	Not too noisy
How easy do you find the streets to cross?	Easy to cross
How easy do you think it is to find shelter, for example if it was sunny or raining?	Shade and shelter
How easy would it be to find somewhere to sit or rest if you needed to?	Places to stop and rest
How enjoyable do you find being on City streets?	Things to do and see
How accessible do you think the City's streets are for people of all ages and abilities?	Pedestrians from all walks of life

1.3 Healthy Streets indicators and priority rankings

Figure 1.3.5 Comparison of Healthy Streets indicator question scores



1.4 Experiences of the City's streets

Traffic volumes and issues arising from traffic

Respondents were asked whether traffic levels in the City were too high. More than 1400 respondents (or four in five) answered “yes”, with two in five respondents stating that traffic levels were too high “all day”. Figure 1.4.1 (right) and 1.4.2 (below) show the results of subsequent questions on which vehicle volumes were too high and what issues resulted from traffic levels being too high in the City. It is important to note that percentages do not add up to 100 per cent as respondents could select multiple options for each question.

Overall, private car, lorry, van, private hire and, to a lesser extent, taxi volumes were considered to be too high by a significant proportion of respondents. Thus, respondents thought the volumes of the majority of motor vehicle modes in the City are too high. The main traffic-dependent issues respondents identified in the survey were related to air pollution, the pleasantness of the street environment, and the feeling of being in a space dominated by motor vehicles. Delays to vehicular traffic were the least important reasons according to respondents. These findings suggest that the healthiness of a street, both physically and psychologically, are the main reasons why people perceive high motor traffic volumes to be an issue in the City.

Figure 1.4.1 Multi-select responses on vehicular modes whose traffic volumes are “too high”

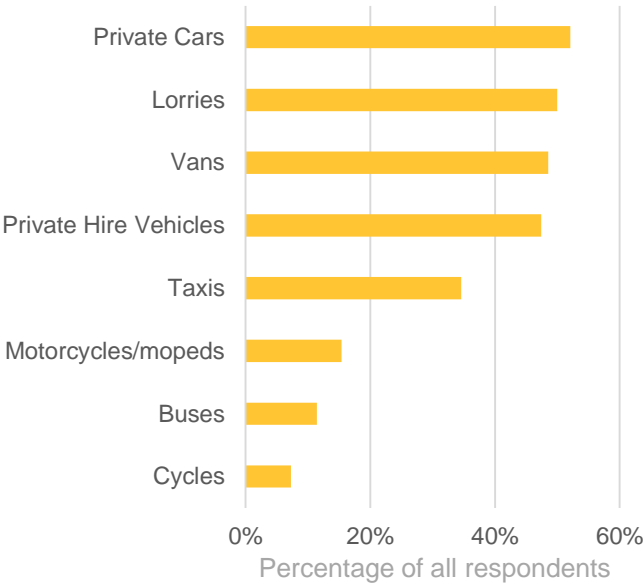
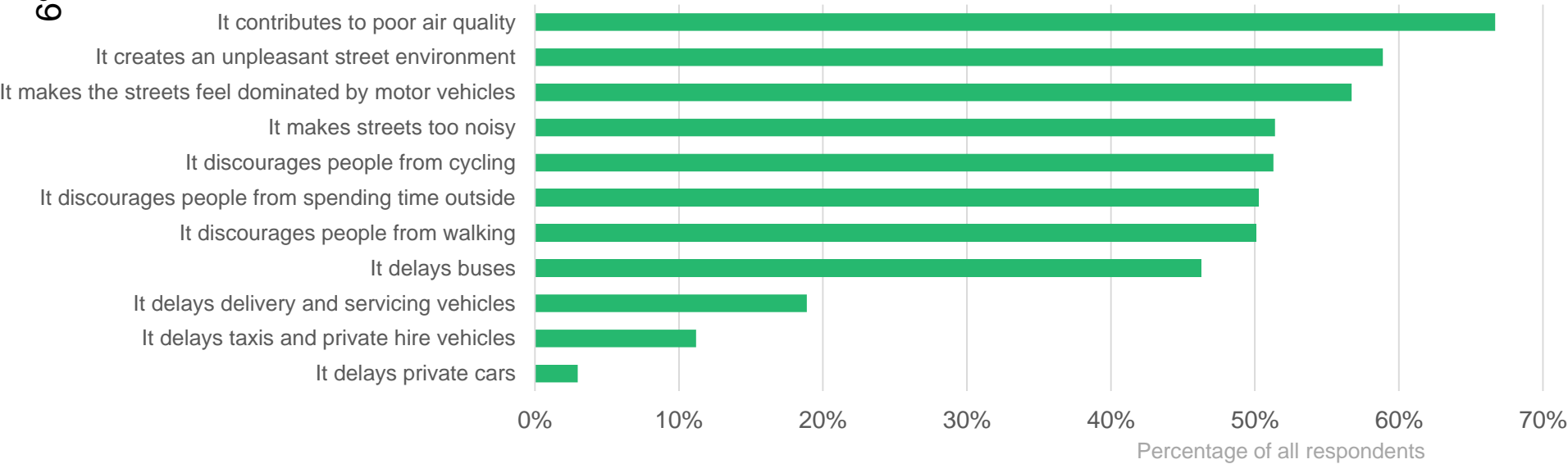


Figure 1.4.2 Multi-select responses on reasons why the amount of traffic in the City is an issue



1.4 Experiences of the City's streets

The experience of walking in the City

The results of a series of questions on the experience of and conditions for walking on the City's streets are shown in Figure 1.4.4 (bottom). Overall, nearly all walking experience indicators scored poorly, with a significant proportion of respondents finding themselves under-prioritised on too little street space, waiting too long to cross and given too little time to cross. Nearly a quarter of respondents found walking in the City “unpleasant” while 80 per cent found pavements to be overcrowded at some point in the day, highlighting the opportunity for improved walking infrastructure and increasing pavement space and priority.

Those respondents who found that pavements were overcrowded at some point in the day overwhelmingly felt that the peak hours were the most congested times (Figure 1.4.3, right). Nearly 1 in 5 respondents felt that pavements were crowded all day.

Figure 1.4.3 Multi-select responses on when City pavements are overcrowded

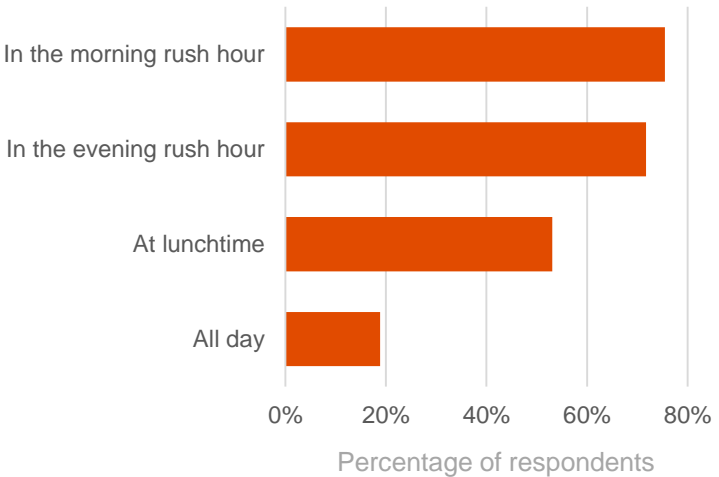
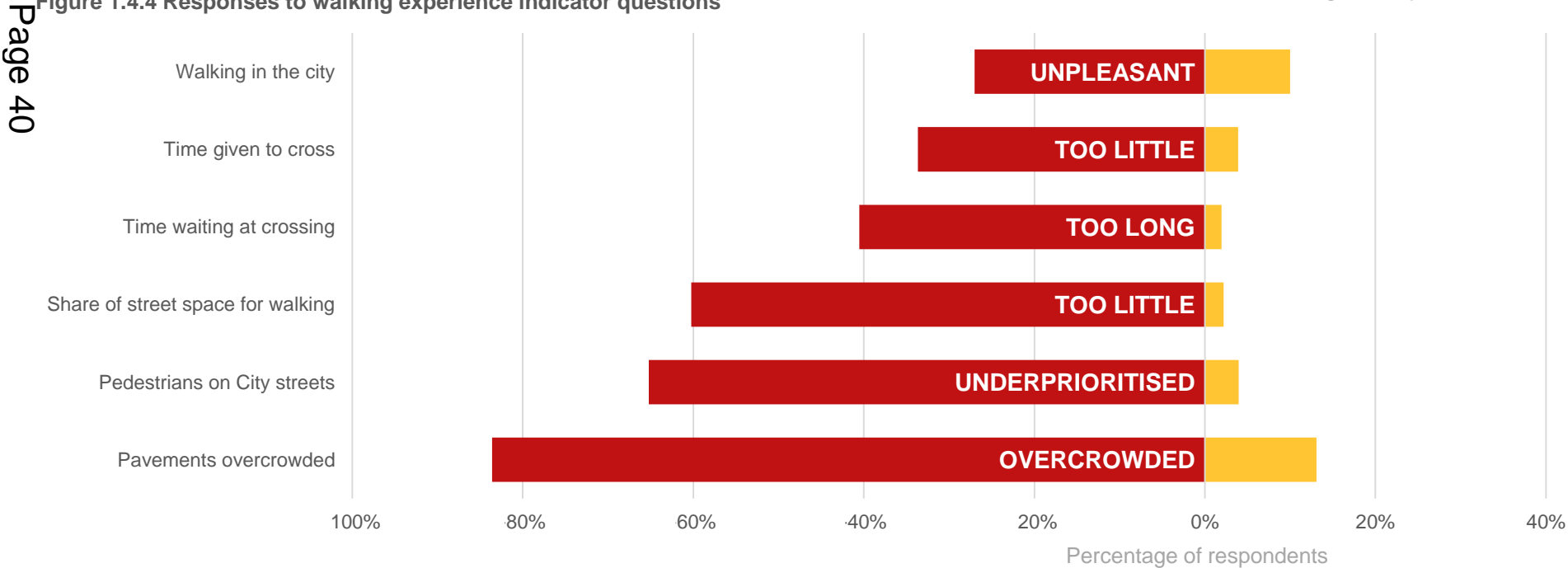


Figure 1.4.4 Responses to walking experience indicator questions



1.4 Experiences of the City's streets

The experience of cycling in the City

The results of two survey questions on the priority and space given to people cycling are shown in Figure 1.4.6 (below), broken down by respondent mode of travel around the City. Overall 3 in 5 respondents thought that people cycling were under-prioritised on the City's streets and a similar proportion found that people cycling were given too little share of street space. Over half of respondents who cycle in the City also found the cycling experience in the City "unpleasant". While overlaps exist between each individual mode (e.g. a person who cycles that also uses taxis), the findings suggests that respondents who travel by private motorised vehicular modes are less likely to believe that people cycling are under-prioritised and more likely to think people cycling are given too much space.

Figure 1.4.5 (right) shows the results of asking respondents how safe they feel/perceive cycling is on City streets. Just over half of all respondents gave a score of 1 ("least safe") or 2, suggesting that a significant number of respondents do not feel safe cycling.

Figure 1.4.5 Responses to the perceived safety of cycling in the City

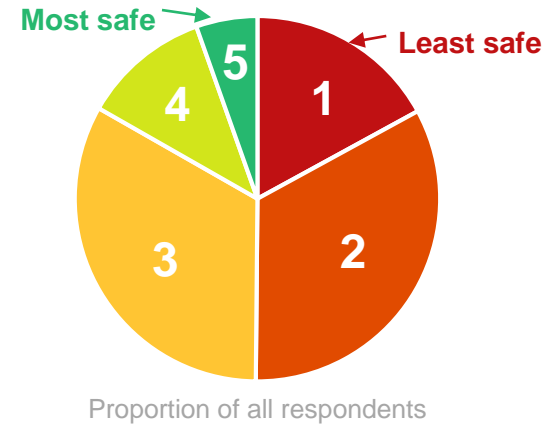
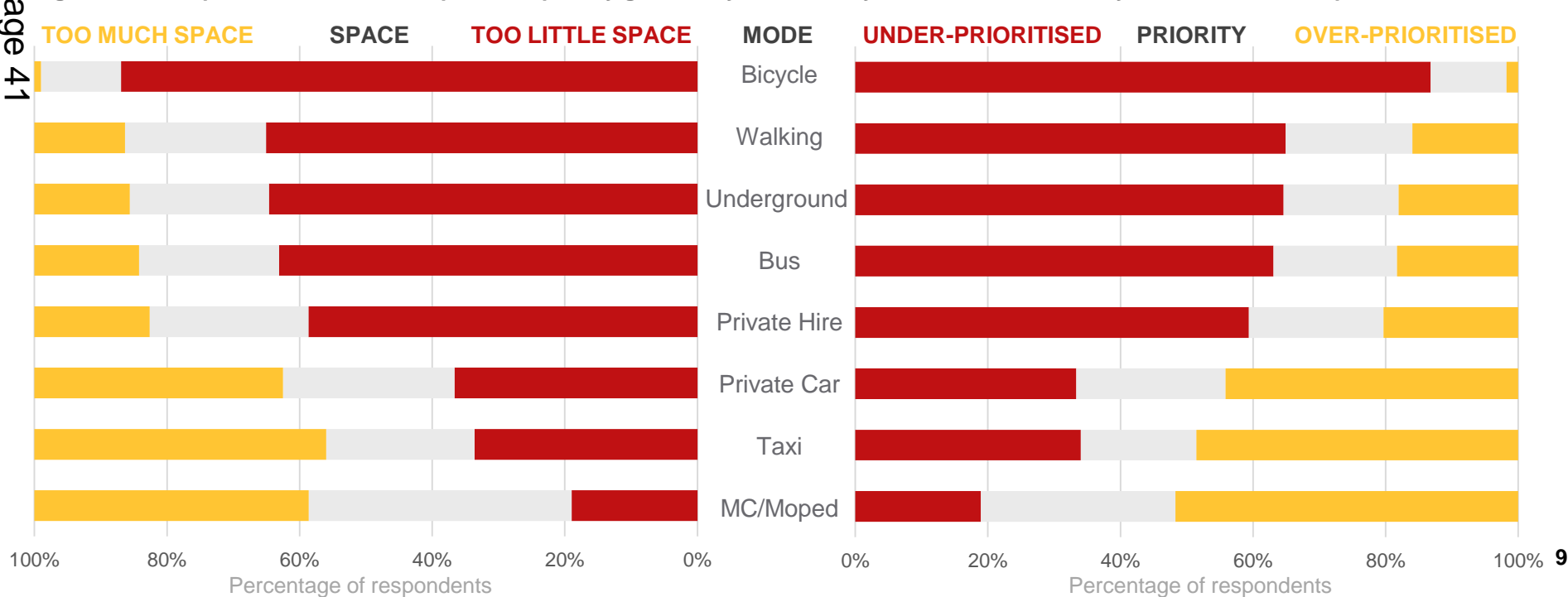


Figure 1.4.6 Responses to the overall space and priority given to cyclists on City streets broken down by mode choice of respondent



1.4 Experiences of the City's streets

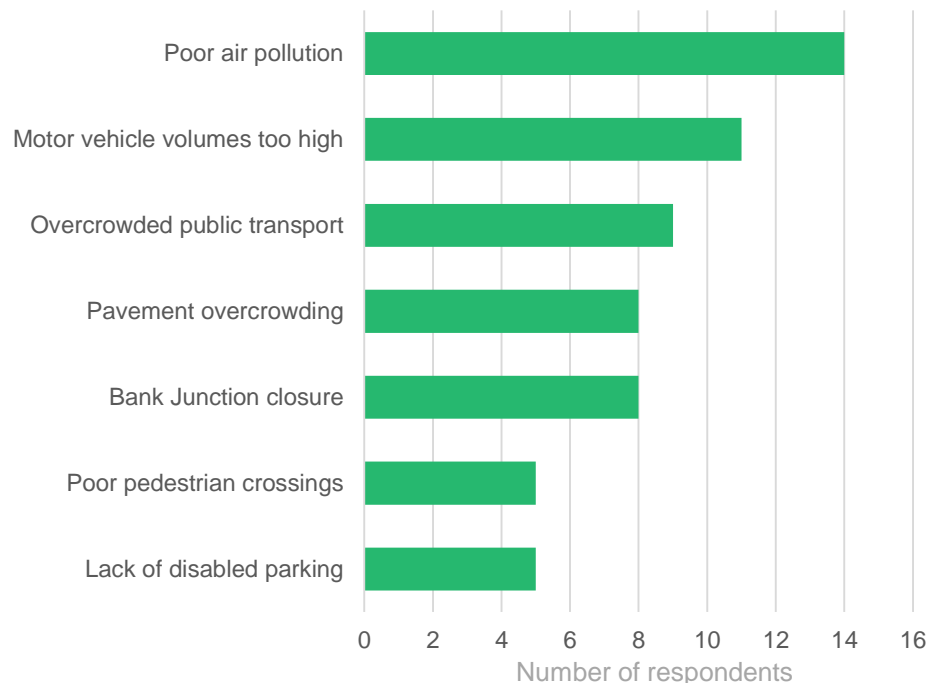
The experience of travelling for people whose day-to-day activities are limited

The survey also asked respondents whether their day-to-day activities were limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months. In total, just over 110 people responded as having their mobility limited in some way. Approximately 7 per cent of respondents answered “yes” with 1.4 per cent of respondents answering “yes, limited a lot” and 5.7 per cent of respondents answering “Yes, limited a little”.

These respondents were also asked how easy it was to travel to/from the City and around the City on a scale of 1 (least easy) to 5 (most easy). The weighted averages for these questions were 2.95 and 2.8 respectively, suggesting it is slightly easier to get to/from the City than around the City for those with health problems or disabilities.

Respondents were also asked what barriers they encountered when travelling to/from and around the City. Responses were coded for the themes discussed (full methodology described in Chapter 1.5). All themes identified by five or more respondents are shown in Figure 1.4.7 (right). These results suggest that the key barriers for these respondents were associated with air pollution, high levels of motor vehicles and overcrowding on public transport.

Figure 1.4.7 Open text response analysis to what barriers disabled people face travelling around the City



1.5 Improving the City's streets – open text response analysis

Overview and methodology

The survey asked respondents 'If you could change one thing to improve your experience on the City's streets, what would it be?' The question was optional and left 'open' for respondents to fill in themselves. Three quarters of respondents (1,434 people) answered the question.

A significant variety of responses was received. Each response was reviewed and analysed by categorising the subject of each comment into 'sub-topics'. Some respondents provided more than one change/proposal and/or expressed a concern or support for a specific subject, location or scheme. Only the first three changes or issues a respondent mentioned were reviewed and categorised into sub-topics to prevent those respondents who provided significantly longer responses from skewing analysis results. As such, there are more changes/proposals than the number of respondents who answered the question. Other comments, concerns and support that did not directly answer the question were also reviewed and noted when relevant.

Response text analysis began by categorising each statement into one of 50 detailed sub-topics. The sub-topics were created by taking a sample of 400 responses and identifying the 50 most common changes that were proposed. Additional sub-topics were then created where necessary as analysis continued. Finally, a full review at the end of the categorisation was undertaken to ensure all comments fitted in to the most appropriate sub-topic. Any sub-topic with fewer than five responses attributed to it was removed from the final categorisation. The sentiment of the sub-topic was also noted (i.e. whether the respondent was in support of or against the sub-topic).

Once all comments were categorised, sub-topics were then grouped into similar 'themes'. A theme consisted of a higher-level categorisation of related sub-topics. A sample of comments and their associated sub-topic and theme are shown in Figure 1.5.1 (right).

Figure 1.5.1 A sample of comments and associated sub-topic and theme

Comment: <i>'More motor traffic free streets'</i>	
Theme: <i>Reduce or restrict motor vehicles</i>	Sub-topic: <i>Targeted motor vehicle ban</i>

Comment: <i>'Widen footway'</i>	
Theme: <i>More space for people walking</i>	Sub-topic: <i>Wider pavements</i>

Comment: <i>'Greater priority to vehicles'</i>	
Theme: <i>Improved vehicle access or traffic flow</i>	Sub-topic: <i>Motor vehicle prioritisation</i>

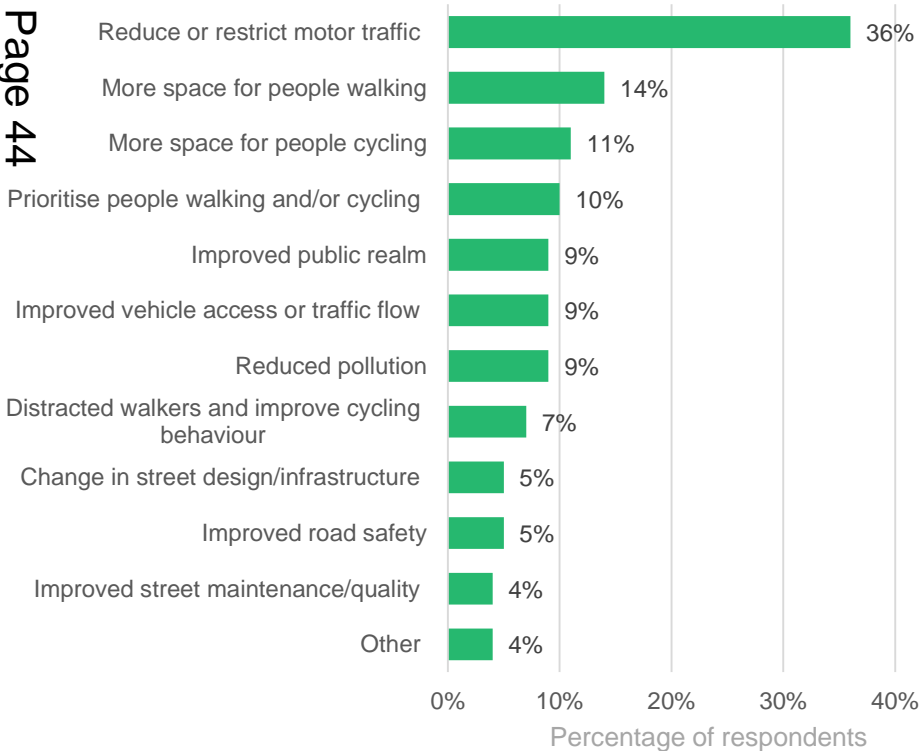
Comment: <i>'Clean air'</i>	
Theme: <i>Reduce pollution</i>	Sub-topic: <i>Reduction in air pollution</i>

1.5 Improving the City's streets – open text response analysis

Themes

The themes of the proposals stated by respondents are listed below in Figure 1.5.2 and are ranked in order of the most to least mentioned. It is important to note that percentages do not add up to 100 per cent as responses from each respondent could contain up to three themes. Distinct themes emerged around motor traffic levels; space allocation/prioritisation of people walking and cycling; improvements to street maintenance and design; road safety; public realm; pollution; vehicle access; walking and cycling behaviour; and improvements in noise and air quality. Proposals to restrict or reduce motor traffic was the most frequent theme with over a third of all respondents proposing a motor vehicle volume reduction, cap, or targeted or city-wide ban.

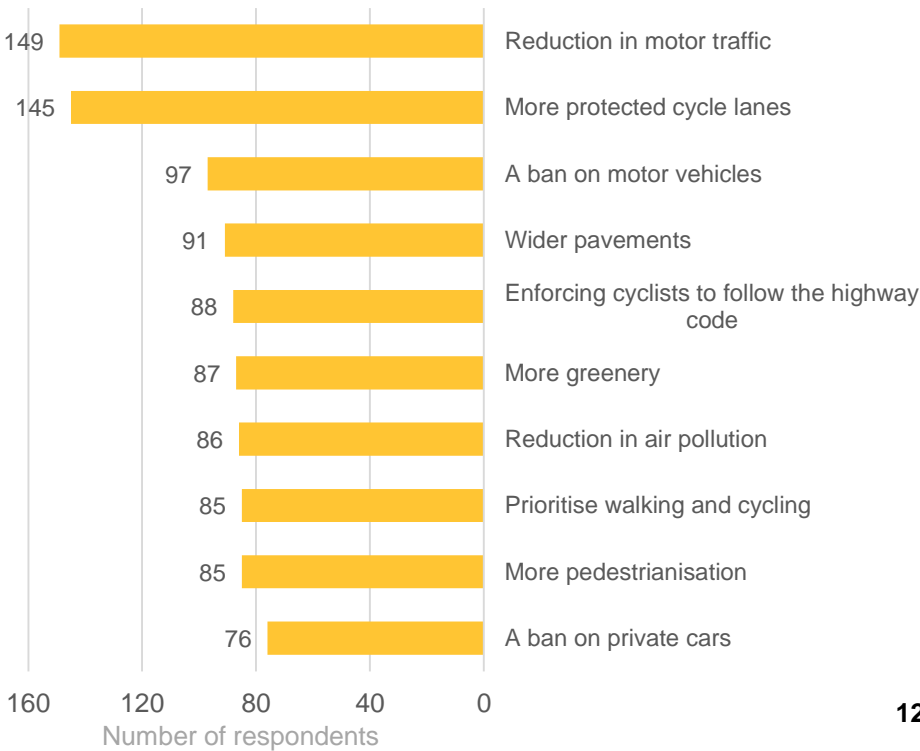
Figure 1.5.2 Themes to change one thing on the City's streets



Sub-topics

Each theme groups together similar sub-topics. The sub-topics provide more detail on specific changes or proposals made by respondents. The list of sub-topics contained in each theme are summarised on the following page and the ten most frequently mentioned changes respondents would like to see on City streets are shown below in Figure 1.5.3.

Figure 1.5.3 Top ten specific proposals (sub-topics) mentioned



1.5 Improving the City's streets – open text response analysis

Overview of themes and sub-topics

A summary of the most common themes alongside the sub-topics that comprise them is presented below.

Reduce or restrict motor traffic

As mentioned previously, this theme included any proposal associated with a reduction, restriction, ban or cap on motor traffic, either all motor traffic or a specific type. Further analysis of the sub-topics of this theme are explored in subsequent pages.

More space for people walking

The most common proposal was to widen footways followed by more pedestrianisation. Avoiding narrowing pavements for construction works and roadworks was also mentioned.

Improved public realm

Several proposals were made for improved public realm, the most common being more greenery, then decluttering of pavements, then more seating.

More space for people cycling

This theme included mostly more protected cycle lanes and more street space for cycling.

Improved vehicle access or traffic flow

The proposals varied in this theme from change the Bank on Safety scheme to allow taxis through (most common) to the removal of protected cycle lanes.

Prioritise people walking and/or cycling

This theme was mostly made up of proposals to prioritise both walking and cycling, followed by proposals to prioritise people walking.

Reduce pollution (air and noise)

This theme mostly consisted of proposals to reduce air pollution, but also included reductions in noise pollution.

Distracted walkers and improve cycling behaviour

This theme consisted mainly of enforcing poor behaviour of people who cycle (e.g. not to use the pavement, obey red traffic lights) and the remainder were associated with people distracted by their mobile phones while walking.

Improved road safety

Proposals were mainly to reduce conflicts between people walking and cycling (mostly through shared space areas), and the remainder to create a safer cycling environment.

Change in street design/infrastructure

This theme mostly consisted of proposals to improve pedestrian crossings, and the remainder were to convert cycle lanes to be timed, remove contra flow cycle lanes and change signal timings.

Improved street maintenance/quality

This theme contained proposals related to reducing or better co-ordinating roadworks, have less litter on the street, improve pavement quality or reduce the number of potholes.

Other

This category included more bus provision, less bus provision, more bus lanes and better wayfinding.

1.5 Improving the City's streets – open text response analysis

Overlaps

A number of the proposals overlapped two or three sub-topics or themes. For example, proposals related to a ban on non-zero emission vehicles could fall under the theme 'reduce pollution' and 'a reduction or restriction of traffic'. However, when an overlap occurred, the sub-topic was grouped in to the most relevant theme and was not counted twice.

Divided views

Several of the proposals were regarding support for, or disagreement with, a specific change. As shown in Figure 1.5.4, three proposals had a significant number of respondents both for and against them:

- Protected cycle lanes
- Change to the Bank on Safety scheme
- Bus provision

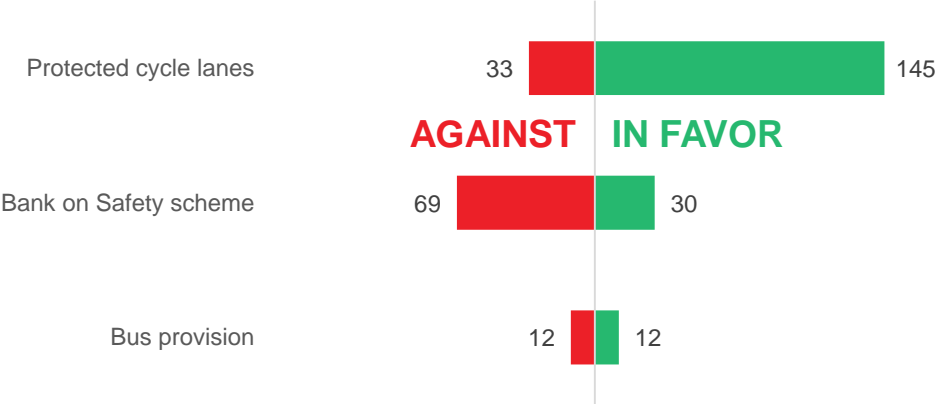
While most respondents who mentioned protected cycle lanes were in support of them, a number of respondents proposed removing protected cycle lanes. Further analysis of those who mentioned protected cycle lanes showed that car drivers and taxi passengers were disproportionately against the protected cycle lanes compared with other street users.

An equal number of respondents proposed more bus provision to those who wanted less. Those who wanted less mainly asked for 'fewer empty buses', whereas those who were in support of more provision wanted faster buses or better bus priority.

A number of respondents were against the current Bank on Safety scheme or proposed changes to its operation. The most common proposal was to allow taxis through the junction. Further analysis of those who mentioned a change to the Bank on Safety scheme showed that car drivers, taxi drivers and taxi passengers were disproportionately represented in supporting allowing taxis through Bank Junction. Those who mentioned their support to the scheme proposed for more junctions or more of the City to operate in the same way.

Page 46 of 92

Figure 1.5.4 Divided views on specific changes



1.5 Improving the City's streets – open text response analysis

Motor vehicle restriction theme analysis

Reducing or restricting motor traffic was the most common proposal, with over 500 respondents mentioning it in their *Improving the City's streets* responses. Within this theme there were specific proposals to ban, restrict or reduce the level of motor traffic in general or of a specific type. Further analysis on these comments was undertaken to understand to what extent respondents wanted a reduction in motor traffic levels.

Nearly half of all proposals to reduce or restrict motor traffic were related to all motor vehicles irrespective of type (Figure 1.5.6, below). Of these, most were associated with a reduction in motor vehicle volumes, a fifth to ban traffic City-wide, and the remainder to ban motor traffic on some streets or part of the City, or during certain times of the day.

The remaining proposals associated with a reduction or restriction of traffic were associated with a specific mode (Figure 1.5.5, right). Again, the most common proposals were to reduce volumes or introduce a City-wide ban, with private cars being the most common specific mode mentioned. Proposals around private hire vehicles and taxis also include a cap on vehicle numbers, while more proposals around a timed ban (outside of peak hours) were mentioned for freight vehicles than any other mode.

Figure 1.5.5 Types of restrictions and reductions of specific modes

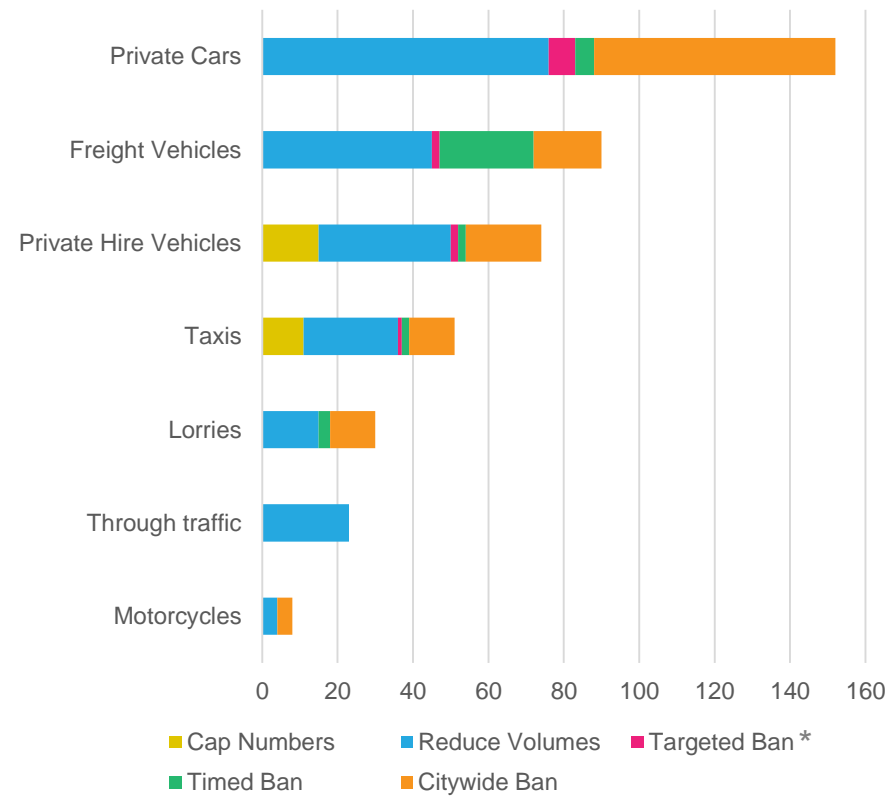
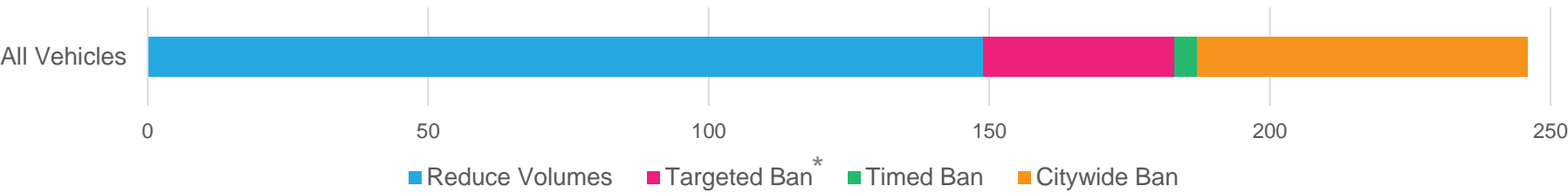


Figure 1.5.6 Types of restrictions and reductions of all motor traffic proposals



*A specified location or 'some/more/most streets or areas'

2

Stakeholder engagement workshop findings

2.1 Stakeholder engagement workshops – introduction

Workshop format

Seventy seven representatives from City businesses, transport user groups and other organisations with an interest in transport in the Square Mile attended workshops to share their views on transport challenges and opportunities. A list of organisations represented at the workshops is shown below in Figure 2.1.1.

Attendees were presented with a high-level overview of transport in the Square Mile prior to the collaborative portion of the workshop. The presentation was followed up by facilitated discussions on transport challenges and opportunities, and measures of success. The key themes discussed at the workshops are summarised on the following pages.

Figure 2.1.1 List of organisations that attended workshops

Age UK	Future City Logistics	Recharge Cargo
Arup	Gnewt Cargo	Steer Davies Gleave
Bearing Point	Greater London Forum for Older People	Staples
Black Rock	Landsec	Sustrans
British Motorcycle Federation	Living Streets	Thames Clippers
Broadgate Estates	London Borough of Hackney	The Alliance of British Drivers
Brookfield	London Borough of Lambeth	The Ned
C2C	London Cab Drivers Club	The Ramblers
CBRE	London Cycling Campaign	The Worshipful Company of Chartered Architects
Centre for Accessible Environments	London Fire Brigade	The Worshipful Company of Hackney Carriage Drivers
CEVA	London Taxi Drivers Association	Transport for London
City of London Access Group	London Tourist Coach Association	Unite
City of London School	London Travel Watch	UPS
City of Westminster	Lloyd's	Wilson James
Cross River Partnership	Momentum Transport Consultancy	WYG
Deutsche Bank	Motorcycle Action Group	
Doddle	Port of London Authority	
E Cargo Bikes	Publica	
Fieldfisher	Railwatch	

2.2 Stakeholder engagement workshop findings – challenges and opportunities

Street space allocation

Many attendees suggested that the **pavement space allocated to people walking is not sufficient** for the numbers of people moving around the City, especially at peak times and near stations.

Construction and building work were mentioned as a source of frustration for people on foot, creating pinch points that may force people to step off the pavement.

Several participants felt that a **flexible or intelligent use of streets will be the only way to respond to demands being placed on limited street space**. Particularly the timed use of streets – for example making some streets pedestrian-only at peak times.

Some participants felt that **greater separation of modes is required** – particularly dedicated space for cycling and buses. Others noted that protected cycle lanes are not always well used for much of the day.

Competition for kerbside space was highlighted as a challenge, particularly by freight industry representatives who noted the need to provide convenient loading facilities.

A number of participants felt that **space should be re-allocated from car parking to public spaces**.

Representatives from motorcycle groups highlighted that **motorcycle parking on City streets is oversubscribed** and needs to be secure.

The tourist coach industry noted that **a key challenge for coaches is finding space to pick up and set down near key attractions**, as well as space for coaches to wait.

Taxi industry representatives noted the **demand for taxi ranks** – especially at stations – with the ranks needing to be accessible. Ranks were considered to be better for drivers and passengers, avoiding the need to drive around empty, contributing to pollution.

TfL Buses representatives noted the **success of the Bank on Safety scheme in reducing journey times for buses**. They also raised concerns that too many restrictions on motor traffic may impact on bus movements and emphasised the difficulty of changing bus routes.

It was suggested that **street clutter – such as signage – should be minimised** to make the most of the available space.

Several people suggested **making better use of the City's network of alleyways and smaller streets for walking** – helping people avoid walking along heavily trafficked streets.

2.2 Stakeholder engagement workshop findings – challenges and opportunities

Traffic levels

Most workshop attendees agreed that **traffic should be reduced**, however no single proposal or opportunity emerged as the most popular.

Professional drivers, such as taxi and freight companies, and several City businesses raised the challenges of **long or unreliable journey times**.

The taxi trade noted that **the unreliability of journey times made it difficult for taxi drivers to estimate the cost of trips**, and that costs are passed on to the passenger.

Workshop attendees cited a few common factors that they felt contributed to traffic levels and delays, with **construction traffic and large numbers of private hire vehicles (PHV) mentioned most often as causes**.

Reduced capacity for motor vehicles following the introduction of Cycle Superhighways was noted by some attendees as another cause of delays, particularly on Upper Thames Street and Lower Thames Street.

The **number of buses moving around the City was mentioned by some as a source of traffic delays** – several noted that bus occupancy was low outside the morning and evening peak.

Several forms of traffic reduction technique were discussed, including local or City-wide motor vehicle bans, confining motor traffic to key corridors, using modal filters to discourage or prevent through traffic, and targeted measures aimed at reducing particular types of vehicle, for example PHVs.

Road danger

The safety of people moving around the City was mentioned as a challenge at most of the workshops. Often this was mentioned in combination with the challenge of how street space is allocated, with many people saying that pavement overcrowding means that people walking are forced to step into the carriageway – conflicting with motor traffic and people on bikes.

It was suggested by some attendees that **people on foot being distracted by mobile phones is an increasing problem** in the City.

Several people mentioned **poor behaviour of people cycling** as a challenge – with high cycling speeds, disobeying of traffic signals and conflict with people walking cited most often.

Freight industry representatives highlighted **the safety challenge of people on foot sharing space with goods vehicles**.

Some representatives of City businesses noted **the security of streets** as a challenge, with a need for measures to be taken to mitigate the threat from hostile vehicles.

Attendees from neighbouring boroughs acknowledged that the Mayor of London's **'Vision Zero' target to eliminate death and serious injury on London's streets by 2041 is a huge challenge**, with no easy way to achieve this and the need for a fundamental shift in how streets operate.

Opportunities to improve the safety of City streets were closely linked to other opportunities, rather than being specifically identified as safety interventions. Opportunities aimed at reducing traffic more generally, and for making freight more efficient would also reduce instances of conflict between people walking and cycling and other motor traffic.

2.2 Stakeholder engagement workshop findings – challenges and opportunities

Air quality

Air quality was mentioned as a key challenge by several stakeholders, with some mentioning empty buses, ‘circulating’ PHVs and freight vehicles as sources of air pollution.

Deliveries and servicing

Opportunities to more effectively manage freight movements were discussed by all the workshops as ways of reducing traffic, improving safety, and addressing poor air quality.

Several stakeholders, including the freight industry, considered **freight consolidation** to be part of the solution. However, freight and City business representatives highlighted the limits of physical consolidation, in particular the potential additional cost of double-handling goods and distribution centres outside the City.

One freight industry representative suggested that most **consolidation should be done through the procurement process**, with physical consolidation centres used only where the supply chain cannot efficiently consolidate deliveries.

Some people suggested that **the City Corporation has a role in facilitating consolidation**, particularly for smaller businesses.

Borough representatives suggested that **consolidation targets could be a requirement of each Local Authority’s Local Plan** – in the way that Housing targets currently exist.

Micro-consolidation within the Square Mile was mentioned as part of the solution for last mile deliveries.

Re-timing freight movements was discussed in most workshops as a way of improving streets. As with consolidation, most people acknowledged that re-timing is part of the solution but does not work for all deliveries, particularly those to small businesses.

The freight industry and some City businesses mentioned **the challenges of retiming** some delivery trips to reduce daytime traffic – particularly where there are planning restrictions on delivering to premises overnight.

Several freight industry representatives said that **delivering overnight, when traffic is lighter, is helpful for hauliers**, as personnel and vehicles can work more efficiently – reducing costs.

Making greater use of the river for freight transport was mentioned by several people, often in conjunction with efficient last-mile delivery using electric vehicles or cargo bikes. It was noted that river transport for goods is not generally commercially viable and is not as flexible as road transport.

Some City businesses suggested that **the City Corporation should be stronger in requiring certain behaviours from occupiers** in the City – setting firm conditions on how deliveries should be carried out in the City.

2.2 Stakeholder engagement workshop findings – challenges and opportunities

Growth and the 24/7 City

The growing City was seen by several participants as a significant challenge for the future, with more people – particularly on foot – using an already busy street network.

The increase in people walking and spending time near new Crossrail stations was highlighted as a particular challenge.

It was noted that technology is enabling **changing working patterns**, with more sectors able and willing to work remotely or flexibly.

Many people suggested that **the City Corporation should encourage leisure activities in the City** during the evenings and weekends, with all-weekend operation of the Waterloo and City line suggested by one person.

Some stakeholders mentioned **the challenge of embracing a 24/7 City** and suggested that this may not be desirable, with a quieter City at the weekends being good for residents.

Use of the quieter City at the weekend was raised by some people as an opportunity for freight movements, in particular for construction sites where large vehicles are required to service building activities.

New and emerging technologies

New and emerging technologies – particularly **automated vehicles and drones** – were mentioned by many as a challenge and opportunity.

Most agreed that significant technological change would happen in the near future, but there was **no consensus on how the technology should be used**. Some people felt that drone technology offered opportunities – particularly for deliveries – but others felt that automated vehicles were a threat to the City environment and could be a nuisance.

Boroughs raised the fact that **TfL and Central Government appear to be relatively far behind the market** – creating a potential regulatory and policy gap.

The taxi trade noted **the need for a good electric vehicle-charging network** to improve air quality.

2.3 Stakeholder engagement workshop – successful outcomes

Many people expect a successful transport strategy to provide **more space for people walking** on City streets, especially at peak times, and streets would be uncluttered.

Some stakeholders noted that the **space should be flexible**. Emergency service representatives said that even pedestrianised space must be **accessible to large emergency vehicles when required**.

Streets must be accessible to all users, regardless of age and ability.

Some stakeholders mentioned the need to **maintain the City's 'buzz'** as part of its appeal for investors and workers.

Many people expect to see **a greater proportion of electric vehicles on the City's streets**, and most see some role for electric vehicles in the long term. The move to electric vehicles, particularly taxis, was widely expected to contribute to cleaner air in the City in the future.

Several people highlighted the desire for **a greener environment** as part of a future City streetscape – with a few pointing out that the City has a lot of biodiversity which should be enhanced and enjoyed.

Some people expect that working habits will change in the future, and the traditional **commuter peaks of demand in the morning and evening will reduce**, even with an increase in the City's working population. Others see the desire to work in the City as enduring, evidenced by the high demand for office space in the Square Mile.

Most workshop attendees see **reduced traffic as a desirable outcome**, with several suggestions on how this may be achieved. Most people believed that vehicle access to most streets will be required in the future, but there was wide variation in suggestions for the number and type of vehicles that should be permitted. Several stakeholders referred to **'essential' vehicles being retained on most streets**.

Some people mentioned the **removal of through traffic as a way of reducing traffic**, and others mentioned a significant reduction in the number of freight vehicles in the future.

Boroughs suggested that there is **a need to work together with the City Corporation and TfL on the future development of road pricing** – as it needs a co-ordinated approach.

Most people felt that **safer streets** are a desirable outcome, although few specific interventions were proposed to achieve this, with the implication that safety improvements would come from traffic reductions.

Some businesses said that having **a very safe City would be a selling point for property investors** – this applies to the reduction of road danger and the security of the City against attacks.

Many people expect the City to **promote and embrace the heritage of the Square Mile** – with several people suggesting that the streets of the future should do more to enhance the City's unique history and heritage.

The river was mentioned in several workshops as an under-used asset – the City should, in the future, **promote the riverside walkway as a commuter and leisure walking route**.

3

Citizen Panel and drop-in session findings

3.1 Citizen Panel and drop-in session findings

Citizen Panel

Populus, a consultancy specialising in political, reputation, stakeholder and customer research, have been appointed to facilitate a Citizens Panel of City workers and residents. This panel will meet three times during the development of the Transport Strategy and will enable us to gain a deeper understanding of residents and workers' transport needs and concerns.

Approximately 40 people – half residents, half workers – attended the first panel workshop on the evening of 20 March 2018. Attendees took part in exercises and discussion tasks aligned to the City Streets survey questions, with Populus staff facilitating the discussion.

The discussions raised several key challenges and opportunities for improvement that are broadly in line with those emerging from the workshops and survey. These are:

- Competition for space on streets and crowding of pavements, and the need to improve arrangements for people walking at construction sites
- Poor pavement and carriageway quality producing unsafe conditions for people walking and cycling
- Poor air quality and the appearance and tidiness of pavements (e.g. overflowing bins and rubbish awaiting collection)
- Pressure of development and economic activity – especially construction and associated HGVs – causing traffic delays and making footways unsafe for people on foot
- Behaviour of people on foot and on street making getting around the Square Mile slow and frustrating
- Poor accessibility of City streets for people with disabilities or pushing buggies, this is exacerbated by pavement crowding and obstruction
- Pedestrian safety, including inadequate crossing facilities, high traffic speeds and the danger posed by HGVs associated with the construction industry
- The need to educate or improve all users' behaviour through measures such as traffic calming and campaigns

Drop-in sessions

A series of consultation drop-in sessions were held at various locations around the City. Members of the Strategic Transportation team were available to answer questions about the Transport Strategy and discuss transport issues. Attendees were also able to complete the survey. A combination of lunchtime and evening sessions aimed to make the drop-ins accessible to both City workers and residents. The sessions were advertised on the City Corporation website, through flyers distributed at events and on-street, and through City Corporation social media.

Attendance at the drop-in sessions was generally low, but in line with expectations for engagement of this type - with 26 people attending in total. The drop-in sessions also allowed staff to engage with people passing by and hand out flyers advertising the survey.

Discussions at drop-in sessions largely reflected the issues raised by City Streets survey respondents and workshop participants. Drop-in attendees often spoke about the allocation of space on City streets; the need to prioritise people walking, cycling and using public transport users; reducing air pollution and road danger; and finding ways to manage freight more efficiently.

4

**City Streets:
Transport for a changing Square Mile exhibition**

4.1 City Streets: Transport for a changing Square Mile exhibition

The *City Streets: Transport for a changing Square Mile* exhibition was held at the City Centre from 5 February to 31 March 2018. The exhibition took visitors through historic and recent changes to the City's streets and presented the future challenges for transport and streets. The information presented in the exhibition was intended to provoke discussion and visitors were encouraged to feed back their thoughts through the online survey.

The exhibition was open six days a week, including Saturday, providing an opportunity for City workers, residents and visitors to view background materials prior to completing the survey. The City Centre was also used as a base for the majority of formal engagement events. Over 7000 people visited the City Centre over the two-month period.

The exhibition included an informal 'voting' exhibit, which encouraged visitors to answer the question "What are the top three transport issues facing the City?" using counters to register their vote. While not a robust consultation tool, the outcomes provide a broad indication of the priorities of those visiting the exhibition. Figure 4.1.1 (right) shows the final outcomes, the votes cast for each option were:

Improving the walking experience	224
Improving air quality	211
Reducing the amount of traffic	127
Providing more seating and public space	102
Improving the cycling experience	96
Making streets safer	81
Managing deliveries and servicing	73
Making bus journeys quicker	56
Making it easier to find a taxi	29

Figure 4.1.1 Exhibition voting exhibit and display panels



5

Endnotes

1. [City statistics briefing – February 2018 update](#)
2. [TfL's London Travel Demand Survey webpage](#)
3. [TfL's Healthy Streets for London report](#)
4. [TfL's Key findings from the Healthy Streets survey report](#)

This page is intentionally left blank

Committee(s)	Dated:
Local Plans Sub (Planning and Transportation) Committee	9 May 2018
Subject: Transport Strategy – Vision, aims and outcomes	Public
Report of: Carolyn Dwyer – Department of the Built Environment	For Decision

Summary

The City of London Transport Strategy will set the 25-year framework for future investment in, and management of, the Square Mile's streets and for improvements to transport connections. The City Corporation's Local Implementation Plan (LIP) will be developed alongside the Transport Strategy and will act as the delivery plan for its first three-years.

This report outlines the draft vision, aims and outcomes for the Transport Strategy and LIP. The Transport Strategy will include detailed proposals for achieving each outcome as well as targets and key performance indicators (KPIs) linked to the outcomes. These proposals will be finalised following public consultation in June and July 2018 on the draft vision, aims and outcomes.

The delivery of the Transport Strategy will support the delivery of Corporate Plan outcomes 1, 3, 5, 8, 9, 10, 11 and 12. It also indirectly supports the delivery of Corporate Plan outcomes 2 and 4.

Recommendation(s)

Members are asked to review, comment on and approve (subject to incorporation of comments) the draft vision, aims and outcomes.

Main Report

Background

1. How people and goods travel to, from and around the City of London has a significant impact on the experience of living, working and learning in or visiting the Square Mile. Facilitating the safe, clean and efficient movement of people and goods the Square Mile, alongside improving the quality of streets and public spaces, will be essential to ensuring the continued success of the City as a centre for business as a major cultural destination.
2. The City Corporation does not currently have a Transport Strategy. In recent years transport planning has had a short to medium-term focus, relying on the Local Implementation Plan (LIP) and Local Plan to define policy and strategy.
3. There is now a need for a proactive approach to addressing the medium and long-term transport challenges facing the Square Mile, particularly those relating to unprecedented growth in employment and increased competition for finite street space. This challenge is particularly acute in the Eastern City Cluster, where a significant increase in working population will require proactive management of capacity on connecting routes and services, particularly providing more space for people walking.
4. The Transport Strategy will identify the key transport issues and challenges facing the Square Mile and develop the proposals to respond to these. It will cover the next 25-years and will be supported by a series of short-term and regularly updated delivery plans, including the City Corporation's LIP. The LIP is a statutory document that will set out how the City Corporation will deliver the Mayor of London's Transport Strategy (MTS).
5. The Transport Strategy will establish:
 - Clear and ambitious vision and outcomes for streets and transport.
 - A transport evidence base and analysis of current and projected transport issues.
 - A policy framework for:
 - Reducing traffic levels to support the delivery of the Healthy Streets Approach
 - Improving the safety and attractiveness of walking and cycling
 - Reducing transport related air and noise pollution
 - Managing the kerbside and the future of on and off-street parking, including motorcycle and cycle parking
 - Supporting the development of the City as a business hub and cultural destination
 - Responding to potentially disruptive transport technologies such as dockless cycle hire, automated vehicles and new mobility services
 - An approach to monitoring outcomes will allow progress on implementing the Strategy to be assessed and associated benefits to be captured and reported, supporting a learning model and enabling course-correction as needed.

The approach to developing the Strategy and LIP

6. The development of the Transport Strategy and LIP will be informed throughout by thorough stakeholder engagement. The first phase of engagement – to identify key issues and challenges – took place in February and March 2018.
7. The second phase will allow the City's businesses, workers and residents, and other interested parties to comment on the vision and outcomes for the Transport Strategy and LIP. This second consultation will then run for eight weeks from 4 June.
8. The consultation document will include a rationale for each outcome. This will outline the key analysis that has informed their development, including results from the first phase of engagement. A report providing more detailed results from that engagement will be published alongside the draft vision and outcomes.
9. The results from these first two phases of engagement will inform the development of detailed proposals to be included in the draft Strategy and LIP. Consultation on the detailed proposals will take place in November and December 2018. The final LIP will be submitted to TfL in February 2019 and the final Transport Strategy will be published in March 2019.
10. An overview of the process and programme for developing the LIP and Transport Strategy is provided in Appendix 2.

Draft vision, aims and outcomes

11. The draft vision, aims and outcomes for the Transport Strategy and LIP are set out below. Members are asked to provide feedback on these. Subject to Member's comments and approval to proceed, the vision and outcomes will be submitted to Planning and Transportation Committee for approval on 29 May.

Draft vision

12. The Square Mile enjoys world-class connections and streets that inspire and delight.
13. People's experience of travelling to and around the City of London, and of spending time on our streets, will make the Square Mile a fantastic place to work, live, learn and visit.
14. A bold and innovative approach will radically transform the look, feel and use of our streets; providing a setting that attracts investment and supports a thriving economy and flourishing society. This, together with unrivalled local, national and international connections, will ensure the City remains the world-leading centre for financial and professional services, commerce and culture.

Draft aims

15. We aim to:

- Make the Square Mile safe and accessible for all residents, workers, learners and visitors.
- Ensure the Square Mile is an easy, attractive and healthy place to work, live, learn and visit.
- Support the development of the Square Mile as a vibrant global commercial centre and cultural destination.

Outcomes

16. We will achieve these aims by delivering the following outcomes:

a. **The Square Mile is a great place to walk and spend time**

- People will view the City of London's streets and public spaces as great places to walk and spend time.
- People walking will have their needs prioritised.
- The experience of walking and spending time on our streets will be improved through investment in high quality public realm, street greening and motor traffic reduction.

b. **Our streets are accessible to all**

- People of all ages and abilities will be able to travel easily around the Square Mile.
- Barriers to walking, cycling and travelling by public transport will be removed.
- Appropriate vehicle access will be provided for those that need it.

c. **People using our streets and public spaces are safe and feel safe**

- Everyone will feel safe when travelling around the Square Mile.
- We will continually strive to reduce road danger and eliminate traffic related death and serious injury (Vision Zero).
- Proportionate security measures will be sensitively incorporated into buildings and the streetscape while enhancing the public realm.

d. **People enjoy a relaxed cycling experience in the Square Mile**

- A more diverse range of people will choose to cycle.
- The design and management of streets will enable cycling at a pace that suits the City and make cycling a relaxing and enjoyable way to travel.

e. **The Square Mile is cleaner and quieter**

- Carbon emissions and people's exposure to air and noise pollution will be reduced.
- There will be fewer motor vehicles and those that remain will be smaller, lighter and zero emissions.

f. **Delivery and servicing needs are met in ways that benefit the Square Mile**

- Future development and growth will be supported by changing the way that goods are moved around the Square Mile
- The transport, delivery and servicing requirements of businesses and residents will be met in ways that maximise social, economic and environmental benefits.

g. **Street space is used more fairly and effectively**

- The use of streets will be better matched to the priorities of people and businesses.
- Street space will be used more flexibly, recognising that priorities can vary by time of day and seasonally.
- Transformational change will be accelerated through temporary interventions and trialling projects prior to making permanent changes.

h. **Our street network is resilient to changing circumstances**

- The impact of planned and unplanned disruption on the movement of people and goods will be minimised.
- Emergency services will be able to respond rapidly to incidents.
- The City's readiness for a changing climate and extreme weather events will be supported by incorporating sustainable drainage, greenery, shade and shelter into our streets.

i. **The Square Mile benefits from better transport connections**

- Businesses, residents, workers, learners and visitors will benefit from improved local, national and international connections – particularly improvements to walking, cycling, public transport and freight connectivity.

j. **Emerging transport technologies benefit the Square Mile**

- People and businesses will feel that the City has benefited from emerging transport technologies and services.
- Automated vehicles and other new transport technologies and services will work for the City, supporting efforts to reduce motor traffic and deliver inclusive, safe, attractive and vibrant streets.

Healthy Streets Approach

17. The Healthy Streets Approach provides the framework for the delivering the MTS (The relevant section of the MTS is provided in Appendix 3). It is proposed that it also provides the framework for the City of London Transport Strategy. By adopting this approach, we will place improving people's health and their experience of using streets at the heart of our transport decision making.

18. The ten Healthy Streets Indicators (Figure 1) capture the elements that are essential for making streets better places to walk, cycle and spend time, and for supporting social and economic activity. All the outcomes outlined above will contribute to the delivery of Healthy Streets.



Figure 1: Healthy Streets Indicators (Source: Lucy Saunders)

Reducing motor traffic

19. In November 2016 Members agreed an objective of reducing traffic in the City (Policy and Resources Committee, 17 November 2016, Planning and Transportation Committee, 28 November 2016).

20. An aspiration to significantly reduce the number of motor vehicles using the Square Mile's streets will be set out alongside the vision and outcomes. This reduction is necessary to enable the delivery of the Transport Strategy's outcomes and the Healthy Streets Approach. It will reduce the dominance of moving and parked motor vehicles and support the redistribution of street space in favour of people walking, cycling and travelling by bus. Less motor traffic will also help make freight and servicing trips more reliable.

21. The Transport Strategy will include a target for motor traffic reduction and proposals to proactively reduce motor traffic, with a focus on those modes that are the least space efficient in terms of moving people.

Corporate and Strategic Implications

22. The new Corporate Plan and the MTS will provide the framework within which to set the Strategy. There is good alignment between the aims and outcomes of the Corporate Plan and the MTS, which seeks to improve London's streets

to make them healthy, inclusive and safe, provide a good public transport experience and support the delivery of homes and jobs.

23. The delivery of the Transport Strategy will support the delivery of the Corporate Plan outcomes 1, 3, 5, 8, 9, 10, 11 and 12. It also indirectly supports the delivery of Corporate Plan outcomes 2 and 4. The relationships between Transport Strategy and Corporate Plan outcomes are mapped in Appendix 4.

24. It will help the City contribute to a flourishing society by:

- Making streets safer and reducing the number of traffic related deaths and serious injuries;
- Enabling people to walk and cycle and reducing the negative health impacts of transport; and
- Ensuring streets are accessible to all and provide an attractive space for the City's diverse community to come together.

25. A thriving economy will be supported by:

- Enabling the City to continue to grow and accommodating the associated increase in demand for our limited street space;
- Improving the quality of streets and transport connections to help attract talent and investment; and
- Helping create a smarter City, that supports and enables innovative transport technology and other mobility solutions.

26. The Strategy will help shape outstanding environments by:

- Advocating for improved local, national and international transport connections;
- Reducing motor traffic levels to enable space to be reallocated to walking, cycling, greenery and public spaces;
- Improving air quality and reducing noise from motor traffic; and
- Ensuring streets are well maintained and resilient to natural and man-made threats.

Conclusion

27. The development of the Transport Strategy will help support the City's growth and ensure the Square Mile remains an attractive place to work, live, learn and visit. The consultation on the draft vision and outcomes will allow feedback to be gathered from the public and other stakeholders prior to finalising detailed proposals.

Appendices

- Appendix 1 – Transport Strategy process and programme
- Appendix 2 – Focus on: The Healthy Streets Approach (excerpt from the Mayor's Transport Strategy)
- Appendix 3 – Corporate Plan outcome mapping

Background Papers

Traffic in the City of London, Policy and Resources Committee, 17 November 2016
and Planning and Transportation Committee, 28 November 2016

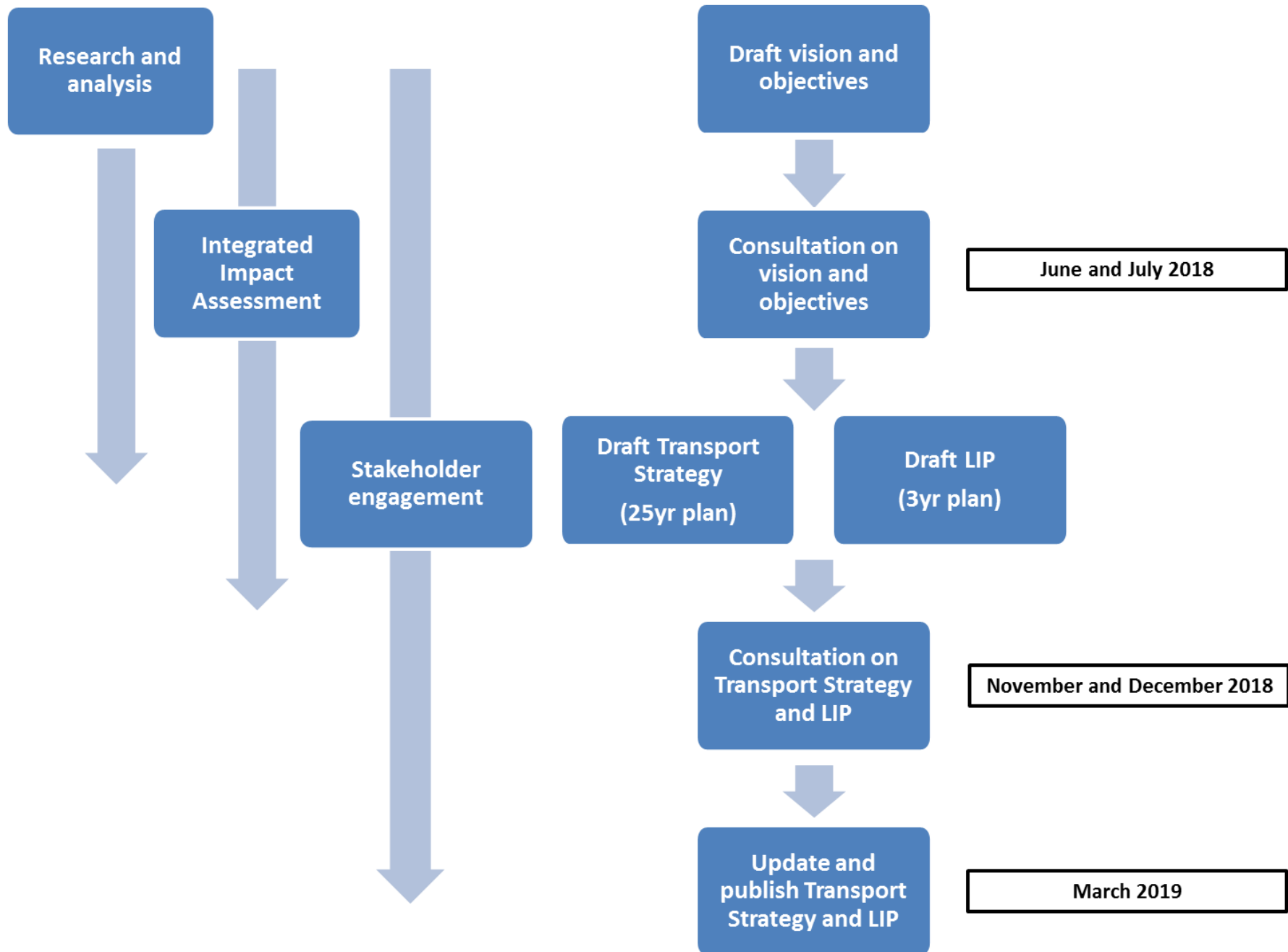
Bruce McVean

Department of the Built Environment

T: 020 7332 3163

E: bruce.mcvean@cityoflondon.gov.uk

Appendix 1 – Transport Strategy process and programme



Appendix 2 – Focus on: The Healthy Streets Approach (excerpt from the Mayor’s Transport Strategy)

FOCUS ON: THE HEALTHY STREETS APPROACH

A new type of thinking is required to put into practice the theory of reducing car dependency and increasing active, efficient and sustainable travel. It requires an understanding of how Londoners interact with their city and what defines their quality of life, with particular attention to the streets where daily life plays out.

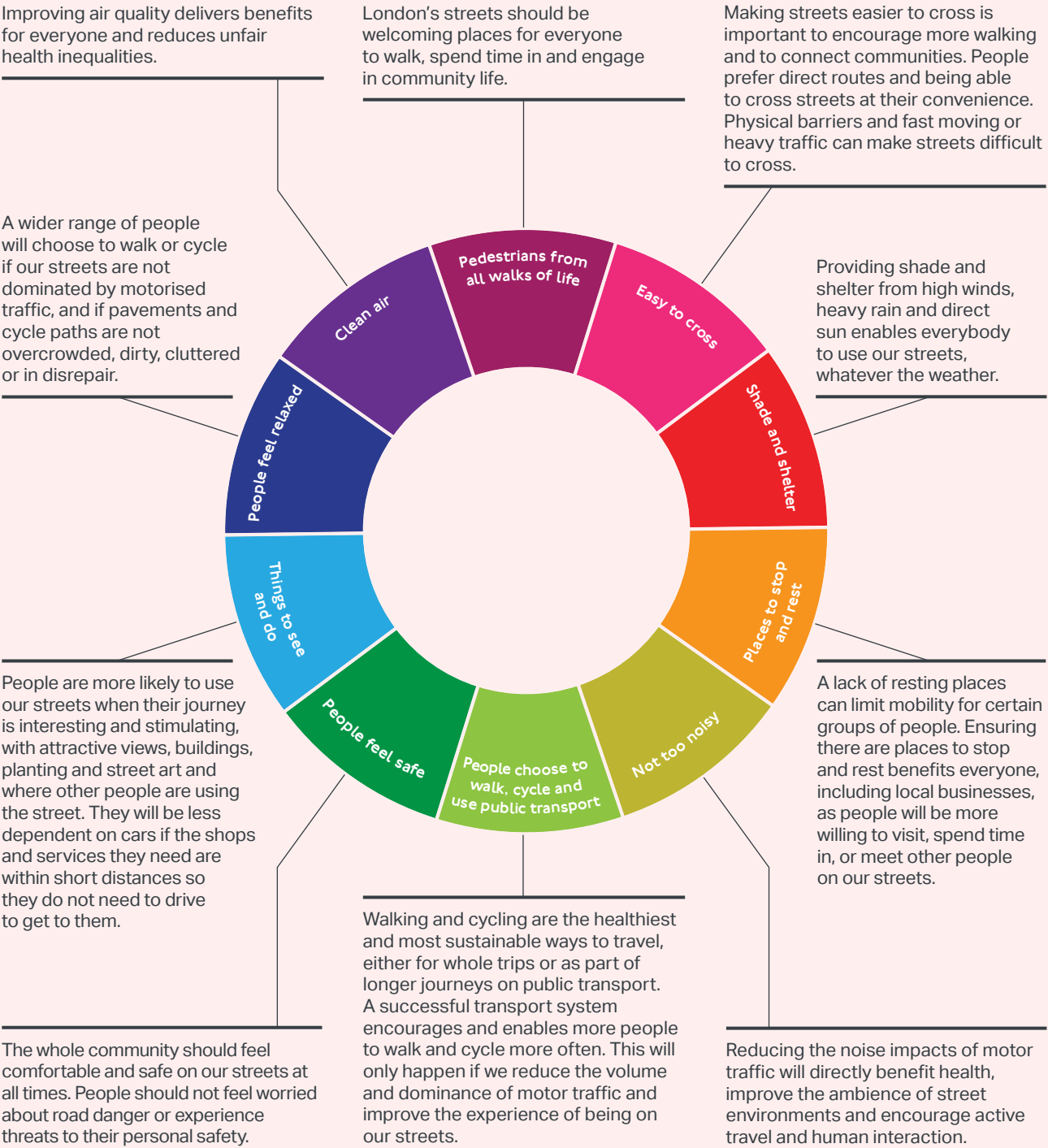
Whatever mode of transport Londoners use, the quality of the experience of using London’s streets helps to define the quality of their journey. Eighty per cent of Londoners’ trips are entirely on streets⁵, and all Tube and rail journeys rely on good street access to stations. A good street experience is therefore key to providing attractive public transport options of whatever mode.

The wider role streets play in virtually every aspect of London life also provides an enormous opportunity to use the Mayor’s strategy for transport to improve Londoners’ broader experience of their city. Streets are where Londoners spend their time and meet other people – they make up 80 per cent of the city’s public space. They are places where people live, shop and work, where children play, where communities connect and where

businesses can thrive. The experience of being on London’s streets is particularly important for older people, the very young, disabled people and those living on lower incomes, who disproportionately feel the negative impacts of living in a car-dependent city. Improving public transport and assisted transport services for older and disabled people will help a wider range of people to become less car dependent, and improving streets to increase active travel levels, reduce road danger, improve air quality and reconnect communities will be vital in reducing unfair health inequalities.

The Healthy Streets Approach provides the framework for putting human health and experience at the heart of planning the city. It uses ten evidence-based indicators, shown in Figure 3, to assess the experience of being on our streets. Good performance against each indicator means that individual streets are appealing places to walk, cycle and spend time. Improvements against all the indicators across the city’s streets will radically transform the day-to-day experience of living in London, helping to fulfil this strategy’s overall aim of creating a better city for more people to live and work in.

FIGURE 3: THE TEN HEALTHY STREETS INDICATORS



Source: Lucy Saunders

5 Improving the health of Londoners – transport action plan, Transport for London, tfl.gov.uk, February 2014

FOCUS ON: THE HEALTHY STREETS APPROACH (continued)

The following chapters explain how the Healthy Streets Approach will be applied to help deliver the aims of this strategy:

- Chapter three – ‘Healthy Streets and healthy people’ – explains how street environments and the wider street network will be planned to promote healthier, more efficient and more sustainable transport options. This includes the better planning and operation of freight and servicing trips to reduce their impact on people
- Chapter four – ‘A good public transport experience’ – explains how consideration of the whole journey will improve quality of life and reduce car dependency by providing attractive and accessible alternatives to car use. This includes providing higher-quality public transport services, better planned transport networks and the extension of public transport links to new areas

- Chapter five – ‘New homes and jobs’ – applies the Healthy Streets Approach to London’s future development, creating the principles of Good Growth. This will ensure that regeneration and future development are planned around walking and cycling for shorter trips, and cycling and public transport for longer ones

Using the Healthy Streets Approach to improve the lives of all Londoners will also require wider action to support the work of this strategy. To help achieve this, the Mayor is embedding the Healthy Streets Approach in the full range of London strategy documents, including the Health Inequalities Strategy, the London Environment Strategy and the London Plan. This holistic approach to planning the city will help to transform London for the benefit of all of its residents.



Photo: Studio Weave

Appendix 3 – Corporate Plan outcome mapping

Transport Strategy outcome	Corporate Plan outcome
The Square Mile is a great place to walk and spend time	9. We are digitally and physically well-connected
Our streets are accessible to all	3. People have equal opportunities to enrich their lives and reach their full potential 8. We have access to the skills and talent we need
People using our streets and public spaces are safe and feel safe	1. People are safe and feel safe
People will enjoy a relaxed cycling experience in the Square Mile	9. We are digitally and physically well-connected
The Square Mile is cleaner and quieter	11. We have clean air, land and water and a thriving and sustainable natural environment
Delivery and servicing needs are met in ways that benefit the Square Mile	5. Businesses are trusted and socially and environmentally responsible
Street space is used more fairly and effectively	9. We are digitally and physically well-connected 10. We inspire enterprise, excellence, creativity and collaboration
Our street network will be resilient to changing circumstances	12. Our spaces are secure, resilient and well-maintained
The Square Mile will benefit from better transport connections	9. We are digitally and physically well-connected
Emerging transport technologies benefit the Square Mile	9. We are digitally and physically well-connected