

Committee(s)	Dated:
Planning and Transportation Committee	30 October 2018
Subject: Draft City of London Transport Strategy	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 Transport Strategy and supporting three-year Delivery Plan will together form the City Corporation's third Local Implementation Plan (LIP). The Transport Strategy will be reviewed every five years and the Delivery Plan updated on an annual basis.

The development of the Transport Strategy has been informed by extensive engagement with City workers, residents, businesses and other organisations with an interest in transport in the Square Mile. The most recent phase of engagement consulted on the draft vision, aims and outcomes for the Transport Strategy, all of which were supported by the majority of respondents.

This report seeks approval to consult on the draft Transport Strategy. Subject to approval, consultation will take place between 12 November 2018 and 14 January 2019. The final Strategy will be submitted for adoption by the Planning and Transportation Committee and the Policy and Resources Committee in March 2019, and the Court of Common Council in April 2019.

The draft Transport Strategy aims to:

- Ensure the Square Mile is a healthy, attractive and easy place to live, work, learn and visit.
- Support the development of the Square Mile as a vibrant commercial centre and cultural destination.

To achieve these aims the draft Strategy includes proposals to:

- Make the Square Mile's streets great places to walk and spend time by prioritising the needs of people on foot and delivering world-class public realm
- Make the most efficient and effective use of street space, by significantly reducing motor traffic and changing the way the kerbside is managed and used
- Make the Square Mile more accessible, including developing and implementing a City of London Street Accessibility Standard and championing step-free access for all stations in the City
- Eliminate death and serious injuries from our streets through measures to deliver safer streets, reduce speeds, improve the safety of vehicles and encourage safer behaviours

- Enable more people to choose to cycle by making conditions for cycling in the Square Mile safer and more pleasant
- Improve air quality and reduce noise by encouraging and enabling the transition to zero emission capable vehicles
- Reduce the number of delivery and servicing vehicles in the Square Mile, particularly in the Square Mile at peak times
- Minimising the impacts of streetworks and other planned and unplanned disruption on users of the City's street
- Maximising the opportunities presented by new transport technologies while avoiding negative impacts and unintended consequences
- Working with TfL, national government and transport providers to improve local, national and international transport connections to the Square Mile

On 9 October, Members of the Local Plan Sub-Committee approved the draft Transport Strategy for final presentation to the Planning and Transportation Committee.

Recommendation(s)

Members are asked to approve the draft Transport Strategy for consultation.

Main Report

Background

1. The City Corporation does not currently have a Transport Strategy. There is now a need for a proactive approach to addressing the transport challenges facing the Square Mile, particularly those relating to recent and forecast growth in employment. This challenge is particularly acute in the City Cluster, where a significant increase in working population will require considerable changes to streets, particularly providing more space for people walking.
2. The Transport Strategy covers the next 25-years and will be supported by a three-year Delivery Plan and a series of shorter-term Action Plans, for example the Road Danger Reduction Action Plan. Together, the Transport Strategy and Delivery Plan form the City Corporation's Local Implementation Plan (LIP). The LIP is a statutory document that sets out how the City Corporation will help deliver the Mayor of London's Transport Strategy (MTS).
3. The development of the Transport Strategy has been informed by significant public and stakeholder engagement. Activities undertaken in Phase 1, which ran in February and March 2018, included:
 - **City Streets public survey:** 1949 people responded to survey questions on their perceptions of the City's streets, priorities for the use of streets and kerb-side space, and ideas and suggestions for future street and transport improvements.

- **Stakeholder workshops:** 77 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.
- **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.

4. The key themes emerging from this first phase of engagement were that:

- Motor traffic levels on the City's streets are too high
- People walking in the Square Mile are not given enough priority or space
- Conditions for cycling in the Square Mile need to be improved and made safer
- More greenery and seating should be provided on streets and the quality of the public realm improved
- Air quality in the Square Mile needs to be urgently improved
- There is potential to use streets more flexibly to accommodate the various demands on them at different times of the day
- The City's streets are not accessible to all
- The management of freight needs to be improved

5. A second phase of engagement was held in June and July 2018. This sought people's view on the proposed vision, aims and outcomes for the Transport Strategy. 500 people responded to the consultation survey.

6. Overall, there was strong support for the proposed vision, aims and outcomes, with all supported or supported conditionally by between 77% and 92% of respondents. The outcome receiving the strongest support was 'People using our streets and public spaces are safe and feel safe'. The lowest levels of support were for the 'People enjoy a relaxed cycling experience in the Square Mile' and 'Emerging transport technologies benefit the Square Mile' outcomes. Further details are provided in the Phase 2 engagement report (Appendix 1).

7. A Citizens Panel, made up of 40 independently recruited City workers and residents, met three times during the development of the Strategy. This panel, which was facilitated by Populus, provided an opportunity to gain a deeper understanding of residents and workers' transport needs and concerns. The second meeting allowed the Panel to feedback on the draft vision, aims and outcomes. The final meeting sought feedback on the draft proposals. A write up of all three meetings is included as an appendix to the Phase 2 engagement report.

8. A Strategy Board, made up of City business representatives, representatives from Greater London Authority and TfL and external transport experts, met three times during the development of the Strategy. The Board provided advice and acted as a sounding board during the development of the Strategy.

Draft Transport Strategy

9. The draft Transport Strategy is provided in Appendix 2. The document sets out the visions, aims and outcomes for the transport in the Square Mile and detailed proposals for achieving these. It also provides an overview of how the Strategy will be delivered and progress monitored and reported.

Vision, aims and outcomes

10. While there were high levels of support for the draft vision, aims and outcomes, several changes to wording were suggested. These are reflected in the draft Strategy.

Consultation text	Current draft text
Vision	
The Square Mile enjoys world-class connections and streets that inspire and delight.	Streets that inspire and delight, world class connections and a Square Mile that is accessible to all.
Consultation text	Current draft text
Aims	
Ensure the Square Mile is accessible to all and an easy, attractive and healthy place to work, live, learn and visit.	Ensure the Square Mile is a healthy, attractive and easy place to live, work, learn and visit.
Support the development of the Square Mile as a vibrant commercial centre and cultural destination.	No change
Outcomes	
The Square Mile is a great place to walk and spend time	The Square Mile's streets are great places to walk and spend time
Street space is used more fairly and effectively	Street space is used more efficiently and effectively
Our streets are accessible to all	The Square Mile is accessible to all
People using our streets and public spaces are safe and feel safe	No change
People enjoy a relaxed cycling experience in the Square Mile	More people choose to cycle

Consultation text	Current draft text
The Square Mile is cleaner and quieter	Our air and streets are cleaner and quieter
Delivery and servicing needs are met in ways that benefit the Square Mile	Delivery and servicing are more efficient, and impacts are minimised
Our street network is resilient to changing circumstances	No change
The Square Mile benefits from better transport connections	No change
Emerging transport technologies benefit the Square Mile	No change

Proposals

11. The Transport Strategy includes 54 proposals for achieving the vision, aims and outcomes. The approach to delivering each outcome is summarised below.

- a. Make the Square Mile's streets great places to walk and spend time by prioritising the needs of people on foot and delivering world-class public realm. This includes increasing the number of pedestrian priority streets and accepting that delivering priority for people walking may result in delays or reduced capacity for other street users.
See proposals 2 – 10 for further details.
- b. Make the most efficient and effective use of street space, aiming for a 25% reduction in motor traffic by 2030 – partly achieved by supporting and championing the introduction of next generation road user charging.
See proposals 11 – 15 for further details.
- c. Make the Square Mile more accessible, including developing and implementing a City of London Street Accessibility Standard and keeping pavements clear of obstructions.
See proposals 16 – 19 for further details.
- d. Eliminate death and serious injuries from our streets through a priority investment programme to deliver safer streets, reducing speeds (including introducing a City-wide 15mph speed limit), improving the safety of vehicles and encouraging safer behaviours.
See proposals 20 – 23 for further details.
- e. Enable more people to choose to cycle by making conditions for cycling in the Square Mile safer and more pleasant, with a focus on establishing a core City cycle network.
See proposals 24 – 28 for further details.

- f. Improve air quality and reduce noise by encouraging and enabling the transition to zero emission capable vehicles, including encouraging the Mayor and TfL to establish central London Zero Emission Zone. In the meantime, establishing local Zero Emission Zones covering the City Cluster and the Barbican and Golden Lane estates.

See proposals 29 – 37 for further details.

- g. Reduce the number of delivery and servicing vehicles, particularly the numbers in the Square Mile at peak times, through consolidation, retiming and increasing the use of the Thames for freight.

See proposals 38 – 39 for further details.

- h. Minimising the impacts of streetworks and other planned and unplanned disruption on all street users, and in particular people walking and cycling.

See proposals 40 – 42 for further details.

- i. Maximising the opportunities presented by new transport technologies while avoiding negative impacts and unintended consequence, including establishing a Future Transport Programme to work with developers of new transport technologies.

See proposals 43 – 45 for further details.

- j. Working with TfL, national government and transport providers to improve local, national and international transport connections to the Square Mile

See proposals 46 – 51 for further details.

Transport Strategy Delivery Plan

- 12. The Transport Strategy Delivery Plan will provide details of the projects that will be delivered between 2019/20 and 2021/22. It will be submitted to Members in early 2019 for approval, following the completion of the Department of the Built Environment project review. Subject to approval it will then be published alongside the final Transport Strategy and updated on an annual basis.
- 13. The Transport Strategy and relevant sections of the Delivery Plan will act as the City Corporation's LIP. The LIP is a statutory document that sets out how the City Corporation will support the delivery of the MTS. There is good alignment between the Transport Strategy 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.
- 14. The sections of the Delivery Plan that are required for the LIP will be presented in draft to this Committee on 20 November. Subject to approval they will then be submitted to TfL for review.

Consultation

- 15. Consultation on the draft Transport Strategy is due to run from 12 November 2018 to 14 January 2019. The consultation will be widely promoted through newspaper adverts, internal and external newsletters, social media, the Transport Strategy mailing list, flyers and the City of London website. Transport Strategy consultation activities will also be

used to promote the Local Plan consultation and vice versa. The main consultation activities are summarised below.

16. Consultation website: A bespoke consultation website will allow people and organisations to indicate their level of support for and comment on all proposals. To maximise the volume of feedback received and cater for all interest levels the website will allow users to tailor the level of detail they see and respond to by choosing one of the following options:

- Ten 'key proposals' that are likely to be of most interest and will result on some of the most significant changes. These are:
 - Proposal 2: Put the needs of people walking first when designing and managing our streets
 - Proposal 11: Take a proactive approach to reducing motor traffic
 - Proposal 14: Make the best and most efficient use of the kerbside and car parks
 - Proposal 17: Keep pavements free of obstructions
 - Proposal 20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero
 - Proposal 24: Apply a minimum cycling level of service to all streets
 - Proposal 29: Support and champion a central London Zero Emission Zone
 - Proposal 38: Reduce the number of freight vehicles in the Square Mile
 - Proposal 41: Reduce the impact of construction and streetworks
 - Proposal 43: Establish a Future Transport Programme
- Proposals grouped by topic or topics, e.g. transport mode
- All proposals, organised by outcome

17. Stakeholder briefings: Three briefing sessions are planned for 30 November at the Guildhall Art Gallery. We will invite organisations with an interest in transport in the Square Mile and members of the Active City Network. Briefings will consist of a presentation on the draft Strategy followed by questions.

18. Drop-in sessions: Eight public drop-in sessions will be held over the consultation period in the City Corporation's libraries and in Guildhall reception. Members of the Strategic Transportation team will be available at these sessions to provide information, answer questions and note any comments and feedback.

Corporate and Strategic Implications

19. The delivery of the Transport Strategy supports the delivery of Corporate Plan outcomes 1, 3, 5, 8, 9, 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 3.

20. Transport plays a key role in enabling and accommodating development, and the way the City grows affects demand for travel and public space. Reflecting this relationship, relevant policies and proposals in City Plan 2036 and this Strategy are aligned. In

particular, several proposals support and respond to the significant change anticipated in the Key Areas of Change.

Financial implications

21. The delivery of this Transport Strategy will be funded from a range of sources, including:

- Money received from TfL, including:
 - LIP Corridors and Neighbourhoods – an annual allocation that contributes to projects identified in our LIP
 - Liveable Neighbourhoods – funding for large projects that encourage walking, cycling and the use of public transport, allocated through a bidding process
 - Strategic funding – funding for specific priorities or initiatives, such as cycling infrastructure, air quality improvements and bus priority
- The City Corporation's on-street parking reserve – reinvesting revenue from parking charges and penalty charge notices
- Contributions from developers through the Community Infrastructure Levy, Section 106 and Section 278

22. The long-term nature of the Transport Strategy means it is not possible to scope the full cost for all projects and programmes. However, a core principle will be to generate the necessary revenue/funding to make the delivery of this Strategy largely self-supporting.

Integrated Impact Assessment

23. The City Corporation has commissioned an Integrated Impact Assessment (IIA) of the Transport Strategy. The IIA brings together Strategic Environmental Assessment, Equality Impact Assessment and Health Impact Assessment into a single assessment.

24. The assessment report for the draft Strategy is currently being finalised by the consultants and will be published on our website alongside the draft Transport Strategy. The consultant's draft identifies the potential for significant positive effects under all the Transport Strategy outcomes. No significant negative effects have been identified.

25. The draft IIA chapter on the cumulative effects of the Transport Strategy is included in Appendix 4. This includes a table summarising the effects of each proposal on the IIA objectives:

- Economic growth
- Built environment and public realm
- Safe environment and crime reduction
- Heritage assets
- Waste management
- Environmental protection (pollution)
- Climate change mitigation and resilience
- Open spaces

- Biodiversity and urban greening
- Social and cultural facilities
- Health
- Education
- Equality and inclusion

Conclusion

26. The vision, aims, outcomes and proposals represent a radical and ambitious approach to tackling the transport challenges facing the Square Mile. The delivery 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.
27. On 9 October, Members of the Local Plan Sub-Committee approved the draft Transport Strategy for final presentation to the Planning and Transportation Committee.
28. Subject to approval consultation on the draft Transport Strategy will take place between November 2018 and January 2019. The final Strategy will be submitted for adoption by the Planning and Transportation Committee and the Policy and Resources Committee in March 2019, and the Court of Common Council in April 2019.

Appendices

- Appendix 1 – Phase 2 Engagement report
- Appendix 2 – Draft Transport Strategy
- Appendix 3 – Corporate Plan outcome mapping
- Appendix 4 – Draft Integrated Impact Assessment: Cumulative effects

Background Papers

City of London Transport Strategy – scope, process and programme, Planning and Transportation Committee, 12 December 2017

Transport Strategy – Vision, aims and outcomes, Planning and Transportation Committee, 29 May 2018

Transport Strategy - Phase one engagement report, Planning and Transportation Committee, 29 May 2018

Bruce McVean

Department of the Built Environment

T: 020 7332 3163

E: bruce.mcvean@cityoflondon.gov.uk

Appendix 1 – Phase 2 survey responses



City of London Transport Strategy Phase 2 engagement report

Strategic Transportation
Department of the Built Environment

October 2018

Contents

1. Introduction	1
1.1 Engagement phases and activities	2
1.2 Phase 1 results summary	3
1.3 Data protection and use	4
2. Phase 2 survey results	5
2.1 Survey introduction	6
2.2 Demographic profile and travel behaviours	7
2.3 Cumulative levels of support	8
2.4 Levels of support by outcome	10
2.5 Open text response analysis	11
2.6 Comments on vision, aims, and outcomes wording	12
2.7 Institutional and organisational responses	13
3. Additional Phase 2 engagement	15
3.1 Stakeholder briefings and drop-in sessions	16
3.2 Citizens panel	17
3.3 Strategy board	18
Appendix - Citizens Panel project write up	19

1

Introduction

1.1 Introduction

Engagement phases and activities

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 by three phases of public and stakeholder engagement. The first phase took place in February and March 2018 and identified key transport issues and challenges. The second phase, to consult on the draft vision, aims and outcomes of the Strategy, took place in June and July 2018. The third phase of engagement, to consult on the draft Strategy, will take place from November 2018 to January 2019.

This report outlines the findings from the second phase of engagement which involved:

- A public survey which asking people to indicate their level of support for the draft vision, aims, outcomes
- Stakeholder briefing sessions which presented the vision, aims, and outcomes, and provided an opportunity for stakeholders to ask questions and give feedback
- A Citizens Panel where City residents and workers took part in voting and discussion tasks that provided feedback on the vision, aims and outcomes (independently facilitated by Populous)
- Drop-in sessions where members of the Strategic Transportation team were available to answer questions and discuss the vision, aims and outcomes

1.2 Phase 1 results summary

Phase 1 engagement - key findings

The first phase of engagement – to identify key issues and challenges – took place in February and March 2018. The engagement activities undertaken during this phase included a public survey, stakeholder workshops, a meeting of the Citizens Panel, drop-in sessions, and the City Streets exhibition held at the City Centre, Guildhall. The results of this engagement have informed the development of the development of the Transport Strategy.

Eight key themes were identified from the over 2000 survey responses and in-person comments across all of the Phase 1 consultation activities. These themes were:

1. *Traffic levels on City streets are too high* – over 1400 survey respondents felt that motor traffic levels on City streets are too high
2. *Prioritise people walking* – a significant majority (over 80%) of survey respondents and nearly all workshop participants felt that not enough street space was allocated to people walking
3. *Improve cycling infrastructure and make cycling safer* – a majority of survey respondents felt that people cycling were underprioritised and given too little space on City streets
4. *Greenery, seating, and improving the public realm* – greening the City was the largest non-transport related request made by respondents and ranked sixth overall for most mentioned comment type
5. *City air pollution needs immediate improvement* – Citizen Panel members highlighted the need for cleaner local air and survey respondents scored the quality of the City's air the lowest out of 10 indicators of healthy, vibrant streets
6. *Support for using streets more flexibly* – the opportunity to use our streets more flexibly to accommodate the various demands on them at different times of the day was highlighted at most of our engagement workshops
7. *Improve accessibility on City streets* – approximately 7% 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, especially through reducing both air pollution and motor vehicle volumes. The need to improve accessibility was also raised at workshops and by the Citizens Panel
8. *The need to improve the management of freight* – reducing freight traffic volumes and impacts was perceived by nearly all workshop participants, as well as the Citizens Panel, as both a significant challenge and a great opportunity for improving our streets

Phase 1 survey - key topics

We asked how survey participants would improve the City's streets and over 800 people responded with their ideas and concerns. Their comments were sorted and analysed and a list of the top 10 individual topics were developed to help inform the Transport Strategy. Those topics were:

1. Reduce motor traffic
2. More protected cycle lanes
3. A ban on all motor vehicles
4. Wider pavements
5. Enforcing cyclists to follow the Highway Code
6. More greenery
7. Reduce air pollution
8. Prioritise walking and cycling
9. More pedestrian priority
10. A ban on private cars

Overall the first phase of engagement period highlighted the need to think differently and be radical when attempting to improve our streets. The full report is available on the [Transport Strategy](#) webpage.

1.3 Data protection and use

A significant amount of data was collected from the Phase 2 engagement respondents in order to inform the development of the Transport Strategy. The following paragraphs detail our data protection and usage policy and how it relates to the survey and consultation.

The City of London Corporation 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 Build Environment, City of London Corporation. If you have any questions regarding the contents of this report, please contact strategic.transportation@cityoflondon.gov.uk.

2

Phase 2 survey results

2.1 Survey introduction

Survey contents

This chapter provides a summary of analysis of the responses from the City of London Corporation's *Transport Strategy Phase 2 Consultation Survey* (the survey). This survey was hosted on Typeform.com and gathered public feedback on the Transport Strategy's proposed vision, aims, and outcomes, alongside demographic and travel behaviour information.

The vision we consulted on was:

The Square Mile enjoys world-class connections and streets that inspire and delight

The aims we consulted on were:

- *Ensure the Square Mile is accessible to all and 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*

The outcomes we consulted on were:

1. *The Square Mile is a great place to walk and spend time*
2. *Our streets are accessible to all*
3. *People using our streets and public spaces are safe and feel safe*
4. *People enjoy a relaxed cycling experience in the Square Mile*
5. *The Square Mile is cleaner and quieter*
6. *Delivery and servicing needs are met in ways that benefit the Square Mile*
7. *Street space is used more fairly and effectively*
8. *Our street network is resilient to changing circumstances*
9. *The Square Mile benefits from better transport connections*
10. *Emerging transport technologies benefit the Square Mile*

The survey was open to any individual that had recently travelled to or through the City and asked whether respondents supported the draft vision and aims, and each draft outcome. Respondents that didn't fully support any element of the draft consultation were then asked for additional comments. The survey was launched on 4 June 2018 and was open for nine weeks. Respondents could fill in the survey online, in person at any *Phase 2* drop-in event, or by mail-in paper copy.

Chapter structure

This chapter is structured as follows:

- Section 2.2 provides an overview of the survey respondent demographic profile and their travel behaviours
- Section 2.3 presents the overall levels of support for the draft vision, aims, and outcomes and breaks these support levels down by respondent groupings and by outcome
- Section 2.4 summarises the analysis and findings from all open text responses to the survey
- Section 2.5 details specific comments on requests for changes related to the wording of the draft vision, aims, and outcomes
- Section 2.6 summarises the various institutional and organisational responses to the survey alongside written responses we received during the consultation period

2.2 Demographic profile and travel behaviours

Respondent profile

Just over 500 individuals and organisations responded to the Phase 2 engagement survey. The gender split of these individuals was around 70 per cent men and 30 per cent women (with less than 1 per cent self-describing their gender) and the average respondent age was 45. Prior to feeding back on the draft vision, aims, and outcomes we asked every respondent for their reasons for travelling to the City and the modes they use to both travel to/from and travel around the Square Mile. Figures 2.2.1 and 2.2.2 show the responses to these two questions for all respondents.

Figure 2.2.1 (right) shows the reasons people said they travel to or through the City for both the Phase 1 respondent group (in orange) and Phase 2 respondent group (in green). There was no statistically significant change between the two groups in the surveys regarding their journey purposes.

Figure 2.2.2 (below) shows the modes people said they use to commute or travel to the City (in red) and how they travel around the City (in blue). The lighter colours represent the Phase 1 survey results for comparison. All modes except vans, motorcycles and mopeds, and cars saw a significant increase in the number of people who said they were using them to travel both to and through the City (this could potentially be a result of the Typeform survey in being easier to use than the Phase 1 SurveyMonkey survey).

Figure 2.2.1 Comparison of reasons respondents travelled to/through the City in Phase 1 and 2 surveys*

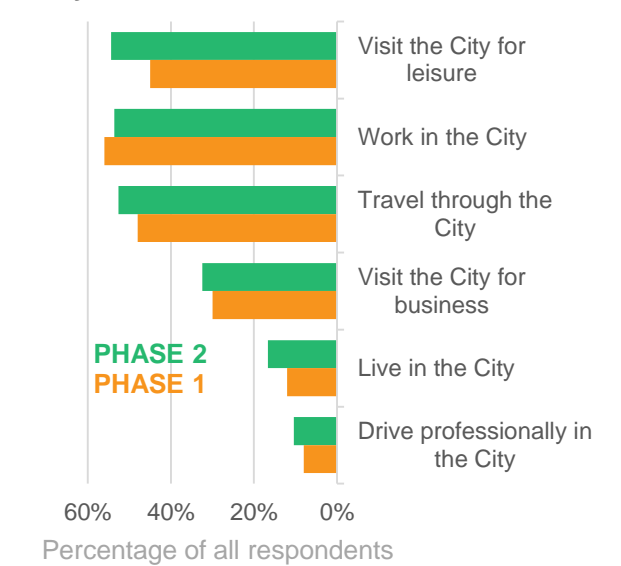
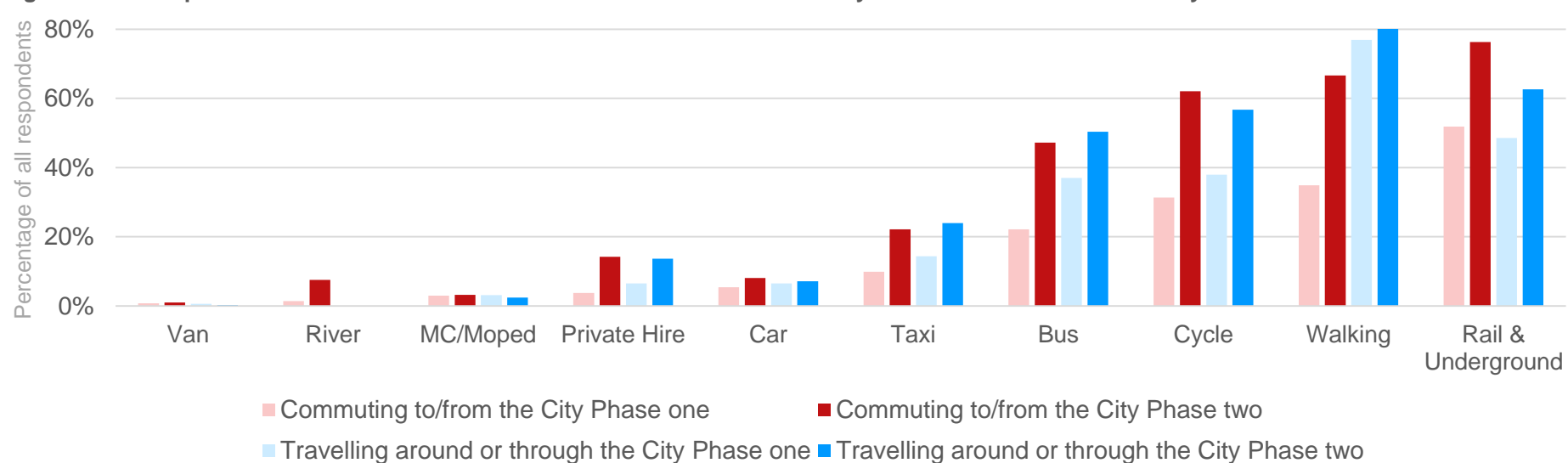


Figure 2.2.2 Comparison of modes used to commute to/from and around the City in Phase 1 and Phase 2 surveys*



* Multi-select responses

2.3 Cumulative levels of support

Overall levels of support and support by grouping

We asked respondents whether they ‘supported’, ‘supported with changes’, ‘did not support but could with changes’, ‘did not support’, or ‘did not have an opinion on’ the draft vision, aims and each of the outcomes. The following figures use “support conditionally/do not support but could with conditions” in place of the second and third options above as many respondents did not explicitly suggest changes but indicated their support would depend on what proposals emerged from each outcome in the final Transport Strategy document.

Figure 2.3.1 (right) shows the cumulative level of support for the draft vision, aims, and outcomes for all respondents (excluding those who did not have an opinion, which was less than one per cent). The level of outright support across the entire consultation was 71 per cent. Figure 2.3.2 (below) shows the cumulative level of support for respondents grouped by reason for travelling to/through the City. All groups of respondents except for professional drivers in the City had outright support levels above 68 per cent. Professional drivers represented roughly 1 in 10 respondents to the consultation, with an overwhelming majority of these respondents indicating they travel by taxi.

Figure 2.3.1 Overall support level for the draft vision, aims and outcomes

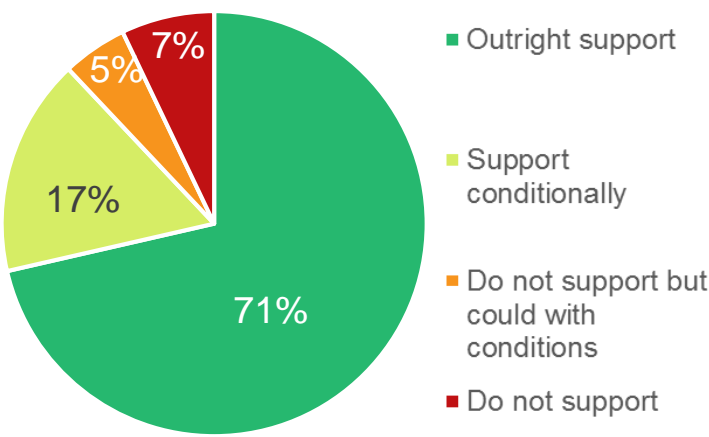
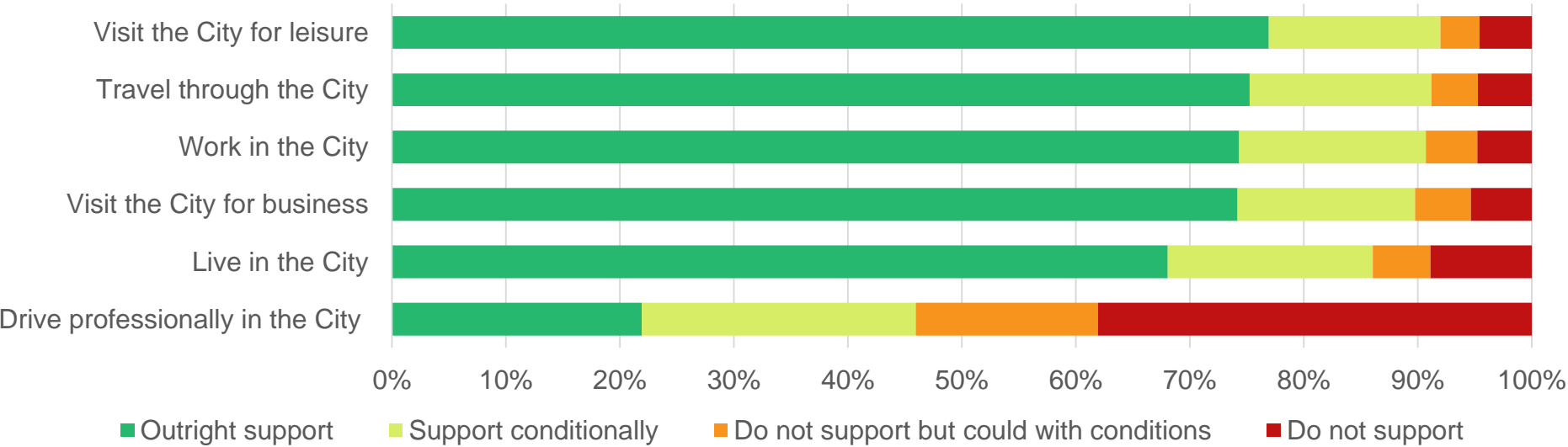


Figure 2.3.2 Overall support level for the draft vision, aims and outcomes grouped by reason to travel to/through the City



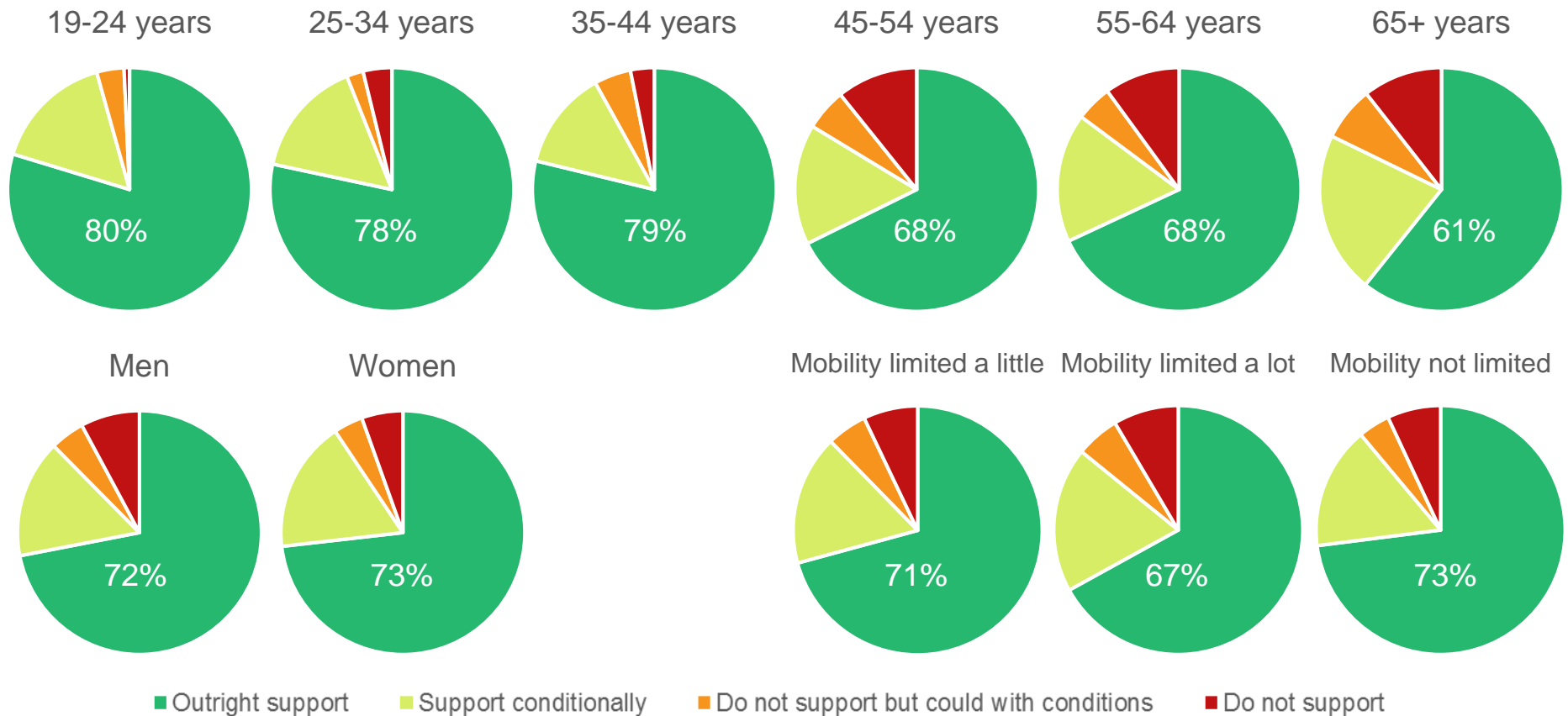
2.3 Cumulative levels of support

Levels of support by grouping (continued)

Figure 2.3.3 (below) shows the cumulative levels of support for respondents grouped by respondent age, sex, and mobility. Some key findings are listed below:

- Four in five people aged 19-44 outright supported the strategy compared to only three in five people aged 65+
- There was no statistically significant difference in support between men and women
- People whose mobility was limited 'a lot' outright supported the strategy at slightly lower rates than all other respondents
- The grouping with the highest levels of conditional support were those 65+ years old

Figure 2.3.3 Overall support level for all responses to the draft vision, aims, and outcomes by various groupings



2.4 Levels of support by outcome

Levels of support for the vision, aims and each outcome

Figure 2.4.2 (below) shows the percentages of respondents that *supported*, *supported with conditions*, *did not support but could with conditions*, and *did not support* the vision, aims and each outcome. Support for the ten outcomes ranged from 57 per cent for the cycling-themed outcome to 82 per cent for the resilience-themed outcome.

More analysis was undertaken to understand the overall levels of support for the vision, aims and outcomes. The survey asked respondents to provide comments and feedback whenever they did not outright support the vision and aims or any of the ten outcomes. All comments that accompanied a *support with conditions*, *do not support but could with conditions*, or *do not support* response were assigned one of three possible intentions: support conditional on *strengthening* outcome, support conditional on *weakening* outcome, and comment *not relevant to outcome strength*. Figure 2.4.1 (right) shows overall support levels after adding respondents who outright supported an outcome and those whose support was conditional on the *strengthening* of the outcome.

Figure 2.4.1 Combined outright support and support conditional on strengthening outcomes

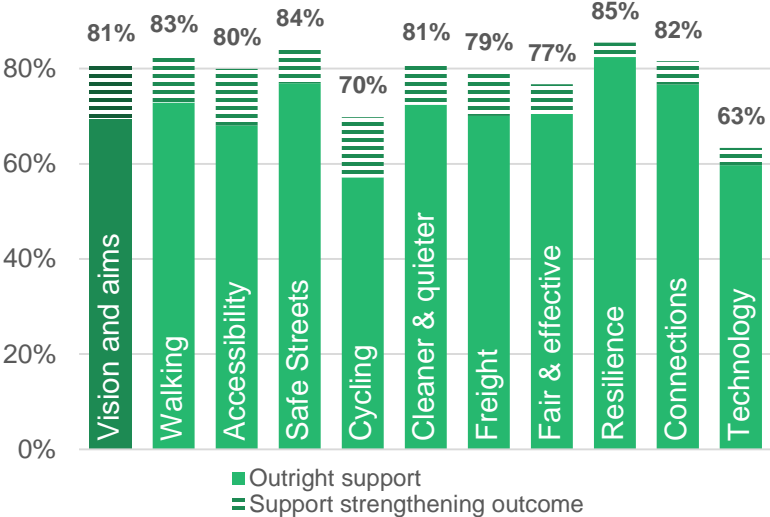
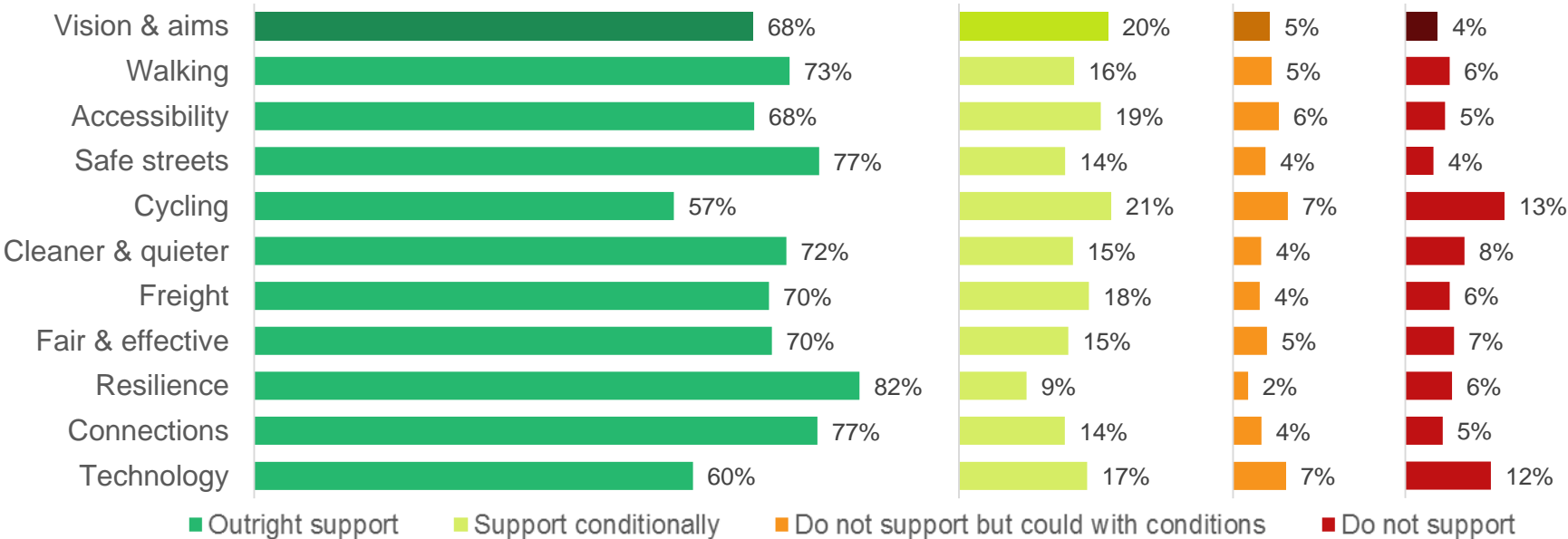


Figure 2.4.2 Support levels for the vision, aims and each outcome



2.5 Open text response analysis

Overview and methodology

The survey asked respondents to provide comments and feedback whenever they did not outright support the vision, aims or an outcome. Over 1500 additional comments and responses were received.

Each response was reviewed and analysed by categorising the subject of each comment into one or more 'topics tags' in a similar approach to the Phase 1 open text response analysis. Full details of the methodology can be found in the Phase 1 engagement report on the [City of London Transport Strategy](#) webpage.

Over 70 unique response topics linked to five or more individual comments were identified through this process. All topics which were linked to 20 or more individual comments are listed below according to their theme or mode. These topics represent the issues and suggestions that were most often discussed in respondent comments and feedback.

Walking

- More pedestrian prioritisation

Walking and cycling

- Prioritise people walking and cycling
- Reduce conflicts between people walking and cycling

Cycling

- Improve enforcement and compliance of cyclists on streets
- Improve cycling infrastructure
- De-prioritise cyclists
- More segregated cycle lanes

Motor vehicles

- Reduce motor vehicle volumes
- Concerns around traffic volumes being too high
- Introduce a freight/delivery vehicle timed ban
- Introduce a City-wide motor vehicle ban
- Improve taxi access
- Concerns around autonomous vehicles

Transport Strategy impacts

- Concerns around how the strategy would impact congestion
- Concerns around how the strategy would impact the "working City"

Urban Realm

- More greenery
- Reduce air pollution

Accessibility

- Improve disabled/mobility impaired access across the City

Wording

- Suggestions for improving/editing wording
- Requests for more information on proposals
- Indications that wording was vague

Overall these topics broadly aligned with the comments received in the Phase 1 engagement survey with a few notable exceptions:

- the outcome *Emerging transport technologies benefit the Square Mile* generated a lot of negative feedback regarding autonomous vehicles
- A number of outcomes had their wording questioned and many respondents felt we were 'too vague'
- Some respondents believed that the City was a 'working City' and was not a place for leisurely walking or cycling

2.6 Comments on vision, aims and outcomes wordings

As discussed in section 2.5 the survey asked respondents to provide comments and feedback whenever they did not outright support the vision, aims or an outcome. A number of respondents made specific comments in reference to the wording of the vision, aims and outcomes. The most frequent wording comments were regarding;

- The appropriateness of the word 'relaxed' in *People enjoyed a relaxed cycling experience in the Square Mile*
- The meaning of the word 'fair' in *Street space is used more fairly and effectively*
- Why 'freight connectivity' was included in *The Square Mile benefits from better transport connections*

A sample of comments are provided below and opposite. These comments were used to inform the final wording of the vision, aims and outcomes.

Vision & Aims	Comment
<p>Vision: <i>The Square Mile enjoys world-class connections and streets that inspire and delight</i></p> <p>Aims:</p> <ul style="list-style-type: none"> • <i>Ensure the Square Mile is accessible to all and an easy, attractive and healthy place to work, live, learn and visit</i> • <i>Support the development of the Square Mile as a vibrant global commercial centre and cultural destination</i> 	<p>"I'd like to see more explicit mention of environmental sustainability"</p> <p>"Please consider re-ordering your list into "healthy, attractive and easy"</p>

Outcome	Comment
<i>The Square Mile is a great place to walk and spend time</i>	"The reduction in motor traffic needs to be clear, is that for those outside of the city coming in with a different rule for city's elderly resident population who require transport by car."
<i>Our streets are accessible to all</i>	"It needs to be made explicit that vehicular access will be provided at minimum levels. "appropriate" is too vague"
<i>People using our streets and public spaces are safe and feel safe</i>	"not sure if safety and security are being confused,. They are not the same."
<i>People enjoy a relaxed cycling experience in the Square Mile;</i>	"I'm not convinced about the word "relaxing". In the end, its a city."
<i>The Square Mile is cleaner and quieter</i>	"Please consider adding the elimination of light pollution to this outcome"
<i>Delivery and servicing needs are met in ways that benefit the Square Mile</i>	"I am not clear how the methods can "maximise" benefits - I think the idea is to minimise negatives"
<i>Street space is used more fairly and effectively</i>	"I am not sure about the use of the word fair? Perhaps it can just be effective? or to meet the requirements of the people in the Square Mile?"
<i>Our street network is resilient to changing circumstances;</i>	"Really supportive of this, but check if the term resilient is widely understood or not?"
<i>The Square Mile benefits from better transport connections</i>	"remove "freight connectivity" as it implies the continuation of road freight through the City"
<i>Emerging transport technologies benefit the Square Mile</i>	"Not sure what you mean by emerging transport technologies??"

2.7 Institutional/organisational responses

Institutional responses to the survey

Representatives from 15 organisations and institutions responded to the Phase 2 engagement survey directly. Responses were received from:

- Living Streets
- London Living Streets
- Living Streets Kings Cross Local Group
- Eco Cycle Ltd.
- Flit Technologies Ltd.
- London Travelwatch
- Natixis
- The Port of London Authority
- Ramblers Inner London
- Cantillon Ltd
- Sustrans
- Trinity Bars
- Waltham Forest Streets for All
- Balls Brothers
- Transport for All
- London Forum of Amenity & Civic Societies

Figure 2.7.1 Cumulative support level for all institutional/organisational responses to the draft vision, aims and outcomes

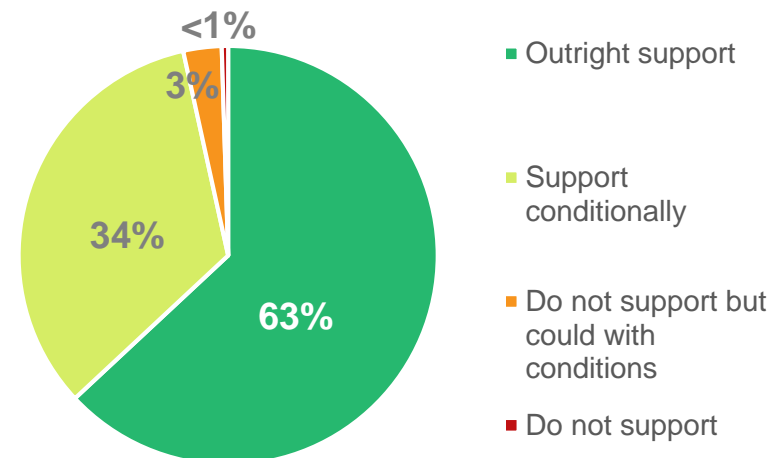


Figure 2.7.1 (above) shows the cumulative levels of support of the draft vision, aims, and outcomes for the organisations and institutions listed above. Their comments and responses were found to be relatively similar to those of individual respondents. The responses of those organisations that provided comments directly through the Typeform survey are summarised below:

Living Streets, London Living Streets, and Living Streets Kings Cross Local Group all showed broad support for the vision, aims, and outcomes, and highlighted the importance of delivering streets for all that improve priority for people walking and vulnerable users. They also stressed the importance of reallocating street space for pedestrians and using temporary interventions to trial and accelerate strategy delivery.

Eco Cycle Ltd. highlighted the importance of safe and secure cycling parking as a way to encourage and enable more people to cycle.

Flit Technologies Ltd. noted that emerging technologies and innovations can play an important role in delivering the vision, aims, and outcomes.

London Travelwatch wanted pavements to be kept clear of unlicensed obstructions.

The Port of London Authority noted that reference could be given to the potential to shift more freight onto the River Thames.

Cantillon Ltd. Noted that demolition and construction work cannot be carried out by small electric vehicles and consideration will need to be given to these activities when working towards our air pollution and emissions ambitions. They also indicated that pushing these activities outside of regular working hours disrupts the work-life balance of many workers.

Sustrans highlighted the importance of accessibility for all; ensuring that security measures in the public realm do not have a detrimental impact on the accessibility of people walking and cycling; ensuring that people walking, cycling and taking public transport are prioritised; using 'tactical urbanism' and temporary interventions to accelerate change; and that the technology outcome highlights the importance of delivering Healthy Streets.

Waltham Forest Streets for All indicated their resistance to shared space, removing parking, speed humps, and traffic reduction and commented on the need to separate streets users and particularly people cycling from other users.

Ball Brothers commented on the importance of allowing freight activities during peak times in exceptional circumstances.

Transport for All highlighted the importance of designing new cycling infrastructure in such a way as to not act as a barrier to mobility limited people and indicated their resistance to 'flexible' streets.

2.7 Institutional/organisational responses (cont'd)

Written institutional responses

Representatives from nine organisations and institutions sent written responses to the consultation. Their responses were generally supportive and are summarised below:

British Land were supportive of the proposals to improve the quality and use of street space for people. They also supported prioritising pedestrians over vehicles in a number of places across the City.

The **City Property Association** were supportive of the overall transport vision and aims. They also supported safety for pedestrians, cyclists and motorcyclists; improving accessibility across the City; reducing traffic volumes on our streets; improving our public realm; using new transport technologies to deliver more inclusive, safe, attractive, and vibrant streets; and the use of Road User Charging in central London boroughs to help achieve our ambitions.

The **Cross River Partnership** were supportive of the vision, aims and outcomes. Regarding the freight and servicing outcome they suggested that we amend the outcome to include an ambition to minimise the negative impacts of freight to promote healthier streets for all.

The **London Taxi Driver Association** were broadly supportive of certain outcomes. They noted that measures aimed at improving walking and cycling in the City of London should not create unnecessary barriers to using and hiring licensed taxis and that “pop-up” cycle lanes were preferred to permanent segregated cycle lanes to minimise unnecessary inconvenience to road users. They highlighted concerns around the number of stations in the City that do not have step-free access, and that air quality issues must be tackled as soon as possible.

The **London Cycling Campaign** were broadly supportive of the draft vision, aims, and outcomes. Regarding wording they felt that we should include the words “safe” and “sustainable” in the vision. They also questioned our use of the word ‘relaxed’ in the cycling outcome (similar to

a number of individual respondents), noting that improved and segregated cycling infrastructure is important to encouraging a wider range of people to cycle.

London Living Streets strongly supported the draft vision, aims, and the first nine outcomes, however they expressed concerns around the technology outcome and the potential negative impacts of autonomous vehicles on our streets. They also commented on the need for the City to design roads to ensure compliance with 20mph speed limits, prioritise pedestrians and ban vehicles in certain places across the City, minimise rat-running on local streets, introduce a Bank-like ban at Ludgate Circus, create new public spaces, and restrict EV charging points to car parks.

The **Motor Cycle Industry Association** found ‘little to disagree with in this consultation’. However, they expressed concerns regarding their perception that powered two-wheelers were not properly considered as part of the transport vision.

Transport for London supported the draft vision, aims, and outcomes and our adoption of the Healthy Streets Approach as the strategy’s framework.

UPS were generally supportive of the draft vision, aims, and outcomes. They also commented on supporting innovative ways of ensuring the feasibility of sustainable deliveries and logistics including through supporting companies wanting to electrify their fleets and considering how more space can be made available for container storage, e-tricycle parking, and electric vehicle charging.

3

Additional Phase 2 engagement activities

3.1 Stakeholder briefings and drop-in sessions

Stakeholder briefing sessions

Four briefing sessions were held for stakeholders on 29 June and 6 July 2018. These sessions consisted of a presentation on the draft vision, aims and outcomes followed by a question and answer session. The sessions were attended by over 50 stakeholder representatives.

The majority of questions asked were regarding further details on the outcomes and how they will be delivered. Specific questions were raised on;

- How the contrasting needs of City workers during the week and visitors at the weekend would be balanced
- How the Strategy would incorporate wayfinding and signage proposals
- How the Strategy would address reducing motor traffic and what our position was on road user charging
- How construction traffic and deliveries would be addressed, especially those freight and construction vehicles that are through traffic
- How the safety and security from hostile vehicles in the public realm would be addressed
- How more public realm could be incorporated given the City's narrow and medieval street pattern

Drop-in sessions

A series of consultation drop-in sessions were held at City libraries and in the reception of Guildhall. Members of the Strategic Transportation team were available to answer questions about the vision, aims and outcomes. 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 the Transport Strategy mailing list and through City Corporation social media.

Attendance at the drop-in sessions was low, but in line with expectations for engagement of this type - with four people attending in total.

Discussions at drop-in sessions largely reflected the issues raised by City Streets survey respondents and workshop participants. Feedback was given on wanting improved cycle safety and infrastructure, more space needed for people walking and cycling and support was given for the Bank on Safety experimental scheme.

3.2 Citizens Panel

Citizen Panel

Populus, a consultancy specialising in political, reputation, stakeholder and customer research, were appointed to facilitate a Citizens Panel of City workers and residents. This panel of 40 people – half residents, half workers - met three times during the development of the Transport Strategy to enable us to gain a deeper understanding of residents and workers' transport needs and concerns. Attendees took part in voting exercises and discussion tasks in relation to the vision, aims outcomes, and proposals, with Populus staff facilitating the discussion.

The second meeting of the Citizens Panel was held on 13 June 2018 and coincided with the second phase of consultation. In general, people were positive about the vision, aims, and outcomes. Their comments are summarised below.

The vision

The majority of the panel supported the vision; they felt it was very actionable, transformative and exciting. A small minority disliked it as traffic congestion wasn't fully addressed and wanted an increased focus on expanding street space and improvements of the roads.

The outcomes

Overall the panel felt that the list of ten outcomes were acceptable and were relevant to both workers and residents. Slight refinements were suggested around the area being accessible to all, safety, and using less jargon to explain the outcomes.

The panel identified five additional things they felt were missing from the outcomes:

- Increased disability access to make streets accessible to all
- More working streetlights and CCTV camera to feel safe
- Smoother and wider pavements to improve walking experience
- Enforced parking rules and extra signs to encourage using street space fairly
- Clean air policies to ensure the Square Mile is cleaner

The final meeting of the Citizens Panel was held on 6 September 2018. This allowed the Panel to provide feedback on the emerging Transport Strategy proposals. A full report of the findings from all three panel meetings can be found in the Appendix.

3.3 Strategy Board

Strategy Board

The Strategy Board is comprised of senior City business representatives and industry experts and acted as a sounding board for emerging proposals and advise the on the direction of the Strategy. The Board met three times over the course of the development of the Strategy, with the second meeting corresponding with the second phase of stakeholder engagement. Board membership included:

- The Greater London Authority
- Transport and Sustainable Development, University College London
- The Investment Association
- Five AI
- TheCityUK
- London First
- Transport Research Laboratory
- Energy Saving Trust
- The Confederation of British Industry
- The Barbican Centre
- The Federation of Small Businesses
- The City Property Association
- Transport for London
- The Centre for London
- London Travelwatch
- Future Cities Catapult

Appendix

Citizens Panel report

City of London

Transport Strategy Citizens Panel

Project Write Up

OCTOBER 2018

Populus



Introduction

- The City of London Corporation is developing a Transport Strategy that will provide a 25-year framework for future investment in and management of the City's streets.
- The Strategy will detail an ambitious approach to transport and set out measures to respond to the challenges arising from significant growth, changing travel habits and the impacts of motor traffic and congestion.
- The City of London Corporation commissioned Populus, a consultancy that specialise in political, reputation, stakeholder and customer research, to facilitate a Citizens Panel of City residents and workers throughout the development of the Strategy.
- Populus designed three Citizen Panel sessions to be undertaken during the Strategy's development to gain a deeper understanding of residents and workers transport needs and concerns and to gain feedback and comments on the main elements of the Strategy as they were developed.



Methodology & Objectives

Overview of Methodology



Objectives

1. To gain an independent and in-depth understanding of the transport priorities of a 'typical' group of City workers and residents to inform the development of policies for the Transport Strategy
2. Test emerging transport policies with a typical cross-section of the City's population in an independent setting to be fed to the Transport Strategy team
3. Understand the public responses to emerging policies and the way these policies are communicated
4. Create a panel that may be engaged for further research following the completion of the Strategy

Sample

We recruited both people who resided in the City and those who worked in the Square Mile in order to get a true picture of the needs and concerns of people who use transport within the City of London

The City of London were able to provide access to key members of housing associations in the area who assisted in the recruitment process by helping us to contact residents in target areas

Participants were recruited to attend each of the three sessions and were paid for their time

	Gender	Social Grade	Location
20 X City Workers - Range of types – not just financial workers but those working in the retail, legal, insurance and servicing industries - Also range of levels, not just city professionals	50/50 Gender split	ABC1 and C2DE	City workers within the Square Mile
20 X City Residents (private and social housing) Including mix from the following areas: - Middlesex Street Housing Estate - Golden Lane Housing Estate - Barbican Area - Elsewhere in City	50/50 Gender split	ABC1 and C2DE	Residents within the Square Mile

Overall observations on process and findings

- Ultimately all of our participants had positive reactions to the final versions of the Strategy presented to them in the third session and were particularly motivated by the idea that the City of London would be a place where they could spend time and feel safe and secure
- For the most part residents' and workers' concerns and issues were fully reflected in the draft proposals; moreover they were generally in agreement with each other about the priorities and plans (the main factor that polarised people's outlook was whether they were themselves a cyclist or empathised with cyclists on the road)
- The proposals that they felt should have less priority were mostly those that they found it hard to imagine working in the City of London such as use of new technologies and being able to provide for everyone in equal measure
- Respondents felt that these proposals (i.e. the ones they found harder to picture) needed to be communicated very clearly and that there should be an element of education within this
- They also felt it was important for any communication to be 'jargon free' and consumer friendly – for instance there was considerable confusion over what a 'Legible London' sign was, what a 'resilience network' was etc.
- However the experience was a positive one for participants with the majority of their needs and issues listened to and reflected in the Strategy

Session 1

20th March 2018

Our aim was to explore and understand residents' and workers' priorities, current frustrations, concerns and aspirations when navigating the City transport and streets

Session One Approach

In order to generate robust and consumer led insight that could help to form the Transport Strategy , we developed a 'ground up' approach

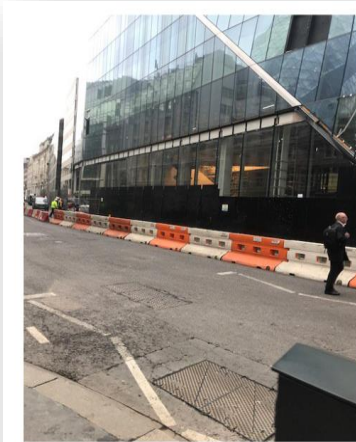
It was important to make sure that the first session enabled residents and workers to have an unprompted discussion about the issues that mattered to them the most when thinking about navigating the City of London

We then used their ideas and opinions as the basis for further discussion as a group and through this process were able to filter down to the core of each idea and discover residents'/workers' needs and motivations

The City of London were then able to incorporate these insights into the foundation of the Transport Strategy



Stimulus used



Road narrowed due to construction



Rubbish blocking the pavements

Photographs provided
by respondents



Pavement narrowed due to scaffolding and
cyclists

For our first workshop we asked participants to send in photos that illustrated issues and observations they experienced whilst traveling around the City

We then used these as living stimulus in the first workshop by displaying them on the walls in the session and asking people to make a list of the top 3 pictures/issues that they felt they could relate to when navigating the City streets

We designed a series of tasks that allowed respondents to discuss their issue freely and build workable solutions together

Identifying Issues Task

AIM: To find out what the issues are for residents and workers when it comes to navigating the City transport and streets

Issues Deep Dive Task

AIM: To explore in specific detail the issues residents and workers have when it comes to navigating the City transport and streets

Prioritisation Task #1

AIM: To get a feel for identifying what is most important in the future when navigating the City streets

Prioritisation Task #2

AIM: To get a further feel for prioritising what is most important in the future when navigating the City

Future Vision

AIM: To wrap up the session with a glimpse of the sorts of solutions that people would like to see in the plan

TOP 10 LIST				
Issues that you encounter when you are travelling around the City at street level only – i.e. no tubes or trains				
1 TITLE	2 TITLE	3 TITLE	4 TITLE	5 TITLE
DESCRIPTION	DESCRIPTION	DESCRIPTION	DESCRIPTION	DESCRIPTION
6 TITLE	7 TITLE	8 TITLE	9 TITLE	10 TITLE
DESCRIPTION	DESCRIPTION	DESCRIPTION	DESCRIPTION	DESCRIPTION

A journey around the City

1 The problem I encountered was...
This was a problem because...

2 The problem I encountered was...
This was a problem because...

3 The problem I encountered was...
This was a problem because...

4 The problem I encountered was...
This was a problem because...

"Different worlds" task

Think of a brand, company etc. that you admire and is well known for radical solutions/positively disrupting markets

Alternative brand, company, person in charge of transport strategy	Characteristics

Ideas: Describe in detail how they would approach solutions to the main transport issues identified in the future, what they would do and why/how it would benefit people who live and work in the City.

"Break the Rules" task

Imagine all the "rules" of easy, safe travel around the streets of the City, particularly in relation to the problems you have been given to address. List them, then break them.

Rules	Broken Rules

Ideas: from the broken rules see if you come up with inspiration for different solutions to the original problem. Remember don't just "Un-break" the rule, use the broken rule as a jumping off point for a new solution

These were the key issues and emerging needs identified by participants

Issues common to both audiences

- Competition for naturally limited space and resulting pavement congestion
- Poor pavement and street quality leading to unsafe conditions for pedestrians and cyclists in particular
- Poor environment and maintenance of that environment resulting in poor air quality and dirty/litter strewn spaces
- Pressure of development and economic activity with construction and HGV traffic causing congestion, disruption and unsafe conditions for pedestrians
- Behaviour of street and pavement users making getting around the City slow and frustrating

Additional Issues Specific to Residents

- Accessibility for disabled pavement users and parents with buggies
- Pedestrian safety on streets as a result of inadequate crossings, pavement congestion and traffic speed

Needs common to both audiences

- Pavement congestion (people and space)
- Maintenance of pavement and street surfaces
- Specific measures to improve accessibility and mobility
- Improvement of pedestrian crossing provision
- Air quality
- Appearance and tidiness of pavements (e.g. bins/collections)
- Improved or mitigated arrangements around construction
- HGV restrictions
- Measures to educate or improve all users' behaviour (traffic calming, mobile phone awareness)

Participants developed the issues and needs in more detail

Competition for Limited Street Space

- The theme of pavement congestion caused by too many people in too small a space was a constant theme for both workers and residents
- This is felt to be a general state when most people are using the streets
- But it can also be exacerbated:
 - At busy times
 - When construction causes pavements to be narrowed/closed
 - At pinch points like crossings
 - When people behave badly or frustratingly
 - In presence of tourists
 - Negotiating obstacles – from litter to HGVs

Poor Pavement (& Street) Quality

- **Pavement** quality is an issue for everyone
 - It is an aesthetic issue – makes the streets scruffy and uninviting
 - But it is mainly a functional problem
 - Uneven surfaces make it harder and slower to move around the streets
 - There is more danger from tripping etc.
 - Not surprisingly this is most pressing for people who need a smooth surface – people with mobility problems (with or without scooters), parents with buggies, wheelchair users etc.
- **Street** quality is mainly an issue for cyclists and drivers (although driving around the City tended to be the least discussed problem in an area where there is relatively little private car use)
 - Potholes were mentioned as a hazard for all street users

Participants developed the issues and needs in more detail

Poor environment and maintenance of that environment

- The main issues that both audiences raised when it came to the general “environment” of the City were air quality and rubbish on the streets
 - **Air quality** is a problem from a day-to-day experience perspective (unpleasant)
 - And also from a health perspective (people worry about long term health effects)
 - It is caused, they feel, by vehicles (cars, vans, lorries, buses) and by construction (dust) and exacerbated by the physical nature of the streets – narrow, enclosed etc.
 - They felt that this negatively impacted on their experience of travelling around the City streets
 - **Rubbish** on the streets was also aesthetic (it looks scruffy and does not invite use of the streets) and functional (it blocks narrow streets and makes it difficult to navigate and dangerous (e.g. need to step into the street)

Pressure of development and economic activity

- Everyone is aware of development in the City
- They all know that the City is a place of growing activity
- And that this growth is contained within a finite space
- Workers and residents feel that this causes problems and tensions
- Residents can feel that they have to live with and amongst the consequences of development, whilst workers (admit they) can escape
- The key issues relate to those already set out:
 - Disruption of development with poor planning and alternative arrangements
 - Pollution from dust and increased traffic
 - More people means more congestion
 - More business means more rubbish blocking the streets etc.

Participants developed the issues and needs in more detail

Pedestrian Safety on streets (residents only)

- Residents were more likely than City workers to worry about their safety
- This could be because they use the streets more often and go to more places than people who work in the area
- The issues which affect safety include:
 - Having to step into the street to avoid obstacles on the pavement (people, rubbish etc.)
 - Construction narrowing pavements making them less safe
 - Not enough pedestrian crossings
 - Potholes being dangerous for cyclists
- There was also some mention of security in relation to terrorist attacks – because the streets are congested and difficult to navigate this could make it more difficult to escape from a terrorist attack

Behaviour of street and pavement users

- The behaviour of “other” people was often cited by our panellists
- There were differences between the views of people on, for example, cyclists
- However people felt that inconsiderate drivers could be a danger to pedestrians, poor HGV parking blocking crossings or street junctions, wandering pedestrians on mobile phones, groups of tourists etc. all make the task of navigating the already crowded City streets more difficult and frustrating

Accessibility (residents only)

- Accessibility, especially for people with mobility problems, can be an issue
- This is related to all the “congested pavement” problems but also related to a perceived lack of dropped kerbs
- This issue also affects parents with buggies who say they have difficulty crossing streets comfortably and safely
- Even those who do not personally experience mobility difficulties are aware of those around them having difficulty and feel that the streets fail to pass muster in this regard

Session 2

13th June 2018

Our aim was to present the first iteration of the developed vision, aims and outcomes and to gain feedback from residents and workers

Session Two Approach

The City of London took the insights from session one and were able to incorporate these learnings when formulating policy areas

The City of London ultimately gave us 10 key outcomes to be further investigated

In our second session we presented these 10 outcomes to respondents and had them complete a variety of tasks in order to validate and refine each point



Stimulus used

Below are the 10 outcomes that residents and workers were asked to work with in a number of different ways;

1. The Square Mile is a great place to walk and spend time
2. Our streets are accessible to all
3. People using our streets and public spaces are safe and feel safe
4 People enjoy a relaxed cycling experience in the Square Mile
5. The Square Mile is cleaner and quieter
6. Delivery and servicing needs are met in ways that benefit the Square Mile
7. Street space is used more fairly and effectively
8. Our street network is resilient to changing circumstances
9. The Square Mile benefits from better transport connections
10. Emerging transport technologies benefit the Square Mile

We designed tasks that would lead respondents through a detailed process of validation and refinement

Validate list Task #1

AIM: To validate the list of 10 Transport Strategy Outcomes by finding out if the list is right for residents and workers. To also find out if anything is missing from the list

Define outcomes Task #2

AIM: To refine each of the specific 10 Transport Strategy Outcomes. Explore in specific detail if each outcome is appropriate and if it needs to be refined

Outcome detail task #1

AIM: To explore each of the specific 10 Transport Strategy Outcomes in detail to test the proposed dimensions and refine if needed and to understand the specific actions and 'how' each of the 10 Transport Strategy Outcomes work in practice

VOTING BALLOT (ANONYMOUS)

Worker ☐ Resident ☐

I LIKE THE TRANSPORT VISION	I DISLIKE THE TRANSPORT VISION	PLEASE EXPLAIN WHY :
<div></div> <p>Place an X in the box</p>	<div></div> <p>Place an X in the box</p>	

Validate List Task		
As a group put a smiley face or sad face next to each outcome to decide if it is relevant Overall please decide as a group if you think anything is missing		
	RELEVANT?	WHAT IS MISSING?
1. The Square Mile is a great place to walk and spend time		
2. Our streets are accessible to all		
3. People using our streets and public spaces are safe and feel safe		
4. People enjoy a relaxed cycling experience in the Square Mile		
5. The Square Mile is cleaner and quieter		
6. Delivery and servicing needs are met in ways that benefit the Square Mile		
7. Street space is used more fairly and effectively		
8. Our street network is resilient to changing circumstances		
9. The Square Mile benefits from better transport connections		
10. Emerging transport technologies benefit the Square Mile		

Outcome detail Task		
For each outcome fill in the second column: what does this mean to you?		
	WHAT DOES THIS MEAN TO YOU	DETAIL
1. The Square Mile is a great place to walk and spend time		<ul style="list-style-type: none">• People will view the City of London's street 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.
2. Our streets are accessible to all		<ul style="list-style-type: none">• 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
3. People using our streets and public spaces are safe and feel safe		<ul style="list-style-type: none">• 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
4. People enjoy a relaxed cycling experience in the Square Mile		<ul style="list-style-type: none">• 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.
5. The Square Mile is cleaner and quieter		<ul style="list-style-type: none">• 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.

In general, people were positive about the proposed vision and aims

We asked the panel to take part in a voting task to find out if they liked or disliked the transport vision

The majority liked the transport vision:

- Inclusive to benefit all: workers, residents, visitors, pedestrians and cyclists
- Highlights congestion of roads which is a top issue
- Safety is important esp. for cyclists and pedestrians
- Stresses the desire for the area to be easier to navigate and nicer to walk around
- Indicates the need for a cleaner Square Mile
- Invokes ideas for places to sit and rest - a central hub where the City is “the place to go”
- Feels like a transformative and exciting vision, one that is organised and effective
- Feels very actionable

A small minority had questions and further requirements:

- Traffic congestion is not fully addressed
- Expectations include increased focus on expanding street space/ area and improvements of the roads in the city

City of London Transport Strategy Draft vision, aims and outcomes, May 2018	
Our vision	The Square Mile enjoys world-class connections and streets that inspire and delight.
By delivering this vision we aim to ...	<ul style="list-style-type: none">• Ensure the Square Mile is accessible to all and 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.
To create a future where ...	<ul style="list-style-type: none">• The Square Mile is a great place to walk and spend time• Our streets are accessible to all• People using our streets and public spaces are safe and feel safe• People enjoy a relaxed cycling experience in the Square Mile• The Square Mile is cleaner and quieter• Delivery and servicing needs are met in ways that benefit the Square Mile• Street space is used more fairly and effectively• Our street network is resilient to changing circumstances• The Square Mile benefits from better transport connections• Emerging transport technologies benefit the Square Mile
All of the above will be enabled by ...	Significant reductions in the number of motor vehicles using the Square Mile's streets

Participants proposed refinements to the outcomes

When explored in detail, each of the 10 outcomes was deemed appropriate. Slight refinements by the panel were made around accessibility for all, safety, delivery and emerging transport technologies

Strategy Outcomes that were refined	Additions/ Tweaks to statements
The Square Mile is a great place to walk and spend time	<ul style="list-style-type: none">• This includes being a great place to: work and live, travel, socialise, drive , cycle and enjoy the facilities
Our streets are accessible to all	<ul style="list-style-type: none">• Which includes cars, bikes, disabled people, buggies
People using our streets and public spaces are safe and feel safe	<ul style="list-style-type: none">• Safe from accidents, including cycling collisions• Safe because of higher police visibility and lighting
Delivery and servicing needs are met in ways that benefit the Square Mile	<ul style="list-style-type: none">• By using the latest technology (e.g. increased Amazon lockers) to reduce delivery vans
Street space is used fairly and effectively	<ul style="list-style-type: none">• Through increased cycle lanes and pedestrian zones
Emerging transport technologies benefit the Square Mile	<ul style="list-style-type: none">• Through electric vehicles and dedicated lanes for eco friendly vehicles

Outcomes were then “built” by participants into specific solutions

The panel was then asked to brainstorm ideas on how each of the outcomes would work in real life

Strategy Outcome	How they envision this working in real life
1. The Square Mile is a great place to walk and spend time	<ul style="list-style-type: none">• Designated walking areas/ skyline walkways• Increased green space, seating, play areas• Hybrid/ no car zones, low emission zones
2. Our streets are accessible to all	<ul style="list-style-type: none">• Increased wheelchair / disability access including ramps and smoother pavements• Clearer signage for accessibility routes
3. People using our streets and public spaces are safe and feel safe	<ul style="list-style-type: none">• More police security, CCTV & lighting• Increased pedestrian crossings• Bollards designed as tree planters to reduce the perceived threat of terrorism
4. People enjoy a relaxed cycling experience in the Square Mile	<ul style="list-style-type: none">• Dedicated wider cycle lanes & mending potholes• Apply bells to all cyclists so pedestrians can hear them
5. The Square Mile is cleaner and quieter	<ul style="list-style-type: none">• Increase electric vehicle & charging points• Promote car leasing / borrowing• Encourage cycling• Impose car taxes to drive through the Square Mile

Outcomes were then “built” by participants into specific solutions

Strategy Outcome	How they envision this working in real life
6. Delivery and servicing needs are met in ways that benefit the Square Mile	<ul style="list-style-type: none">• Encourage drone delivery to reduce congestion• Increase local supermarkets to encourage shopping locally• Encourage time slot deliveries (late night/ early morning) to reduce congestion
7. Street space is used fairly and effectively	<ul style="list-style-type: none">• More bollards to stop bars monopolising pavements• One way streets/ time slots for usage• Skyline walkways
8. Our street network is resilient to changing circumstances	<ul style="list-style-type: none">• Communication about planned works (apps, newsletters)• Improved maintenance (drains, snowploughs)
9. The Square Mile benefits from better transport connections	<ul style="list-style-type: none">• More signposting detailing transport connections, including voice signage• Sensory trails for visual/ hearing impaired
10. Emerging technologies benefit the Square Mile	<ul style="list-style-type: none">• Reliable apps to inform about transport delays• Drop off points for delivery vans that reduce traffic

Session 3

6th September 2018

The key focus of the final workshop was on reviewing and evaluating the draft proposals and then exploring and understanding the best ways to communicate them

Session Three Approach

After gaining important feedback from the panel on various aspects of the Transport Strategy in Session 2, the City of London was then able to produce a draft of the proposals delivering each outcome

The key focus of this final workshop was to get the panel to review and evaluate the draft proposals and also to capture the panel's response to these

As with previous sessions it was essential to make sure that residents and workers were able to have unprompted discussions about the issues when thinking about navigating the City of London

Therefore we asked the panel to undertake creative tasks to aid them when reviewing the proposed policies and to also understand the best ways to communicate these policies to the public



Stimulus used

The draft proposals were summarised under the 10 outcomes

1. The City's streets are great places to walk and spend time
2. The City is accessible to people of all abilities
3. People using our streets and public spaces are safe and feel safe
4. A more diverse range of people choose to cycle
5. The City's transport and streets are cleaner and quieter
6. Delivery and servicing needs are met more efficiently, and impacts are minimized
7. Street space is used more efficiently and effectively
8. Our street network is resilient to changing circumstances
9. The Square Mile benefits from better transport connections
10. Emerging transport technologies benefit the Square Mile

People using our streets and public spaces are safe and feel safe

- Redesign streets to reduce the likelihood and severity of collisions
- Maintain a smooth and level surface on pavements and carriageways to reduce the risk of trips and falls
- Reduce traffic speeds in the City by adopting a City-wide 15mph speed limit
- Enforce against dangerous and reckless driving and riding and run campaigns to encourage safe driving and riding
- Work with the City of London Police to reduce crime and fear of crime, including reviewing CCTV coverage
- Ensure that anti-terrorism security measures are:
 - Discreet and installed to avoid reducing the space available to people walking and cycling
 - Multi-functional, incorporating seating, greenery or public art where possible
 - Designed and installed to take account of the access needs of people with disabilities and servicing
- Improve the quality of street lighting to improve safety and reduce crime

Delivery and servicing needs are met more efficiently, and impacts are minimised

- Reduce the number of freight vehicles in the Square Mile through:
 - Consolidation (grouping deliveries into fewer vehicles at a central depot outside the City)
 - Enabling more deliveries to be made by cargo cycles, on foot and by small electric vehicles
 - Increasing the use of the River Thames for freight
 - Retiming deliveries to avoid peak travel times and to overnight in areas where residents won't be affected
 - Reducing the impact of construction freight
- Identify opportunities to reduce the number of vans and other service vehicles

The City's streets are great places to walk and spend time

- Consider the needs of people walking first when delivering changes to streets
- Increase the number of pedestrian priority streets – where vehicles give way to people walking and access may be restricted
- Make streets easier to cross and give people on foot priority at the entrances to side streets
- Widen pavements to provide more space for people walking
- Improve wayfinding and signage by installing Legible London
- Enhance the Barbican high walks and ensure public lifts across the City are well maintained
- Increase the amount of seating on-street and in squares, public spaces and parks.
- Improve the public realm, particularly in areas where there are buildings of significant historical and architectural importance
- Incorporate more greenery into the City's streets and public spaces

We produced a series of creative exercises to keep the panel engaged and to help elicit deeper insights and ideas that they may have otherwise struggled to imagine or communicate

Validating Exercise

AIM: To validate the Transport Strategy proposals by finding out first impressions of the proposals or both residents and workers

Refinement Exercises


AIM: To find out the positives and negatives of each proposal. In addition to find out if anything was missing from each policy

Communication Exercise

AIM: To understand the best ways to communicate the proposal to the public

Task Look at the policy in front of you and imagine what it would be like to experience this in real life. Write a postcard to yourself and describe this experience in detail and what it made you think or feel

Dear _____



2 tweaks you would make to the policy:

1 _____

2 _____

Text Task We would like you to imagine the policy in front of you is live and you are in the future experiencing it. Imagine you are texting a friend that knows nothing about the policy and then describe in detail what is happening and how you feel about it. Please come up with 4-5 texts to describe this.

1. _____

2. _____

3. _____

4. _____

5. _____

2 tweaks you would make to the policy:

1 _____

2 _____

Sentence Task In your pairs we would like you to look at the policy in front of you. Thinking about the policy complete the 4 sentences on the paper in front of you

One of the things that surprised me was....

I agree with....

I didn't really understand.....

This makes me feel....

2 tweaks you would make to the policy:

1 _____

2 _____

In summary, the proposals were endorsed, with enjoyability, safety and accessibility being key

The majority of respondents were happy with the policies provided:

- This was true for both Residents and Workers

Their main priorities were:

- Ensuring there were areas where residents and workers alike could spend time
- Ensuring that the area was and felt 'safe'

Areas that they saw as being less of a priority tended to be those that they:

- Could not fully comprehend – e.g. the use of droids
- Could not see working – e.g. making the City accessible for everyone whilst keeping the old features

The City's streets are great places to walk and spend time

1

- Consider the needs of people walking first when delivering changes to streets
- Increase the number of pedestrian priority streets – where vehicles give way to people walking and access may be restricted
- Make streets easier to cross and give people on foot priority at the entrances to side streets
- Widen pavements to provide more space for people walking
- Improve wayfinding and signage by installing Legible London
- Enhance the Barbican high walks and ensure public lifts across the City are well maintained
- Increase the amount of seating on-street and in squares, public spaces and parks.
- Improve the public realm, particularly in areas where there are buildings of significant historical and architectural importance
- Incorporate more greenery into the City's streets and public spaces

The City is accessible to people of all abilities

2

- Develop a City of London Street Accessibility Standard to set minimum and best practice standards
- Carry out a detailed accessibility audit using the Accessibility Standard of all streets to identify and deliver necessary improvements
- Ensure pavements are kept clear of obstructions
- Keep pedestrian crossings clear of vehicles
- Maintain vehicle access for those that need it, such as people with disabilities or heavy luggage
- Work with TfL and Network Rail to prioritise accessibility improvements to rail, Underground and DLR stations

People using our streets and public spaces are safe and feel safe

3

- Redesign streets to reduce the likelihood and severity of collisions
- Maintain a smooth and level surface on pavements and carriageways to reduce the risk of trips and falls
- Reduce traffic speeds in the City by adopting a City-wide 15mph speed limit
- Enforce against dangerous and reckless driving and riding and run campaigns to encourage safe driving and riding
- Work with the City of London Police to reduce crime and fear of crime, including reviewing CCTV coverage
- Ensure that anti-terrorism security measures are:
 - Discreet and installed to avoid reducing the space available to people walking and cycling
 - Multi-functional, incorporating seating, greenery or public art where possible
 - Designed and installed to take account of the access needs of people with disabilities and servicing
- Improve the quality of street lighting to improve safety and reduce crime

Proposals that the panel were highly engaged with

- **City streets where you can walk and spend time** was an extremely positive policy for all:
 - Incorporation of greenery creates a relaxed environment to walk around and increases dwell time
 - Prioritizing both pedestrian and cyclist safety makes workers & residents feel acknowledged and heard
- **Safety** is collectively agreed to be a priority and extremely important to both residents and workers:
 - It is positive that a wide variety of appropriate measures are being taken to ensure public safety including crime prevention
 - “People” are prioritised in the main headline which is inclusive of all and reassuring
- **More efficient delivery and servicing needs** is also thought to be very optimistic:
 - Using the River Thames for freight reduces road congestion – as an underused resource this is identified as a very positive strategy
 - Increase of small electric vehicles reduces noise and pollution
- **Improved transport connections** delighted workers and residents:
 - Agreed to be very positive in regards to expansion of trains, buses and tubes – esp. for workers who commute and residents who want to travel late at night/ on weekends
 - Expansion of train/ bus/ tubes and train station improvements means increased convenience

Proposals that the panel were moderately engaged with

- **The City's transport and streets are cleaner and quieter** was agreed to be a satisfactory policy:
 - The Zero Emission Zone prioritises the health of the people in the City
 - Efforts to reduce noise, pollution and litter were welcomed and received positively
 - Clean and litter free cycle and walking routes and public spaces encourages people to use these on a regular basis
 - But electric Vehicles are perceived to be expensive to buy and maintain – there is low awareness about EVs in general
- **Street space is used more efficiently and effectively** was acceptable:
 - Street allocation is encouraging especially for cyclists
 - Timed traffic at Bank and street closures encourages both safety and usability for all audiences
 - Prioritising walking, cycling and buses will make the streets safer, especially for pedestrians
 - But the Street Hierarchy is confusing and needs to be explained in a clearer way

Proposals that the panel saw as being less of a priority or harder to implement

- **The City is accessible to people of all abilities**
 - Mostly deemed to be valuable as accessibility for all seems inclusive – esp. those with disabilities of mobility issues
 - But some had concern about how pedestrian crossings and pavements could be kept clear in practice
- **A more diverse range of people choose to cycle**
 - A mix of positive feedback as cyclists appreciate the increased cycle parking and being prioritised in the policy
 - But there were some negative comments as some non cyclists, drivers and pedestrians feel shared spaces won't work and more education needs to be given to cyclists about obeying the highway code
- **Our street network is resilient to changing circumstances**
 - Keeping transport flowing in different circumstances creates flexibility and convenience and reducing street works and rainwater run off is beneficial
 - Although issues were raised on how this would be achieved, as design to protect streets from all weather didn't seem realistic. Nor did streets & networks remaining open during severe weather
- **Emerging transport technologies benefit the Square Mile**
 - Reduction of vehicle volume and vehicle demand tackles congestion and supporting walking & cycling and targeting air pollution is important to most
 - But there is confusion on how droids can be used on streets/ how drones will be monitored

The Ideal Advertising Campaign

We tasked our panel with a creative exercise to design a piece of advertising which best communicated the ideal platform and the main focus of the campaign to the public

It was agreed the campaign focus should be: Health (reducing air pollution), Reducing Congestion, Improved Safety (for pedestrians, cyclists, drivers), Clean Green Spaces that “make people relaxed and feel good”, and Accessibility for everyone

Suggested platforms included creative ideas such as:

- Interactive billboards
- Social media via current artists from the City
- Social media showing before/after videos of the changes (e.g. cyclists, pedestrians, those with disabilities and mobility issues)
- Podcasts featuring discussions with workers/residents affected by the issues
- Text messages to mobiles
- TV campaigns to target workers in the evening
- Mailshots to residents
- Volunteer “helpers” around the City to inform people of changes (similar to Olympic Game helpers)
- Incentives of free coffee identified on touchpoint maps for every 1000 steps to encourage exploring the City
- Famous residents using social media links to highlight the areas in the City and to introduce the corresponding policies

Northburgh House
10 Northburgh Street
London EC1V 0AT

T +44 [0]20 7253 9900
F +44 [0]20 7253 9911

info@populus.co.uk
www.populus.co.uk

Populus



Appendix 2 – Draft Transport Strategy

City Streets: Transport for a changing Square Mile

City of London Transport Strategy Draft for Consultation

November 2018

Contents

Chairman's foreword	5
Have your say.....	6
Introduction	7
Vision, aims and outcomes	16
Proposals.....	17
Proposal 1: Embed the Healthy Streets Approach in transport planning and delivery	18
The Square Mile's streets are great places to walk and spend time	19
Proposal 2: Put the needs of people walking first when designing and managing our streets....	19
Proposal 3: Complete the riverside walkway and improve walking connections between the riverside and the rest of the City.	23
Proposal 4: Enhance the Barbican high walks	23
Proposal 5: Ensure new developments contribute to improving the experience of walking and spending time on the City's streets.	23
Proposal 6: Promote and celebrate walking.....	24
Proposal 7: Provide more public space and deliver world-class public realm.....	24
Proposal 8: Incorporate more greenery into the City's streets and public spaces.....	25
Proposal 9: Reduce rainwater run-off on City streets and public realm	25
Proposal 10: Incorporate protection from adverse weather in the design of streets and the public realm	25
Street space is used more efficiently and effectively	26
Proposal 11: Take a proactive approach to reducing motor traffic.....	27
Proposal 12: Design and manage the street network in accordance with the City of London Street Hierarchy	29
Proposal 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time	32
Proposal 14: Make the best and most efficient use of the kerbside and car parks	32
Proposal 15: Support and champion the 'Turning the corner' campaign	33
The Square Mile is accessible to all.....	35
Proposal 16: Develop and apply the City of London Street Accessibility Standard.....	35
Proposal 17: Keep pavements free of obstructions.....	36
Proposal 18: Keep pedestrian crossings clear of vehicles.....	36
Proposal 19: Support and champion accessibility improvement to Underground stations.....	36
People using our streets and public spaces are safe and feel safe.....	38
Proposal 20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero	38
Proposal 21: Work with the City of London Police to reduce crime and fear of crime	44

Proposal 22: Ensure on-street security measures are proportionate and enhance the experience of spending time on our streets.....	44
Proposal 23: Improve the quality and functionality of street lighting.....	44
More people choose to cycle in the City	46
Proposal 24: Apply a minimum cycling level of service to all streets	46
Proposal 25: Increase the amount of cycle parking in the City	48
Proposal 26: Ensure new developments contribute to improving the experience of cycling in the City	49
Proposal 27: Promote and celebrate cycling	49
Proposal 28: Improve cycle hire in the City	49
The Square Mile's air and streets are cleaner and quieter.....	51
Proposal 29: Support and champion a central London Zero Emission Zone	52
Proposal 30: Install additional electric vehicle charging infrastructure	53
Proposal 31: Request an accelerated roll out of zero emission capable buses.....	54
Proposal 32: Support small businesses to accelerate the transition to zero emission capable vehicles.....	54
Proposal 33: Make the City of London's own vehicle fleet zero emissions.....	54
Proposal 34: Reduce the level of noise from motor vehicles	54
Proposal 35: Reduce noise from streetworks.....	55
Proposal 36: Encourage innovation in air quality improvements and noise reduction	55
Proposal 37: Ensure street cleansing regimes support the provision of a world-class public realm	55
Delivery and servicing needs are met more efficiently, and impacts are minimised.....	56
Proposal 38: Reduce the number of freight vehicles in the Square Mile	56
Proposal 39: Develop a sustainable servicing programme.....	59
Our street network is resilient to changing circumstances	60
Proposal 40: Allow some Local Access streets to function as City Access streets during significant disruption.....	60
Proposal 41: Reduce the impact of construction and streetworks	61
Proposal 42: Make the street network resilient to severe weather events.....	62
Emerging transport technologies benefit the Square Mile	64
Proposal 43: Establish a Future Transport Programme.....	64
Proposal 44: Establish a Future Transport Advisory Board.....	66
Proposal 45: Explore the need for legislative change to ensure emerging technology and innovation benefits the Square Mile	67
The Square Mile benefits from better transport connections.....	68

Proposal 46: Support and champion better national and international connections to the Square Mile	68
Proposal 47: Support and champion improved connections to the Square Mile from Greater London and the surrounding region	69
Proposal 48: Support the increased use of the Thames for passenger services	69
Proposal 49: Review bus provision across the City	70
Proposal 50: Support the Mayor of London in retaining locally-generated taxation	70
Proposal 51: Encourage continued Government investment in major London transport projects	71
Delivering the Strategy	72
Proposal 52: Using temporary interventions and trials to accelerate the pace of delivery	73
Proposal 53: Improve our monitoring of transport in the Square Mile.....	74
Proposal 54: Support change across London that is aligned with this Strategy	80
References	81

DRAFT

Chairman's foreword

DRAFT

Have your say

1. We would like to hear your views on this draft of the City of London Transport Strategy. Comments and feedback will be used to inform the final version of the Transport Strategy, which is due to be published in spring 2019.
2. The consultation on the draft Transport Strategy will run from 12 November 2018 to 14 January 2019.
3. You can provide feedback and indicate your level of support for the proposals by visiting [\[insert consultation website URL\]](#)
4. Alternatively, you can write to strategic.transportation@cityoflondon.gov.uk or Strategic Transportation, City of London Corporation, PO Box 270, London, EC2P 2EJ.
5. Hard copies of this document can be requested by emailing us at the above address or calling 020 7606 3030.
6. Several drop-in sessions will be held at City libraries and in the reception area of the Guildhall throughout November, December and January. These will provide an opportunity to discuss the Transport Strategy with members of the City Corporation's Strategic Transportation team. Please see our website for details www.cityoflondon.gov.uk/transportstrategy
7. The City of London is also currently consulting on the draft Local Plan, City Plan 2036. This sets out the vision, strategy and objectives for planning and development over the next 20 years. Please visit www.cityoflondon.gov.uk/cityplan2036 for more details.

Introduction

8. The City of London, also known as the Square Mile, is the historic heart of London and one of the world's leading financial centres. It is home to 8,000 residents and a working population of over 480,000 people. Each year the City also welcomes over 10 million tourists, in addition to those visiting for business.
9. How people and goods travel to and around the City has a significant impact on the experience of living, working and studying in or visiting the Square Mile. Facilitating the safe, clean and efficient movement of people and vehicles serving the City, alongside improving the quality of streets and public spaces, will be essential to ensuring the continued success of the City as a global centre for business and cultural destination.
10. As the highway authority for the Square Mile, the City of London Corporation (City Corporation) is responsible for the management of most streets within the City. Transport for London (TfL), the integrated transport authority for Greater London, manages the Transport for London Road Network (TLRN, also known as 'Red Routes'), of which there are several miles within the Square Mile. TfL also manages and operates London's public transport, the Congestion Charge and Emission Zones.



Figure 1: Map of the City of London boundary and the Transport for London Road Network (TfL road network)

11. This Transport Strategy provides a 25-year framework for future investment in and management of the City's streets, as well as measures to reduce the social, economic and environmental impacts of motor traffic and congestion. It also sets out our aspirations for improvements to the TLRN and local, national and international transport connections. It details an ambitious approach to transport and the design and management of streets in response to the challenges arising from significant growth, fast-moving technological development and changing travel habits.
12. The Square Mile's workforce is forecast to increase to 570,000 by 2030 and to over 620,000 by 2044. The residential population will also grow, with nearly 3,000 more people living in the Square Mile by 2044. This growth will lead to more people travelling on the City's streets, and in particular more people walking, and increased demand for high quality public spaces. More residents, workers and visitors will also mean more deliveries and servicing of offices, homes, shops, pubs, cafes and restaurants.
13. This extra demand must be accommodated within a fixed amount of street space. The Square Mile's streets must enable the movement of people and vehicles to and through the City while also providing space for parking and loading. Our streets are also public spaces that provide workers, residents and visitors with places to meet, eat and drink, or just appreciate the unique character of the Square Mile. Attractive and safe public spaces, with seating and things to see and do are a vital ingredient of a modern city.
14. The next 25 years will see major changes in transport technology. Vehicles will increasingly be connected and automated, and new mobility services will emerge. New technology can present great opportunities for travel and transport, but also presents challenges over how these new advancements are managed and controlled. Automated vehicles, for example, may be able to use street space more efficiently and reduce collisions, but the availability of relatively cheap private transport could lead to more people choosing not to use public transport.
15. As the City grows it will be essential to reduce motor traffic and facilitate the movement of people by the most efficient modes of transport. Reductions in traffic will also help improve air quality and make our streets safer. Fortunately, most people already travel to and around the Square Mile on foot, by cycle or public transport. These travel trends are likely to continue in the future, but only if walking, cycling and using public transport are convenient, attractive and safe ways to travel.

Travel and transport in the Square Mile

16. The City is one of the best-connected places in the world. TfL rates the whole of the Square Mile as having a Public Transport Accessibility rating of above 6 – the highest possible score. This is made possible by an extensive public transport network with six mainline railway stations, 12 Underground and DLR stations and a high density and frequency of bus services. Large numbers of commuters also use stations near the City, including London Bridge and Waterloo. There are also river bus services which stop at Blackfriars Pier and at Tower Pier just outside the City. Significant improvements have and are being made to public transport provision, particularly with the construction of the Elizabeth line which will operate trains to the City at Farringdon and Liverpool Street/Moorgate from autumn 2019.



Figure 2: City of London rail, Underground, and DLR networks

17. 93% of commuter travel to the Square Mile is by public transport (84%), walking (5%) or cycling (4%)ⁱ. Fewer than 5% of City workers drive to work. Walking is by far the main mode of travel within the City, with over 750,000 walked journeys a day. In recent years investment in cycling infrastructure has resulted in an estimated tripling in the number of people cycling in the Square Mile. People cycling now make up a quarter of vehicles and this figure can rise to over 50% on major streets during rush hourⁱⁱ.

93%

of commuter travel to the City is by



Public transport (84%)



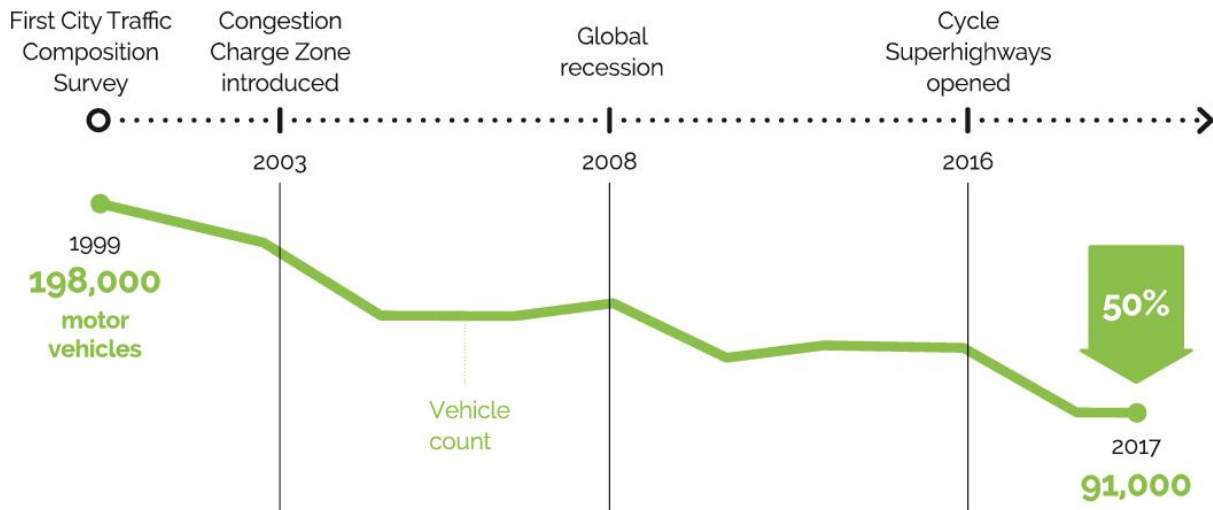
walking (5%)



Cycling (4%)

18. Traffic in the City has changed significantly since the late 1990s, both in terms of total volume and overall composition. Traffic counts across the City show that overall motor traffic volumes have reduced by approximately 50%, with the greatest reduction being in the number of cars and taxis. The greatest observed reductions have coincided with key events such as the introduction of the Congestion Charge, the global recession and the introduction of Cycle Superhighways. ⁱⁱⁱ

How motor vehicle volumes have changed across the City since 1999



19. The most recent traffic counts in autumn 2017 found a slight increase in car volumes, probably caused by the increasing volumes of private hire vehicles. Freight volumes, after dropping significantly between 1999 and 2004, have levelled off in recent years^{iv}.

----- TEXT BOX START -----

How the Square Mile's streets have changed over the last 25 years

In common with cities around the world, the focus of transport planning and traffic management in Square Mile during the 1960s, 70s and 80s was accommodating motor vehicles. Streets such as London Wall, Upper and Lower Thames Street and the Aldgate gyratory were rebuilt to maximise the flow of motor traffic. People walking were expected to cross these streets via bridges and subways. A thirty-mile network of walkways was planned, but never completed. Very few junctions had pedestrian crossings and pavement widths were kept to a minimum.

This approach began to change in the early 1990s, when the City Corporation approved an experiment to close Bank Junction to through movement and to retime traffic signals throughout the Square Mile. Twenty-five years later these aspirations are beginning to be realised with the Bank on Safety project, which restricts access to general motor traffic during the day. The proposals for Bank were part of a wider plan, 'Key to the future', which sought to reduce motor traffic in the centre of the City. These proposals took on an extra urgency following the IRA bombings of the Baltic Exchange and Bishopsgate in 1992 and 1993, leading to the introduction of a temporary 'Ring of Steel' in July 1993.

Officially known as the 'Traffic and Environment Zone', the Ring of Steel was made permanent in 1994. It significantly reduced the number of places where motor vehicles could enter the City, with many smaller streets closed to through traffic. This, together with carriageway narrowing and the installation of check points at the remaining access points, meant that fewer motor vehicles could enter the City. Motor traffic in the centre of the Square Mile fell by 30% as a result. Associated changes made key junctions outside the Ring of Steel more efficient by cutting out some of the movements, for example the Southwark Bridge/Queen Street/Upper Thames Street junction.

The Ring of Steel was extended in 1996 to incorporate Saint Paul's and Old Bailey and in 2000 to include Broadgate and a slight extension into Hackney. A further extension in 2003 brought the west of the City into the traffic management zone. Other functional changes through the 1990s and early 2000s, saw pedestrian crossings added to 10 junctions and the installation of dropped kerbs and pedestrian refuges.

The last 15 years has seen an increased focus on improving the quality of the Square Mile's streets as places to walk, cycle and spend time. Overall, almost a third of the City's streets have been improved over this period. 99% of guard railing was removed through the 2000s and around 100 granite courtesy crossings installed at junctions. Two-way cycling began to be introduced on one-way streets in 2006, with over 100 streets made two-way for people cycling by 2015. In partnership with Transport for London, two Cycle Superhighways and a Quietway through the City have been completed. These have helped make cycling safer and allow more people to choose this increasingly popular mode of transport.

Starting in 2003, the Street Scene Challenge matched money generated from on-street parking and penalty charges to contributions from developers and occupiers - funding the delivery of multiple small schemes to improve the public realm across the Square Mile, such as Devonshire Square and Mitre Square. This collaborative approach has also funded significant improvements to:

- The area south of Saint Paul's, including converting the coach park into a new garden (completed 2011)
- The Cheapside quarter, including wider pavements to make Cheapside a more attractive place to shop and spend time (completed 2012)
- Holborn Circus, with more public space and seating and improved pedestrian crossings (completed 2014)
- The removal of the gyratory at Aldgate, which has enabled the creation of Aldgate Square – one of the largest public spaces in the Square Mile (completed 2018)
- Widening pavements, improving pedestrian and cycle crossings and creating new public spaces as part of the London Wall Place development (completed 2018)
- Public realm improvements around new offices for Bloomberg (completed 2018) and Goldman Sachs (due to complete in 2019)

Most recently, Bank on Safety, the experimental scheme to improve safety for people walking and cycling through Bank Junction, has been made permanent and plans for further improvements to the junction are now being prepared. This will be just one of the many large and small projects that will continue the transformation of the Square Mile's streets over the next 25-years.

----- TEXT BOX END -----

Understanding people's views of transport and streets in the Square Mile

20. The development of this Strategy has been informed by extensive engagement with the public and organisations with an interest in transport in the Square Mile. The first phase of engagement, held in February and March 2018, included:

- **City Streets survey:** 1,949 people accessed this survey which included questions on perceptions of the City's streets, priorities for the use of streets and kerb-side space, and ideas and suggestions for future street and transport improvements.
- **City Streets exhibition:** A supporting exhibition was held at the City Centre on Basinghall Street. The exhibition took visitors through historic and recent changes to the City's streets and presented future challenges. More than 7,000 people visited the City Centre over the two-month period.
- **Stakeholder workshops:** 77 representatives from City businesses, transport user groups and other organisations with an interest in transport in the Square Mile attended workshops in February and March 2018 to share their views on the transport challenges and opportunities.

21. The key themes emerging from this first phase of engagement were that:

- Motor traffic levels on the City's streets are too high
- People walking in the Square Mile are not given enough priority or space
- Conditions for cycling in the Square Mile need to be improved and made safer
- More greenery and seating should be provided on streets and the quality of the public realm improved
- Air quality in the Square Mile needs to be urgently improved
- There is potential to use streets more flexibly to accommodate the various demands on them at different times of the day
- The City's streets are not accessible to all
- The management of freight needs to be improved^v

22. A second phase of engagement, in June and July 2018, consulted on the proposed vision, aims and outcomes for this Strategy. Over 500 people and organisations responded to this consultation. The draft vision, aims and outcomes received high levels of support, with each being supported or supported with changes by between 77% and 92% of respondents^{vi}.

23. An independently recruited panel of City workers and residents also met three times during the development of the Strategy. This panel, which was facilitated by Populus, provided an opportunity to gain a deeper understanding of residents and workers' transport needs and concerns.

24. A Strategy Board made up of City business representatives, representatives from the Greater London Authority and TfL, and transport experts, also met three times during the development of the Strategy. This Board provided advice and acted as a sounding board for emerging proposals.

25. Reports of each phase of engagement, providing more details of feedback received, can be found on our website.

Supporting the delivery of the City of London Corporate Plan

26. The Transport Strategy is one of a suite of strategies that help to deliver the City of London Corporation's Corporate Plan. The Corporate Plan sets out the City Corporation's aims to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

27. The Transport Strategy will help 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
- Ensuring streets are accessible to all and provide an attractive space for the City's diverse community to come together

28. 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
- Helping create a smarter City, that supports and enables innovative transport technology and other mobility solutions

29. The Transport 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
- Ensuring streets are well maintained and resilient to natural and man-made threats

----- TEXT BOX START -----

Culture Mile

Culture Mile is a partnership between four UK leading arts, culture and learning institutions and the City Corporation to create a vibrant, cultural quarter. Stretching over just under a mile, from Farringdon to Moorgate, Culture Mile covers 15% of the total area of the Square Mile. Culture Mile incorporates the Barbican Centre and the new Museum for London and proposed Centre for Music. Several proposals in this Transport Strategy will directly support the delivery of Culture Mile by improving the public realm and enhancing walking and cycling routes to and within the area.

----- TEXT BOX END -----

Alignment with the City of London Local Plan

30. The new City of London Local Plan, called City Plan 2036, sets out the planning policies that will guide future growth and decisions on planning applications for the next 20 years.
31. Transport plays a key role in enabling and accommodating development, and the way the City grows affects demand for travel and public space. Reflecting this interrelationship, relevant policies and proposals in City Plan 2036 and this Strategy are aligned. In particular, several proposals support and respond to the significant change anticipated in the following 'Key Areas of Change';
- **Aldgate and Tower:** major hotel and office developments are under construction on Minories, as well as the Chinese Embassy relocating to the area's vicinity and proposals for redevelopment of the Mansell Street estate
 - **Blackfriars:** public realm enhancements are proposed along the Riverside walk, and the development of the Thames Tideway Tunnel will create a large new public space
 - **City Cluster:** a number of significant tall buildings are under construction, with further tall buildings permitted but not yet commenced. Employment in the Cluster is expected to nearly double once all current permissions are built and occupied
 - **Fleet Street:** significant occupational change in major buildings is expected in the short to medium term as existing occupiers relocate to other buildings
 - **Pool of London:** several buildings are likely to be vacated in the short-term, providing an opportunity for redevelopment in the area
 - **Liverpool Street:** increased retail space at Broadgate, the completion of Crossrail at Liverpool Street station and linkages to Culture Mile will initiate change in this area
 - **Smithfield and Barbican:** the delivery of the Culture Mile initiative, relocation of Museum of London to Smithfield, the potential development of a new Centre for Music on the site of the existing Museum of London and the possible relocation of Smithfield Market will see this area undergo significant change

MAP OF KEY AREAS OF CHANGE

Supporting the delivery of the Mayor's Transport Strategy

32. The Mayor's Transport Strategy (MTS) sets out the Mayor of London's policies and proposals to reshape transport in London by transforming the Capital's streets, improving public transport and creating opportunities for new homes and jobs. To achieve this, the Mayor wants to encourage more people to walk, cycle and use public transport.
33. The three key themes of the MTS are:
- **Healthy Streets and healthy people:** Creating streets and street networks that encourage walking, cycling and public transport to reduce car dependency and the health problems it creates
 - **A good public transport experience:** Enabling more people to travel by public transport, the most efficient way for people to travel over distances that are too long to walk or cycle

- New homes and jobs: Planning the city around walking, cycling and public transport use to unlock growth in new areas and ensure that London grows in a way that benefits everyone
34. This Strategy, together with a separate LIP Delivery Plan, will form the City of London Corporation's Local Implementation Plan (LIP). The City Corporation, along with London's 32 boroughs, is required to produce a LIP that details how we will support the delivery of the MTS. Our draft LIP Delivery Plan is published alongside this draft Strategy and provides more details of the alignment between our visions, aims, outcomes and proposals and the MTS.

DRAFT

Vision, aims and outcomes

35. Our vision

Streets that inspire and delight, world-class connections and a Square Mile that is accessible to all.

36. By delivering this vision we aim to...

- Ensure the Square Mile is a healthy, attractive and easy place to live, work, learn and visit.
- Support the development of the Square Mile as a vibrant commercial centre and cultural destination.

37. To create a future where ...

- The Square Mile's streets are great places to walk and spend time
- Street space is used more efficiently and effectively
- The Square Mile is accessible to all
- People using our streets and public spaces are safe and feel safe
- More people choose to cycle
- The Square Mile's air and streets are cleaner and quieter
- Delivery and servicing are more efficient, and impacts are minimised
- Our street network is resilient to changing circumstances
- The Square Mile benefits from better transport connections
- Emerging transport technologies benefit the Square Mile

Proposals

38. For each of the 10 outcomes, this chapter outlines our ambitions, summarises the key issues and challenges and sets out proposals for delivery.

39. Where appropriate proposals include delivery timescales using the following milestones:

- 2022 (to align with the LIP Delivery Plan))
- 2025
- 2030
- 2040
- 2044 (the end date for this Strategy)

Healthy Streets Approach

40. The Healthy Streets Approach provides the framework for this Strategy. This means we will place improving people's health and their experience of using streets at the heart of our transport decision making.

41. The 10 Healthy Streets Indicators (Figure X) 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 proposals set out in this Strategy will contribute to the delivery of Healthy Streets.



Figure 3: Healthy Streets Indicators (Source: Lucy Saunders)

Proposal 1: Embed the Healthy Streets Approach in transport planning and delivery

42. We will ensure that the Healthy Streets Approach is embedded in our transport planning and the design and delivery of projects by:

- Using the Healthy Streets Approach to inform strategic decision making and project prioritisation
- Using the Healthy Streets Check for Designers to assess proposals for projects that will have a significant impact on people's experience of using the City's streets and publishing the results
- Assessing planning applications against the Healthy Streets Indicators and requiring the use of the Healthy Streets Check for Designers on all developments that will have a significant impact on surrounding streets
- Assessing the health impacts of projects as part of the design process and post-implementation monitoring
- Including questions relating to the Healthy Streets Indicators in project monitoring and public perceptions surveys

----- TEXT BOX START -----

Healthy Streets Check for Designers

TfL's Healthy Streets Check for Designers is a tool that uses 31 metrics to assess how a street performs against the 10 Healthy Streets Indicators. It can be used to assess an existing street, proposed changes to a street or a completed project.

Using the Healthy Streets Check helps ensure that the factors that influence people's experience of being on street are properly considered. It also allows easy comparison of different design options to help inform decision making and make it easier for people to understand the relative benefits of different proposals during consultations.

----- TEXT BOX END -----

The Square Mile's streets are great places to walk and spend time

43. Walking is, and will remain, the main way that people travel around the Square Mile. We want people walking in the City to feel that their needs have been prioritised. By delivering this Strategy we will make the experience of walking on our streets a more enjoyable and rewarding experience – a great way to travel and to discover all that the City has to offer. Fewer, cleaner and quieter motor vehicles will mean that streets are less dominated by traffic and easier to cross. People driving and riding in the City will recognise the Square Mile as a place where people on foot come first – they will travel slowly and be prepared to give way to people walking. Pavements will be wide enough to avoid feeling uncomfortably crowded, even during the hustle and bustle of the morning and evening commute. High quality public realm, more seating, greenery, public art and events will mean that streets are also great places to stop, rest and relax.
44. Today, only 10% of people rate the experience of walking in the Square Mile as pleasant^{vii}. Our ambition is that this will increase to 75% by 2044. The City's streets are busy with people walking at all times of the day, and between 7am and 11pm there are more people walking on our streets than travelling by any other mode^{viii}. 65% of all travel movements in the Square Mile are made on foot and almost all of the 8,000 residents and 480,000 workers in the City will walk at least once during the day^{ix}. These numbers will increase as the City grows, with potentially a further 125,000 people walking on our streets within the next 25 years^x. The completion of the Elizabeth line in 2019 will intensify the arrival of people into the City – with each Crossrail train capable of accommodating 1,500 passengers.
45. Nearly three quarters of respondents to our City Street's survey think that people walking should be prioritised first out of all street users^{xi}. However, almost two thirds of respondents feel that people on foot are currently under prioritised and four in five think that pavements are overcrowded at some point during the day^{xii}. Respondents also want a more pleasant and attractive street environment; when asked to suggest one change to improve the City's streets, the most frequent non-transport request was for more greenery^{xiii}.

Proposal 2: Put the needs of people walking first when designing and managing our streets.

46. We will ensure that the needs of people walking are prioritised by:
- Applying the Healthy Streets Approach (Proposal 1) and considering the needs of people walking first when delivering changes to streets
 - Accepting that delivering priority for people walking may result in delays or reduced capacity for other street users, while seeking to minimise the impact on essential traffic through general traffic reduction (Proposal 11)
 - Increasing the number of pedestrianised or pedestrian priority streets from 25 kilometres at present, to 35 kilometres by 2030, and aiming for at least 50% (by length) of streets to be pedestrian priority by 2044
 - Making streets easier to cross and giving people on foot greater priority at the entrances to side streets
 - Widening pavements to provide more space for people walking, with the aim that all pavements will have a minimum Pedestrian Comfort Level of B+

----- TEXT BOX START -----

Pedestrian Comfort Levels

Pedestrian Comfort Levels are used to assess the level of crowding on a pavement or at a pedestrian crossing. The level of comfort, which is graded between A+ (most comfortable) and E (least comfortable), is based on the number of people walking and the space available, taking account of street furniture and other restrictions.

Transport for London's Pedestrian Comfort Guidance recommends a minimum comfort level of B+. This provides enough space for people to feel comfortable when walking at a typical pace and for them to be able to choose where to walk. Below this level, conflicts between people walking become frequent, walking is increasingly uncomfortable and frustrating and can lead to people stepping into the carriageway.

----- TEXT BOX END -----

Key walking routes

47. We will prioritise improvements to junctions and routes that are busiest with people walking and where pavement width and pedestrian crossings are inadequate for current or forecast demand. Improvements to the following routes and junctions will be delivered by 2030 to make walking quicker, safer and more comfortable:

- The area around Moorgate and Liverpool Street Stations (including Moorgate/London Wall junction) and the routes between these stations and key destinations, including the City Cluster, Culture Mile and Bank
- Bank Junction and streets between the junction and the City Cluster
- To support Culture Mile and coincide with the opening of the new Museum for London and proposed Centre for Music:
 - The route from the Millennium Bridge to Culture Mile, including changes to St Paul's Gyratory
 - The route between the Barbican and the new Museum for London, including Beech Street and Long Lane
- Fleet Street, including potential further changes to Ludgate Circus (in partnership with TfL)
- The Bishopsgate corridor, including Monument junction (in partnership with TfL)
- The Globe View section of the Riverside Walkway

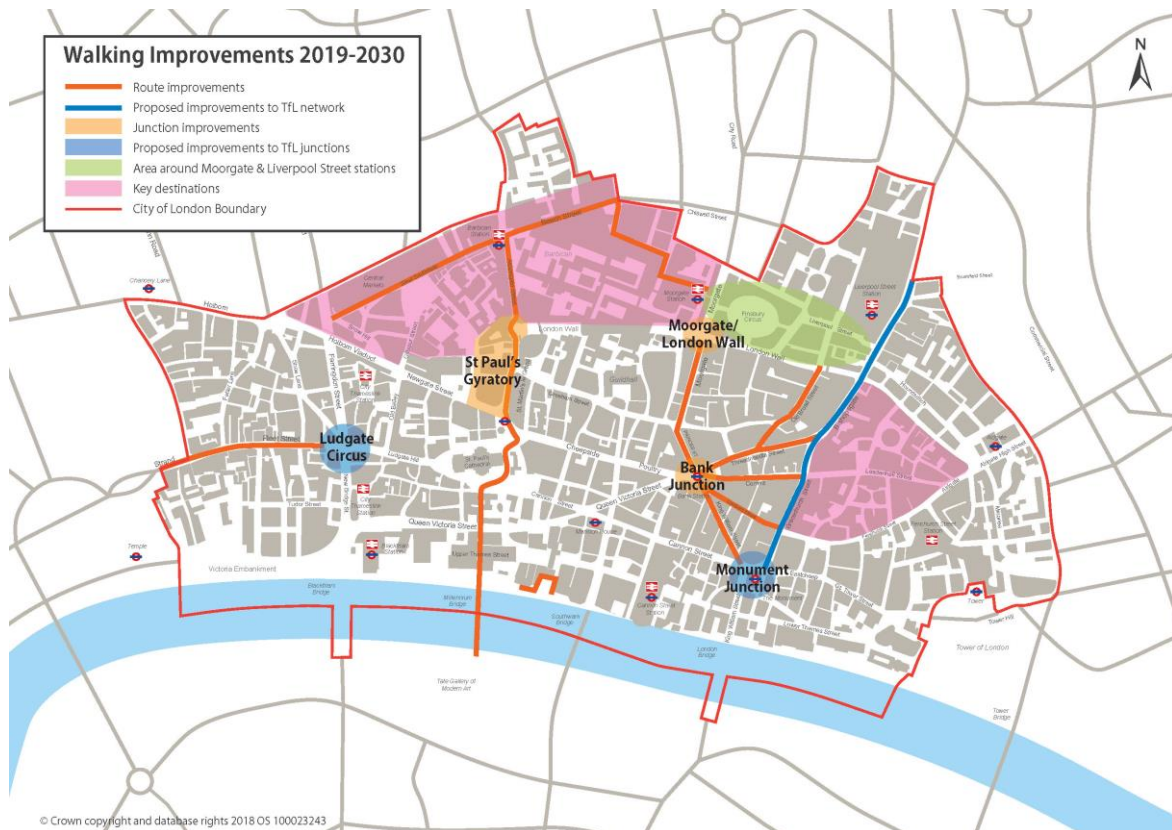


Figure 4: Proposed walking improvements 2019-2030 [MAP TO BE UPDATED]

Pedestrian priority streets

48. New pedestrian priority streets will be introduced across the Square Mile. The initial focus for introducing pedestrian priority streets will be within the City Cluster and Culture Mile. We will also identify opportunities to introduce pedestrian priority on streets with a pavement width of less than two metres. An indicative map of these streets is shown below. We will use traffic orders, temporary measures to change the look and feel of streets and signage to accelerate delivery of pedestrian priority streets in advance of permanent changes.
49. Pedestrian priority streets will be access only for motor vehicles, with all vehicles, including cycles, expected to give way to people walking. In some instances, streets will be fully pedestrianised or not allow motor vehicle access at certain times. The use of pedestrianised streets by cycles will be decided on a case-by-case basis to ensure people walking and cycling feel safe and comfortable. Pedestrian priority will be supported by design measures to encourage slow and courteous driving and riding.

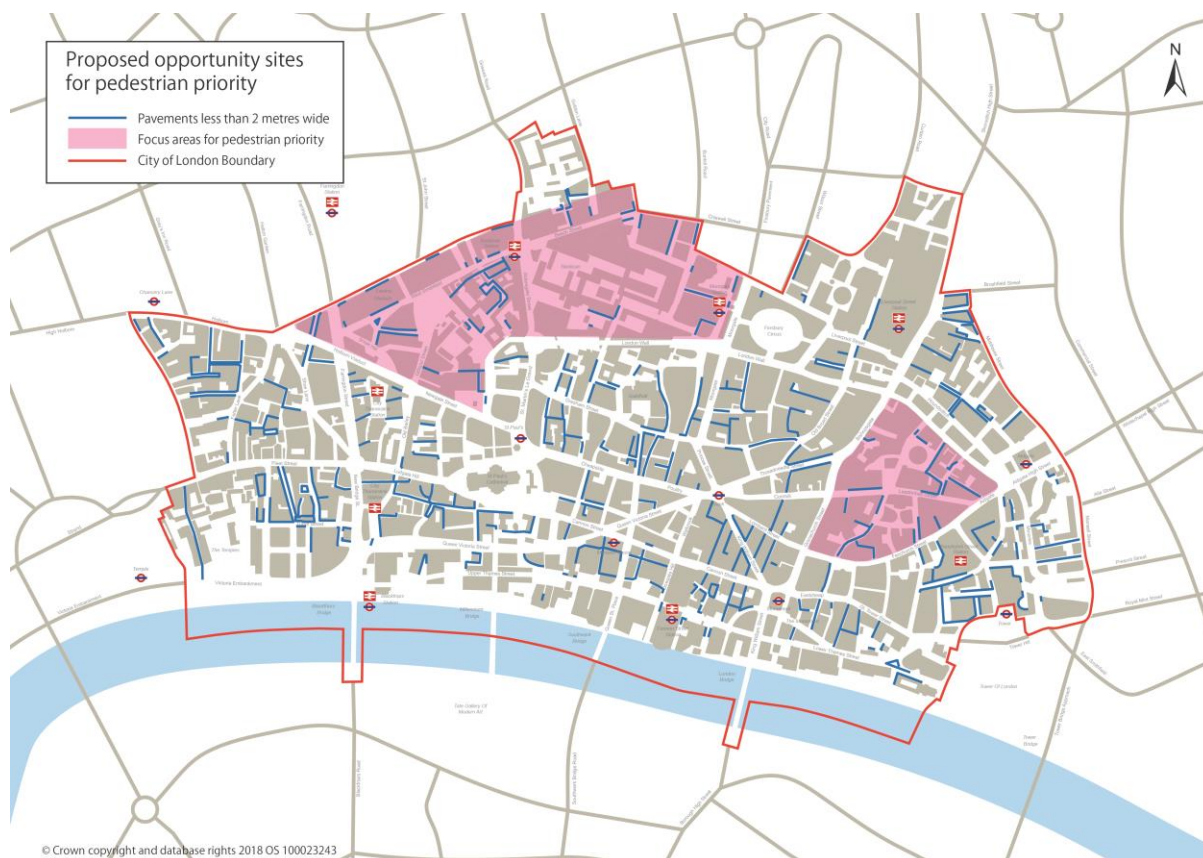


Figure 5: Proposed opportunity sites for pedestrian priority

Pedestrian crossings

50. We will work with Transport for London to make it easier for people walking to cross streets by reviewing all signalised pedestrian crossings with the aim of:

- Reducing the amount of time people wait for a green man, initially to a maximum of 60 seconds, followed by further reductions in waiting time over the life of this Strategy
- Giving people more time to cross by using a walking speed of 0.8 metres per second to determine crossing times (currently 1.2 metres per second)
- Installing sensors (Pedestrian SCOOT) to allow the amount of green man time to be automatically adjusted according to the number of people crossing
- Reducing overcrowding by widening crossings to provide a minimum pedestrian comfort level of B+
- Introducing formal diagonal crossings at all crossroads, ensuring pedestrian crossings are on desire lines and removing multi-stage crossings
- Installing raised tables to improve accessibility and ease crossing
- Introducing 'Green man authority' at appropriate locations – providing a default green man for people walking rather than a default green light for motor traffic

Continuous footways and courtesy crossings

51. We will give people walking greater priority and make streets easier to cross by:

- Providing courtesy crossings or continuous footways across all side street entrances
- Installing raised tables at junctions
- Installing raised tables at existing informal crossings and identifying locations for additional crossing points

Campaigns and promotion

52. Campaigns and promotional activities will raise awareness among all street users of the priority being given to people walking in the Square Mile. Physical changes to streets will be supported by education, engagement and enforcement to reinforce positive behaviours by drivers and riders towards people walking.

Proposal 3: Complete the riverside walkway and improve walking connections between the riverside and the rest of the City.

53. We will complete the Globe View section of the riverside walkway by 2022. We will also work with Transport for London, landowners, developers and other partners to:
- Improve the connections between the riverside and the rest of the City by making it easier to cross Upper and Lower Thames Street. Improvements will include installing a new pedestrian crossing at the junction with Puddle Dock by 2022, to provide direct access to Blackfriars Pier. We will also work with Transport for London to explore the potential to install additional street-level crossings as an alternative to existing bridges
 - Improve the quality of the public realm along the riverfront and identify opportunities to create new open spaces. Opportunities will be identified and delivered through an updated Riverside Walkway Enhancement Strategy that will be published in 2022
 - Wherever feasible use the redevelopment of sites along the riverside to widen the walkway
 - Use the planning process to activate the riverfront by introducing more ground floor leisure uses such as restaurants and cafes where they will not adversely affect residents

Proposal 4: Enhance the Barbican high walks

54. We will ensure that the Barbican high walks are well maintained and enhanced where necessary. This will include improving signage and the visibility of access points to make them easier to navigate, particularly along the key north-south link from Wood Street.
55. We will maintain existing public lifts that provide access to the high walks and other walking routes. We will explore the potential to add new public and publicly accessible lifts where required through the development process.

Proposal 5: Ensure new developments contribute to improving the experience of walking and spending time on the City's streets.

56. Through the planning process we will work with developers and future occupiers to ensure all new developments provide world-class public realm and contribute to improvements to surrounding streets and walking routes. Existing walking routes and public access across private land will be maintained and major developments will be expected to create new walking routes through their site.

Proposal 6: Promote and celebrate walking

57. We will encourage residents, workers and visitors to explore the Square Mile on foot by:

- Completing the roll out of Legible London maps and directional signs across the Square Mile by 2022
- Improving people's awareness of traffic free walking routes, such as alleyways and routes through parks and gardens, through promotional activities and dedicated wayfinding
- Organising led walks, working with businesses and heritage and cultural institutions to promote walking and exploring the potential for an annual City walking festival
- Supporting London-wide, national and international walking campaigns

----- TEXT BOX START -----

Legible London

Legible London maps and signs were developed by Transport for London to make it easier for people to walk around London. They provide a consistent approach to wayfinding, with over 1,700 signs and maps already installed across the Capital. Legible London maps are also provided in Underground stations, and at bus stops and cycle hire docking stations.

----- TEXT BOX END -----

Proposal 7: Provide more public space and deliver world-class public realm

58. We will improve the experience of spending time on the City's streets by:

- Identifying opportunities to create new public spaces by reallocating carriageway
- Increasing the amount of formal and informal seating on-street and in squares, public spaces and parks. The amount and location of additional on-street seating will be carefully considered to maximise opportunities for social interaction while maintaining adequate width and comfort for people walking. Where necessary space will be reallocated from the carriageway
- Implementing a high standard of design when delivering improvements to streets and public spaces and ensuring streets and public spaces are clean and well maintained
- Working with partners to activate the public realm and make the experience of walking and spending time on streets and public spaces more interesting and engaging
- Improving the public realm in areas where there are buildings and structures of significant historical and architectural importance. Improvements will enhance the setting of significant buildings and other heritage assets and improve accessibility to historic attractions

59. The City of London Public Realm Supplementary Planning Document (SPD) provides detailed guidance on designing, delivering and managing world-class public realm in the Square Mile. The Public Realm SPD will be reviewed and updated by 2022 following the adoption of the City Plan 2036.

Proposal 8: Incorporate more greenery into the City's streets and public spaces

60. We will work with occupiers, businesses, residents and other partners to provide and maintain more permanent and seasonal greenery on the City's streets. This will include incorporating greenery and planting when making changes to streets and the public realm, including measures that deliver pedestrian priority, traffic calming and vehicle access restrictions. Where possible new planting will incorporate sustainable drainage. Plants will be chosen to maximise biodiversity and create a more interesting and engaging streetscape.

Proposal 9: Reduce rainwater run-off on City streets and public realm

61. Opportunities to incorporate sustainable drainage systems will be reviewed for all transport and public realm schemes, with projects designed to minimise the volume and discharge rate of rainwater run-off. The inclusion of soft landscaping, planters, green walls and trees in all schemes where space permits will also contribute to reducing run-off rates.

Proposal 10: Incorporate protection from adverse weather in the design of streets and the public realm

62. Where possible, transport and public realm projects will incorporate features that provide people walking, cycling and spending time on streets with protection from rain, wind and high temperatures. For example, shade and shelter provided by trees, building canopies and awnings and other street furniture, such as bus stop shelters. Designs will be carefully considered to ensure features to provide shade and shelter help make streets and public space more attractive and engaging.
63. The potential impact on street users of sun exposure and any increase in wind speeds and tunnel effects from new developments (particularly tall buildings) will be assessed and mitigated through the planning process.

Street space is used more efficiently and effectively

64. We want the use of the Square Mile's streets to better match the priorities of residents, workers and businesses. Street space will be used more efficiently, with more space and time provided for people walking, cycling and travelling by bus. General reductions in the number of motor vehicles will help reduce delays for the essential traffic that remains. Some streets will be used in different ways at different times of the day. For example, by providing space for people to walk and relax during the day, while allowing deliveries overnight. Temporary closures of streets to motor vehicles will provide opportunities for cultural and community events and simply enjoying the City. The kerbside will also be used more dynamically and effectively, with commercial vehicles having priority access to parking and loading no longer causing an obstruction, particularly at the busiest times of day.
65. The most common suggestion, made by a third of City Streets survey respondents, for one change people would like to see on the City's streets was for a reduction, cap, targeted or City-wide ban of motor vehicles. The second and third most requested changes were for more space for walking and more space for cycling respectively^{xiv}. When asked how different uses of the City's streets should be prioritised, respondents ranked people walking, cycling and using buses as the highest priorities.

How City Streets survey respondents prioritised different street users and uses

Street users

- ① People walking
- ② Buses and people cycling
- ③ Delivery and servicing vehicles
- ④ Taxi and private hire
- ⑤ Cars/motorcycles/mopeds

Kerbside uses

- ① Greenspace and seating
- ② Cycle parking
- ③ Loading and unloading
- ④ Taxi ranks
- ⑤ Motorcycle/moped parking
- ⑥ Parking bays

66. Over the last two decades there has been a 50% reduction of motor traffic levels in the Square Mile while the number of workers in the City has increased by 50%^{xv}. Currently, 45% of motor vehicles in the Square Mile are cars (including private hire vehicles), 21% are taxis and 22% vans and goods vehicles.
67. Cycles and buses represent the most space efficient modes of vehicular transport. Based on average occupancy, they require 200m² and 250m² of street space respectively to move 100 people. The same number of people travelling in a car or taxi would need 760m².

Proposal 11: Take a proactive approach to reducing motor traffic

68. Delivering this Strategy will result in a reallocation of street space from motor vehicles to provide more space for people walking, cycling and spending time on the City's streets. To avoid unreasonably impacting the movement of essential motor traffic it will be necessary to reduce the overall volume of motor vehicles on the City's streets. Reducing motor traffic is also key to improving air quality and delivering Vision Zero.

Essential traffic



Walking



Cycling



Buses



Freight and servicing with a destination in the City



Private and shared vehicles being used by people with particular access needs

69. We will proactively seek to reduce motor traffic to support the delivery of this Strategy, with the aim of achieving a 25% reduction by 2030. Reductions in all types of motor traffic will be required to achieve this, with the most significant reductions being in the number of private cars and private hire vehicles using the City's streets.
70. To achieve this, we will champion and support the development of the next generation of road user charging for London and encourage the Mayor of London and TfL to accelerate the development of new charging mechanisms.
71. This new approach to charging should be implemented within the next Mayoral term. All income should be reinvested in the delivery of Healthy Streets, with a proportion of income generated ring fenced to provide funding for City of London and borough projects.

72. While the new charging mechanism is being developed, we will encourage TfL to undertake a further review of the existing Congestion Charge. This review should be wide-ranging and consider charging levels, boundaries, timings and exemptions.
73. If a clear commitment to road user charging is not set out in the next Mayor's election manifesto, we will explore the feasibility of developing an appropriate charging mechanism for the Square Mile, working with London Councils and London's boroughs to ensure a coordinated approach.
74. Additional measures and initiatives to reduce motor traffic in the Square Mile will include:
- Supporting TfL's efforts to reduce the number of Private Hire Vehicles operating in central London. We will also work with TfL and large operators to reduce circulation and empty running and promote ridesharing
 - Working with the taxi industry to reduce empty running of taxis within the Square Mile, including a City-wide review of taxi ranks and promotion of ride hailing apps
 - Delivering Proposals 38 and 39 to reduce the number of delivery and servicing vehicles in the Square Mile, particularly at peak travel times
 - Working with TfL to identify opportunities to reduce the number of buses travelling through the City without compromising public transport accessibility (Proposal 49)
 - Not providing any additional on-street car and motorcycle parking, identifying opportunities to use parking reductions and restrictions to discourage private vehicle use and continuing to require all new developments to be car-free
 - Working with businesses to reduce the use of private cars, private hire vehicles and taxis for commuting and for trips within the Square Mile and central London
 - Introducing access restrictions and other measures to reduce through traffic in line with the City of London Street Hierarchy (Proposal 12)
75. In addition to reducing traffic by 25% by 2030 we will aim for a reduction in motor traffic volumes of at least 50% by 2044. We will publish more details about how we plan to achieve this level of reduction, including working with TfL to develop coordinated measures across central London, following the next Mayoral election and clarification of how the next Mayor will approach road user charging in central London. Achieving this level of traffic reduction is likely to require new shared mobility services and other transport technology innovations, which the City Corporation will support and champion through our Future Transport Programme (Proposal 43).

----- TEXT BOX START -----

Road User Charging

London was a global leader in road user charging when the Congestion Charge was introduced to central London in 2003. There was an immediate reduction in congestion of 30% and 15% less circulating traffic^{xvi}.

The Congestion Charge is now 15 years old and has only been subject to minor alterations since it was introduced. In this time, the challenges facing central London have changed considerably. A thriving weekend and night time economy now means that evening and weekend traffic levels (when the Congestion Charge is not in operation) are now similar to those on weekdays. In addition, the proportion of vehicles in the zone that are subject to the charge continues to reduce; particularly because of increasing numbers of licensed private hire vehicles, which are currently exempt from the charge.

An updated road user charge, that could be varied according to patterns of demand and by vehicle type, would be more effective in reducing traffic levels and congestion in central London. A central London or London-wide approach, compared to a City specific charge, would be the most beneficial model. This will help reduce traffic over a much wider area and avoid a 'patchwork' approach to traffic management by different authorities.

----- TEXT BOX END -----

Proposal 12: Design and manage the street network in accordance with the City of London Street Hierarchy

76. The City of London Street Hierarchy describes the function of every street in terms of motor traffic movement. We will design and manage the street network in accordance with the hierarchy to encourage drivers to use the right street for the right journey.

77. The categories in the hierarchy are:

London Access streets	Preferred streets for motor vehicles that do not have a destination in, or immediately adjacent to, the Square Mile.
City Access streets	Preferred streets for motor vehicles that are travelling around the Square Mile or to immediately adjacent destinations.
Local Access streets	Primarily used for the first or final part of a journey, providing access for vehicles to properties.



Figure 6: Proposed City of London Street Hierarchy

78. A street's position in the hierarchy will be one factor that helps inform decisions on how space is allocated between different users and uses of that street. Alongside the street hierarchy we will also consider:

- The views and aspirations of different street users and City residents, workers and businesses
- How to best prioritise walking, cycling and buses as the most efficient ways to move people
- How to incorporate the street's role as a public space and reflect the types of buildings and uses along it, including planned development
- How to provide appropriate access for delivery, servicing, and other commercial activities
- How to provide access for residents, people of all abilities and people with access requirements, such as heavy luggage or injuries and illness
- How to maintain emergency response times and access for emergency services

79. Traffic management measures to implement the street hierarchy will be identified through the development of area based Healthy Streets Plans. These will consider:

- How to reduce the use of Local Access streets by through traffic, while maintaining access
- Opportunities to introduce pedestrian priority, improve the experience of walking and cycling, enhance the public realm and create new public space
- Potential changes to kerbside uses including loading and parking

- Opportunities for area-based approaches to the management of freight and servicing, including consolidation and retiming of deliveries
- The need for network changes to support planned and future development

80. The first three plans, to be developed by 2022, will cover the following areas:

- Barbican and Smithfield: supporting the delivery of the Culture Mile Look and Feel Strategy and the new Museum for London. The area covered will align with City Plan 2036 Barbican and Smithfield key area of change
- Bank and Guildhall: incorporating the transformation of Bank Junction and supporting the delivery of the proposed Centre for Music and associated changes to the Museum of London roundabout and St Paul's Gyratory
- City Cluster and Fenchurch Street – responding to the growth of the City Cluster and the proposed upgrade of Fenchurch Street station and enabling the delivery of the City Cluster Area Strategy. This will align with the City Plan 2036 City Cluster key area of change and incorporate part of the Aldgate and Tower key area of change

81. Healthy Street Plans will be developed in consultation with residents, businesses and other partners and stakeholders. Initial delivery will focus on implementing functional network changes, small scale projects and temporary interventions to change the look and feel of streets and provide additional public space. This will be followed by full implementation, including major transformational projects, that will be programmed to correspond with major developments in the area.

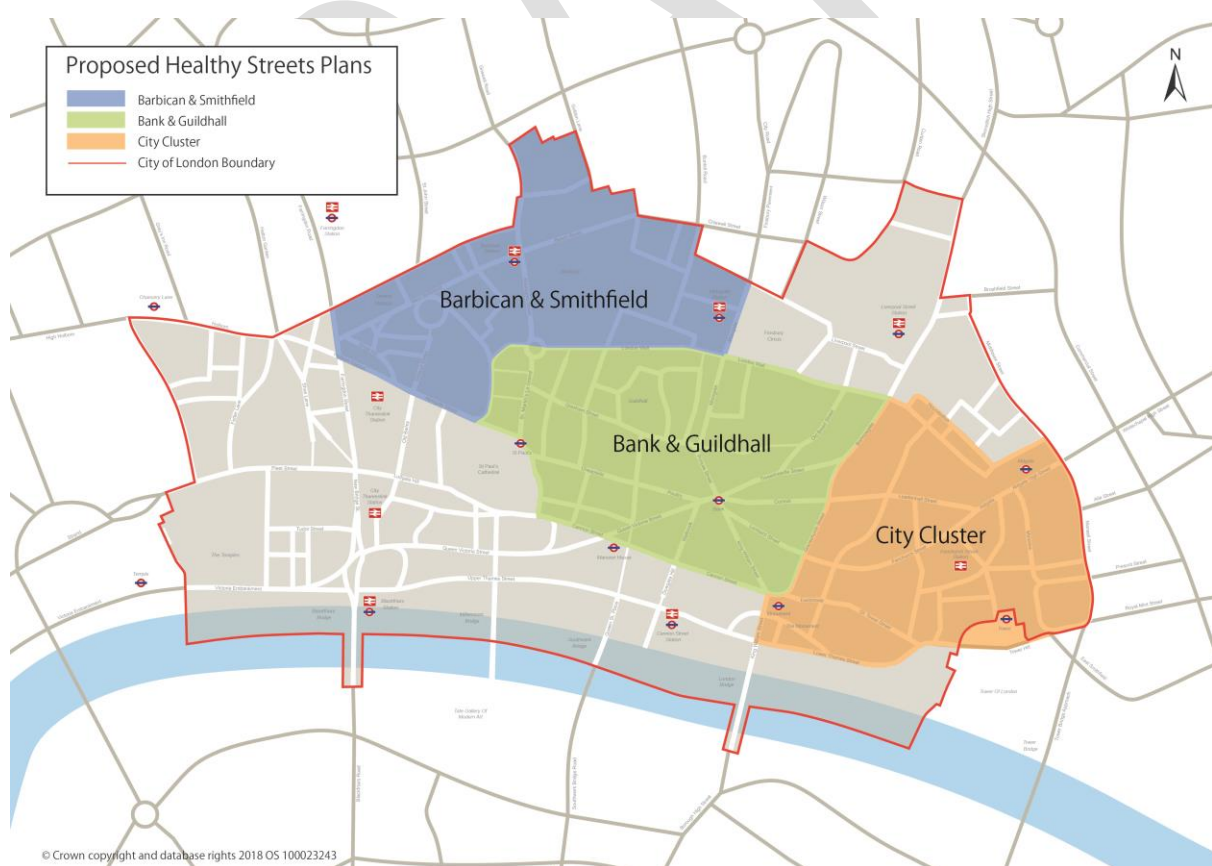


Figure 7: Proposed Healthy Streets Plan areas

Proposal 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time

82. Where necessary and appropriate, we will introduce timed restrictions to motor vehicle access to support the implementation of pedestrian priority streets; make walking and cycling safer and more accessible; and improve the experience of spending time on the City's streets. The potential for timed closures to general motor traffic to improve bus journey times will also be explored. The extent of timed restrictions and types of vehicles excluded will be decided on a case-by-case basis, applying the approach outlined in Proposal 12, and subject to modelling, impact assessments and consultation prior to implementation.
83. We will also seek to improve the experience of walking and spending time on the City's streets by:
- Launching a Lunchtime Streets programme in 2019 to provide additional space for people using streets at lunchtime during the summer months. At least five Lunchtime Streets will be in operation by 2025
 - Supporting the leisure and cultural offer of the City by holding 'car-free' weekends and days, with streets only open to people walking and cycling. We will aim to hold the first car-free day, covering the area around Guildhall and Bank, in 2019
 - Supporting and facilitating closures by third parties and residents, particularly those that help promote walking and cycling and allow residents, workers and visitors to enjoy the City's leisure, cultural and historical offer
 - Exploring the potential to make better use of street closures already required to facilitate existing events, such as the Lord Mayor's Show and City Run. For example, by extending the time closures are in place or increasing the number of streets that are closed to traffic

Proposal 14: Make the best and most efficient use of the kerbside and car parks

84. We will keep the use and management of the kerbside and City Corporation car parks under frequent review to:
- Identify opportunities to reallocate space from on-street car and motorcycle parking to increase the space available for people walking, support the delivery of cycle infrastructure and provide additional public space and cycle parking
 - Ensure adequate on-street provision of short stay commercial parking, disabled bays, taxi ranks, loading bays and coach bays
 - Identify spare capacity in City Corporation car parks and explore alternative uses for this space
 - Identify opportunities to reduce obstructions caused by vehicles loading or waiting to pick up passengers, particularly on bus and cycle routes and at peak travel times
85. We will complete and consult on the outcomes of the first City-wide kerbside review by 2022. In addition to the items outlined above, this review will consider the potential to:
- Extend the charging period for on-street parking bays to include evenings and weekends for non-commercial vehicles
 - Introduce variable charging for motorcycle parking based on motorcycle size and emissions

- Encourage the use of car parks for long stay parking by reducing the maximum parking time for cars and vans on-street and introducing a maximum on-street parking time for motorcycles
- Extend the Controlled Parking Zone hours to evenings and weekends
- Designate on-street car parking as 'service bays' during the working day (7am-7pm), with parking restricted for use by commercial vehicles
- Reduce the maximum loading period from the current 40 minutes when the City's Controlled Parking Zone restrictions apply
- Introduce more dedicated loading bays and use technology to allow real-time management of loading activity
- Implement multi-use spaces, for example loading bay during off-peak hours, additional pavement space during the morning, lunchtime and evening peaks and a taxi rank during the evening

Further reviews will be conducted at least every five years.

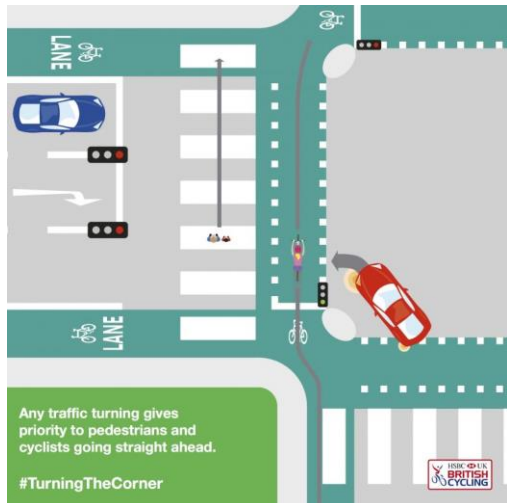
Proposal 15: Support and champion the 'Turning the corner' campaign

86. We will support efforts to secure changes to the Highway Code and national legislation to give people walking and cycling priority at all types of junctions over traffic turning across their path. This arrangement enables simpler junction designs and reduces waiting times at signal-controlled junctions for all users, including drivers. By reducing conflicts between left turning vehicles and people walking and cycling, these changes will support proposals to prioritise people walking and deliver Vision Zero.

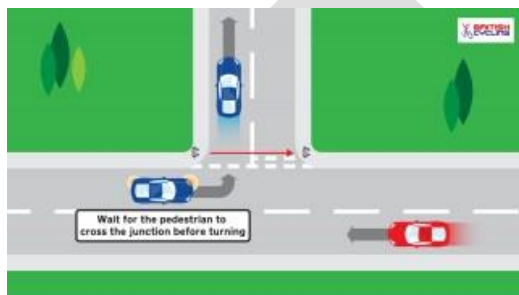
Turning the corner campaign

'Turning the Corner' is a campaign led by British Cycling, encouraging the Government to update the Highway Code and national legislation to change the way priority is given at junctions to people walking and cycling. These changes would bring benefits to all street users by improving safety for people walking and cycling and allowing junction layouts to be simpler and clearer and more efficient for all users.

Example changes to junctions:



At a signal-controlled crossing, the changes would mean people walking, people cycling and motor traffic going in the same direction would all receive a green signal at the same time. Vehicles turning across those walking and cycling would have to give way. Most other countries, including the rest of Europe, operate their signal-controlled crossings in this manner.



At a T-junction, vehicles entering and exiting the minor road would have to give way to both people walking across the minor road and people cycling going straight ahead on the major road. This arrangement is used across much of Europe.

The Square Mile is accessible to all

87. Everybody must be able to travel easily, comfortably and confidently to and around the Square Mile. Delivering the Strategy will help remove obstacles to walking, cycling and using public transport. Pavements and crossings will be smooth, level and wide enough to avoid uncomfortable crowding. People using cycles as mobility aids or mobility scooters and powered wheelchairs will be able to use new and improved cycle lanes. Streets will be cleaner, quieter and less stressful places that offer more opportunities to stop and rest. Changes to streets will be supported by new transport technologies that will emerge over the next 25 years, including new shared transport services. Advancements in app-based technologies and other transport innovations will help provide specialised and tailored accessibility support for anyone who may benefit from them. An accessible public transport network will mean that people with limited mobility are no longer penalised by having to make longer or more expensive journeys.
88. 14% of Londoners currently consider themselves to have a disability that impacts their day to day activities 'a little' or 'a lot'. This is expected to rise to 17% by 2030^{xvii}. Walking is the main mode of travel for disabled Londoners, with 78% reporting they walk at least once a week. However, 65% of disabled Londoners consider the condition of pavements to be a barrier to walking more frequently^{xviii}. London-wide the proportion of disabled Londoners who travel by Underground and National Rail is considerably lower than for non-disabled Londoners. Gaps in the step-free public transport network mean that a step-free journey is on average 11 minutes slower than a journey using the full network^{xix}. Transport has been identified as the biggest challenge to living in the Capital for people with Dementia (an estimated 72,000 Londoners currently live with Dementia)^{xx}.
89. Respondents to our City Streets survey who identified as having a disability or long-term health conditions, highlighted particular concerns about poor air quality, motor traffic volumes and public transport crowding^{xxi}.

Proposal 16: Develop and apply the City of London Street Accessibility Standard

90. We will work with City residents, workers, the City of London Access Group (COLAG), our internal access team and groups representing the needs of different street users to develop the City of London Street Accessibility Standard (COLSAS). COLSAS will set minimum and desired standards for the design of streets to ensure they provide an environment where all current and potential users feel welcome and safe and can travel comfortably and confidently.
91. The standard will be applicable to all City Corporation managed streets and we will work with TfL to apply the standard to the Transport for London Road Network. We will apply COLSAS by carrying out a detailed access audit of all City streets to assess the current level of accessibility. Details of necessary improvements, including a delivery timetable, will be set out in a Streets Accessibility Action Plan. COLSAS and the Streets Accessibility Action Plan will be published by 2022. Improvements to streets that do not meet the minimum COLSAS standard will be prioritised, with all critical improvements delivered by 2025.

Proposal 17: Keep pavements free of obstructions

92. We will ensure that pavements are free of obstructions by:

- Not permitting a-boards on the pavement and encouraging owners and occupiers to not place a-boards on private land adjacent to the pavement
- Only allowing outdoor seating where businesses can demonstrate that adequate width will be maintained during the busiest time of day
- Working with owners and landlords and using the licensing system to prevent pavements and streets being blocked by people standing outside bars and pubs
- Ensuring operators of dockless cycle hire schemes require users to leave bikes in designated parking locations and promptly remove any cycles not left in these locations (see Proposal 28)
- Continuing to reduce clutter by removing unnecessary street furniture and ensuring remaining furniture is positioned to maintain a clear walking route, including identifying opportunities to affix street lights and signs to buildings
- Seeking to maintain a pedestrian comfort level of B+ when installing new street furniture, signage, trees and greenery, bollards and security features (see Proposal 2)
- Ensuring that temporary signage does not significantly reduce pavement width and work with contractors, utilities and developers to ensure signs are placed in carriageway when they will not pose risk to other road users
- Review the role of pavement obstructions in incidences of trips, falls and claims against the City Corporation

Proposal 18: Keep pedestrian crossings clear of vehicles

93. We will work with TfL and London Councils to encourage the Government to change the Highway Code and introduce new legislation to prevent queuing vehicles blocking pedestrian crossings. Any new offences should be decriminalised to allow civil enforcement through issuing a penalty charge notice.

94. While awaiting legislative change, we will encourage drivers to leave crossings clear through targeted campaigns and trialling changes to crossing design, such as coloured markings or box junction style hatching.

Proposal 19: Support and champion accessibility improvement to Underground stations

95. We will work with TfL to prioritise investment in accessibility improvements to Underground and DLR stations within the Square Mile, beginning with making Bank Station accessible. Through the planning process we will identify opportunities to introduce step free access as part of new developments and major refurbishments. We will also work with Network Rail to introduce step free access at Moorgate national rail platforms. Our ambition is that all stations within the Square Mile are accessible by 2044. We will liaise with TfL to identify the programme of investment required to achieve this and include further details the final version of this Strategy.

Step-free access to London Underground and DLR stations in the City



**Full step-free
access**

Blackfriars



**Partial step-free
access**

Tower Hill
Liverpool Street
Moorgate
Cannon Street
Bank
Barbican



**No step free
access**

Mansion House
Monument
Aldgate
St Pauls
Chancery Lane

DRAFT

People using our streets and public spaces are safe and feel safe

96. No one should be prevented from choosing a particular mode of transport because of concerns for their personal safety. Delivering this Strategy will result in fewer motor vehicles on our streets and those vehicles will be moving at slower speeds. Collisions will occur less often and will not result in death or serious injury. Fewer, slower vehicles, together with high quality street lighting, will also mean that streets feel safer at all times of the day. Motor vehicles themselves will be equipped with advanced sensors and better automatic safety features that will further reduce or eliminate human driving error. Security features will be sensitively incorporated into the streetscape and will incorporate features that help make streets more attractive places to walk and spend time. The Square Mile will continue to experience a low rate of crime and fear of crime, supported by reductions in thefts of and from vehicles.
97. In 2017, 54 people were killed or seriously injured in traffic collisions on the City's streets, including 26 while walking, 15 while cycling and nine while riding a moped or motorcycle. The number of people killed and seriously injured in the Square Mile has unfortunately remained relatively consistent at approximately 50 a year, since 2010^{xxii}. Nine out of 10 collisions in the Square Mile that result in a death or serious injury involve a motor vehicle^{xxiii}.
98. The City is fortunate to experience low levels of crime and fear of crime, with 80% of people reporting that they feel safe from crime and terrorism^{xxiv}. While this is encouraging, we must continue to provide high-quality policing, well designed and maintained public spaces and proportionate security measures that ensure people are safe and feel safe.

Proposal 20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero

99. We will deliver Vision Zero to eliminate death and serious injuries on the City's streets by 2040. Our interim targets are that no more than 35 people a year are killed or seriously injured by 2022 and that there are fewer than 16 deaths or serious injuries a year by 2030
100. Measures to deliver Vision Zero and reduce road danger will be delivered across four themes:
- Safer streets
 - Safer speeds
 - Safer vehicles
 - Safer behaviours
101. We will work in partnership with the City of London Police, TfL and organisations representing different street users to apply the safe system approach and the principles of road danger reduction. This means:
- Being proportional in our efforts to tackle the sources of road danger, focussing on those users of our streets who have the greatest potential to harm others due to the size and speed of their vehicle

- Recognising that people will always make mistakes and that collisions can never be entirely eliminated. Our streets must therefore be designed, managed and used to cater for an element of human error and unpredictability
- Reducing vehicle speeds on our streets to minimise the energy involved in collisions and protect people from death or injury
- Seeking to reduce slight injuries and fear of road danger alongside the principal focus on eliminating death and serious injuries

102. We will publish a comprehensive Road Danger Reduction Action Plan every five years. The 2018 – 2023 plan will be updated in 2019 immediately following the adoption of this Strategy.

Safer streets

103. We will redesign our streets to reduce the likelihood and severity of collisions. Locations for change will be identified and prioritised based on the risk to people walking, cycling and riding powered two wheelers, and the number and severity of collisions. Locations will be reviewed on an annual basis.

104. Priority locations for change by 2030, using analysis of data from 2012 to 2017 data, are:

- Moorgate (London Wall to Eldon Street)
- High Holborn (Holborn Circus to Warwick Lane)
- Cannon Street (Mansion House Station to New Change)
- St Paul's Gyratory
- Aldersgate Street/Beech Street
- Fleet Street/New Fetter Lane Junction
- Lombard Street – Fenchurch Street Corridor
- Old Broad Street/London Wall
- Camomile Street/St Mary's Axe

105. In addition, we will work with TfL to deliver changes at the following priority locations on the TLRN:

- Bishopsgate
- Monument Junction
- Embankment (Temple Avenue to Puddle Dock)
- Mansell Street
- Southwark Bridge/Lower Thames Street
- Upper Thames Street (London Bridge to Eastcheap)

106. In addition to the above we will work with TfL to monitor and if necessary further improve Farringdon Street and New Bridge Street (including Ludgate Circus).



Figure 8: Proposed priority locations for safer streets]

107. Other measures to change streets to reduce the likelihood and severity of collisions will include:

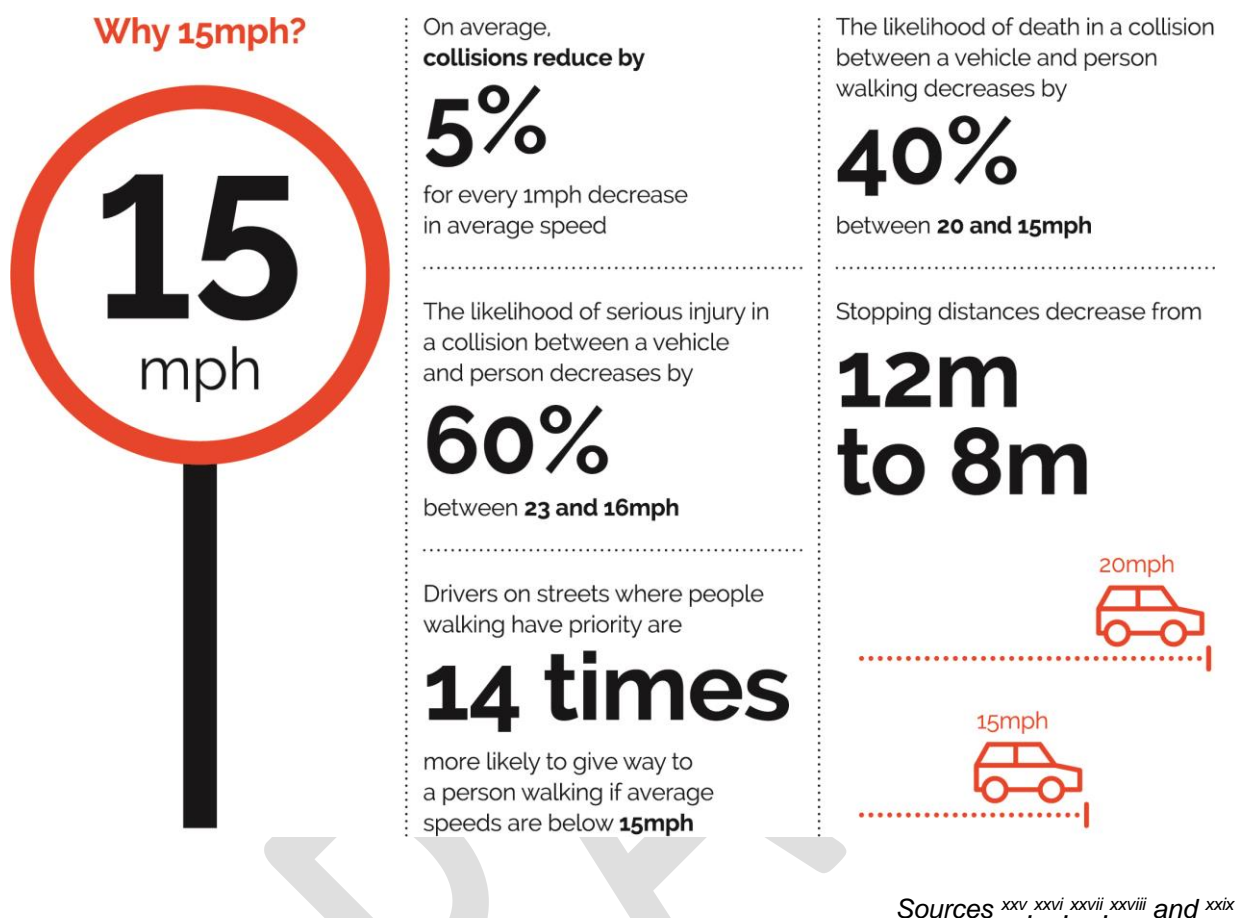
- Narrowing and raising the entrances to side streets to require drivers and riders to manoeuvre more slowly
- Exploring the potential for changing the look and feel of streets to reinforce positive behaviours by people driving and riding in the Square Mile, including appropriate speed, acceleration and overtaking. Innovative techniques that use road markings and temporary or light touch changes to give behavioural cues will be trialled and assessed in up to five locations by 2022
- Continuing to maintain a smooth and level surface on pavements and carriageways to reduce the risk of trips and falls by people walking and riding in the City

Safer speeds

108. Reducing the speed of vehicles decreases the likelihood of a collision and the severity of injury in the event of one.

109. To ensure people drive and ride at speeds appropriate to the City context we will seek permission from the Department for Transport to adopt a City-wide 15mph speed limit by 2022. If successful, we will encourage TfL to seek permission to deliver this new limit on the TLRN, particularly along the Bishopsgate corridor.

110. We will work with the City of London Police to deliver engagement, education and enforcement to support the implementation of the 15mph speed limit.



111. To make it easier for drivers to comply with the existing 20mph and proposed 15mph speed limits we will encourage the uptake of intelligent speed adaptation (ISA) in the Square Mile by:

- Asking TfL to prioritise the roll out of bus ISA on routes which operate in the Square Mile, with the aim of bus ISA operating on all routes by 2022.
- Adopting ISA in our own fleet procurement practices as part of our renewal programme. Insurance savings will be quantified and shared as best practice guidance for City suppliers and through the Fleet Operator Recognition Scheme (FORS)
- Ensuring ISA is a standard requirement for any service procured by the City Corporation with a fleet requirement
- Promoting the installation of ISA in taxis and private hire vehicles and encouraging TfL to make ISA a requirement for new taxis and private hire licensing.
- Encouraging the uptake of ISA in other fleets, such as hauliers, construction firms and coach operators
- Working with the insurance industry and vehicle manufacturers to promote and encourage the use of ISA in private vehicles

----- TEXT BOX START -----

Intelligent Speed Adaptation

Intelligent speed adaptation (ISA) is an in-vehicle system which uses GPS and a database of speed restrictions to limit vehicle speeds. Studies have shown that ISA delivers a substantial decrease in average speed and speed variances and eliminates speed limit violations. It is estimated that non-voluntary ISA could halve the number of fatal collisions in the UK¹.

----- TEXT BOX END -----

Safer vehicles

112. We will improve the safety of motor vehicles which use City's streets by:

- Using the Fleet Operator Recognition Scheme (FORS) to integrate safety into fleets by:
 - Continuing the CityMark accreditation programme to ensure vehicles at City construction sites meet FORS standards. We will encourage the inclusion of CityMark in Construction Logistic Plans (CLP).
 - Encouraging TfL and industry stakeholders to develop FORS standards for coaches and vans by 2022.
 - Encouraging the integration direct vision standards as part of FORS. This will also be mandated through CLPs and CityMark for City construction sites once the standards are implemented and normalised.
 - Supporting TfL with developing a motorcycle FORS standard for couriers and delivery riders, which will include improved safety training.
- Continuing to inspect over 1000 vehicles each year with the City Police Commercial Vehicles Unit. We will identify opportunities to intensify the programme and map enforcement related to development density by 2022.
- Work with industry, sector associations and motorcycle riders to identify and understand levers for motorcyclists to choose lighter, less powered vehicles when riding to and around the City.
- Identifying any potential risks associated with the uptake of new technologies, including the increased use of quieter zero emission capable vehicles.

----- TEXT BOX START -----

Fleet Operator Recognition Scheme and CityMark

The Fleet Operator Recognition Scheme (FORS) is a voluntary accreditation scheme for fleet operators. The scheme aims to raise the level of quality within fleet operations, and to demonstrate which operators are achieving best practice in safety, efficiency, and environmental protection.

CityMark is a project developed by the City Corporation to improve monitoring of vehicle standard compliance at construction sites in the Square Mile.

All construction projects in the City are members of the Considerate Contractors Scheme (CCS) and CityMark is an addition to that scheme. This keeps the CCS up to date with the leading related safety initiatives, FORS and the Construction Logistics for Community Safety (CLOCS) standard.

----- TEXT BOX END -----

Safer behaviours

113. We will encourage all the users of our streets to travel safely by:

- Expanding the 'exchanging places' training course for professional drivers to include the experience of walking, as well as cycling, in the Square Mile
- Encouraging TfL to require safety training as part of private hire and taxi licensing. This will include Bikeability Level 3 training
- Providing and promoting free cycle training for people who live, work and study in the City; working closely with City businesses to offer this training in a convenient and easily accessible way
- Encouraging TfL to include safety-based performance measures instead of timetable performance measures in bus contracts. We will work with TfL and operators to implement these changes as part of its Bus Safety Standard
- Working with the City of London Police to deliver targeted enforcement of dangerous and reckless driving and riding, including using plain clothed officers
- Promoting safe driving and riding through targeted behaviour change campaigns.
- Work with the freight industry and research partners to understand the impact of delivery schedules on driving style and speeds

Proposal 21: Work with the City of London Police to reduce crime and fear of crime

114. We will work with the City of London Police to ensure the design and management of streets helps everyone feel safe and reduces opportunities for crime at all times of the day. Quarterly meetings will review crime trends and methods and identify opportunities to reduce crime through changes to street design and management, enforcement and awareness campaigns.
115. Initial measures to reduce vehicle theft and vehicle enabled crime will include:
- Trialling ground anchors at motorcycle theft hotspots to reduce thefts and help tackle motorcycle enabled crime. We will initiate the trial in 2019 and review the utilisation of anchors and impact on theft rates ahead of proposed roll out
 - Running campaigns with motorcycle and cycle groups to promote best practice locking and security measures
 - Reviewing security provision in City Corporation car parks and other assets as part of the development and delivery of last mile logistics facilities (see Proposal 38)

Proposal 22: Ensure on-street security measures are proportionate and enhance the experience of spending time on our streets

116. We will work with the City of London Police, developers and City businesses to support the Secure City program by taking a risk-based approach to implementing appropriate and proportionate on-street security measures. We will aim to ensure that security measures are:
- Discreet and installed to avoid reducing the space available to people walking and cycling
 - Multi-functional, incorporating seating, greenery or public art where possible to improve the experience of walking, cycling and spending time on streets
 - Designed and installed to take account of the access needs of people with disabilities
 - Designed and installed to take account of access requirements for servicing
117. We will work with industry partners to develop hostile vehicle mitigation standard benches, planters, fountains and other street furniture. This will include moveable security features to support timed access restrictions for motor vehicles.

Proposal 23: Improve the quality and functionality of street lighting

118. By 2022 the City Corporation will have upgraded its street lighting in accordance with the City of London Lighting Strategy. The following principles will be embedded across our transportation and public realm schemes as well as developments through the planning process.
- Use street lighting to improve the look, feel and ambience of streets
 - Improve the quality of lighting for people walking and cycling
 - Reduce road danger through appropriate lighting at areas of higher risk, such as junctions
 - Match lighting provision to the City of London Street Hierarchy and the character of streets

- Ensure lighting supports CCTV operation
- Allow flexible lighting control to support City of London Police operations

DRAFT

More people choose to cycle in the City

119. Most of the vehicles on the City's streets will be cycles, with more people choosing to cycle and cycles being used for more types of journeys. We want the range of people choosing to cycle to match the diversity of people who live, work and study in or visit the City. Most people, whether they choose to cycle or not, will consider cycling to be a safe, easy and pleasant way to travel around the Square Mile. Reduced traffic, slower speeds and a dense network of cycle friendly streets will mean that anyone who wishes to cycle is not prevented from doing so because of concerns about safety. The cycle network will cater for all types of cycles, including cycles as mobility aids and cargo cycles. Different types of cycles will also be available for hire across the City, supporting more flexible cycling. A safer and more relaxed cycling experience will in turn encourage safer and more relaxed cycling behaviour that reflects the priority given to people walking on the City's streets.
120. Our City Streets survey found that only 4% of people currently consider the experience of cycling in the City to be pleasant (and 56% consider it to be unpleasant). We want this figure to be 75% by 2044. More than half of people cycling in the City scored their feeling of safety while cycling as a 1 or 2 out of 5^{xxx}. On average 19 people cycling have been killed or seriously injured on our streets every year for the last five years^{xxxi}. We recognise that the current situation on many of our streets is also leading to perceived and real conflicts between people who cycle and other streets users, with negative interactions between people walking and cycling being raised as a significant issue in public consultations.
121. Despite these challenges, the number of people choosing to cycle in the Square Mile has grown significantly over the last 20 years. People cycling now make up nearly a third of all vehicular traffic during the daytime in the City, compared with less than 4% in 1999^{xxxii}. There is significant potential to further increase the number of people cycling. Analysis by TfL has found that up to 15,700 trips a day to the City that are currently made by motorised modes could potentially be cycled in part or full. Over two thirds of these trips are currently made by taxi or car^{xxxiii}.

Proposal 24: Apply a minimum cycling level of service to all streets

122. We will make the Square Mile a safe, attractive, and accessible place to cycle by applying a minimum cycling level of service to all streets by 2044.
123. On the streets shown in Figure X below, which will form a core cycling network, we will ensure that either:
- Motor traffic volumes are kept below 150 vehicles an hour in each direction at the busiest time of day and priority is given to people cycling over motor vehicles. If necessary, we will introduce traffic management measures to reduce the number of vehicles on these streets.
- or
- Protected cycle lanes that are a minimum of 1.5m wide per direction of travel are provided, with 2m wide protected cycle lanes wherever possible.

124. We recognise that initially it may not be possible to achieve these levels of service at all locations and will identify mitigating measures in the short and medium term to manage this.

125. We will prioritise cycling improvements and interventions on the core cycle network. This will ensure that nearly all property entrances are within 250m of the network, providing access to destinations across the Square Mile and linking with the wider London cycle network.

126. We will support cycle logistics and the use of cycles as mobility aids by ensuring that all parts of this network are designed to be accessible to non-standard cycles, such as cargo cycles or adapted cycles.

127. We will deliver the following parts of the core cycle network by 2030:

- Aldgate to Holborn Circus via Bank including connecting the City Cluster to Cycle Superhighway (CS) 2 and CS6
- CS3 to St Paul's via the City Cluster and London Wall (in conjunction with planned network improvements at St Paul's Gyratory)
- CS1 to CS4 via Bank (including working with TfL to make improvements to Monument Junction)
- Bank to Blackfriars (including improvements at Mansion House junction)
- CS2 to CS3 via Mansell Street (in partnership with TfL)



Figure 9: Proposed core cycling network and phasing

128. On Local Access streets that do not form part of the core cycling network, we will aim to keep motor traffic volumes below 150 vehicles an hour in each direction at the busiest time of day to give priority to people cycling over motor vehicles. For the majority of Local Access streets this will require relatively little intervention, other than junction improvements. Traffic levels are already low, and this Strategy will deliver reductions in traffic volumes (Proposal 11) and introduce a City-wide 15mph speed limit (Proposal 20). In cases where traffic volumes exceed this limit we will seek to reduce traffic volumes through changes to access and traffic management.
129. On City Access streets, we will aim to meet the standards described above but recognise this may not be possible on all streets due to their role in traffic movement or space constraints. Other proposals in this Strategy, such as the introduction of a City-wide 15mph speed limit, will help make these streets safer, more attractive, and more accessible places to cycle.
130. To support the new cycling levels of service we will also:
- Review all shared pedestrian/cycle spaces, such as Queen Street, and where necessary propose physical changes, campaigns, education, engagement and enforcement to improve interactions between people walking and cycling
 - Use signage and road markings to emphasise priority for people cycling over motor vehicles
 - Introduce safety improvements at the priority locations identified in Proposal 21 to ensure they are safe and easy places to cycle
 - Trial temporary schemes and infrastructure wherever possible to review impacts on other street users and accelerate the delivery of the cycle network
131. Additional measures to support the delivery of the core cycle network will include:
- The use of Construction Logistics Plans and Delivery and Servicing Plans to manage the number of freight vehicles using the network, particularly at peak times
 - Enhanced cycle wayfinding and signage
 - Working with boroughs neighbouring the City and TfL to improve continuity and connectivity between our cycle networks

Proposal 25: Increase the amount of cycle parking in the City

132. We will conduct a City-wide cycle parking review and publish a Cycle Parking Delivery Plan by 2022. This will:
- Review the availability and distribution of both on and off-street public and residential cycle parking provision to ensure adequate provision, taking account of forecast demand
 - Assess requirements for public and residential cycle parking that can accommodate cargo cycles and adapted cycles
 - Promote the use of City Corporation car parks for long stay cycle parking.
 - Explore the potential for innovative parking solutions that increase the space efficiency of cycle parking
 - Assess the potential for commercially operated cycle parking hubs that provide enhanced security and facilities
 - Assess occupancy levels of cycle parking in recently completed commercial buildings to understand current use and inform future planning policy on workplace cycle parking

Further reviews will be conducted on a regular basis, and at least every 5-years.

Proposal 26: Ensure new developments contribute to improving the experience of cycling in the City

133. Through the planning process we will work with developers and future occupiers to:

- Ensure all new developments provide secure cycle parking facilities, that are at least in line with the London Plan's minimum standards for cycle parking, have step free access and include lockers and showers in commercial developments
- Encourage the provision of parking facilities that are suitable for non-standard cycles, including providing off-street storage for cargo bikes and hand carts in developments that include ground floor retail and takeaway food outlets
- Provide on-site short stay cycle parking for visitors and, where possible, additional public cycle parking in the public realm
- Contribute to improving conditions for cycling on adjacent streets, particularly those that connect to or form part of the core cycling network

Proposal 27: Promote and celebrate cycling

134. We will encourage residents, workers and visitors to cycle to and around the Square Mile by:

- Connecting businesses and residents to additional cycling support services, such as maintenance and insurance
- Improving people's awareness of the cycling network and cycle routes to the City through promotional activities and wayfinding
- Organising led rides, working with businesses and heritage and cultural institutions to promote cycling
- Exploring the potential for an annual City cycling festival
- Supporting London-wide, national and international cycling campaigns and hosting periodic cycling events
- Targeted campaigns and promotional activities to encourage a more diverse range of people to cycle

Proposal 28: Improve cycle hire in the City

135. We will work with TfL and cycle hire providers to improve the quality and accessibility of all cycle hire facilities including docked, dockless, and cargo cycles for residents, workers, and visitors. In doing so, we will ensure that:

- Cycles for hire are readily accessible in suitable numbers and in appropriate locations across the City
- There are adequate parking and docking facilities and that these are managed to respond to peaks in demand
- Hire cycles and associated infrastructure do not obstruct pavements or pedestrian crossings or pose a danger to street users
- Operators cover the costs of any additional infrastructure required to facilitate cycle hire

- Any redistribution of hire cycles by vans or other motorised modes are done with zero emission capable vehicles
- Dockless cycle operators actively restrict their users from parking outside designated areas and quickly remove cycles that are parked in these areas
- Cycle hire parking and docking locations and total spaces provided are reviewed and enhanced as demand changes

136. We will work with TfL and London Councils to secure a byelaw that grants local authorities in London regulatory powers to effectively manage current and future cycle hire activities on our streets.

DRAFT

The Square Mile's air and streets are cleaner and quieter

137. By 2044, transport related local air pollution and carbon emissions will have been cut to virtually zero and streets will be quieter more relaxing places. Together with wider action to reduce emissions from buildings and development, this will mean that the City enjoys some of the cleanest urban air in the world. There will be fewer motor vehicles and those remaining will be powered by electricity or other zero emission technologies. Emerging automation technology will reduce speeds and avoid aggressive acceleration and braking, leading to less tyre and brake wear. New approaches to noise management will mean that street works cause less disturbance.
138. Exposure to high concentrations of Nitrogen Dioxide (NO_2) can irritate the airways of the lungs, increasing the symptoms of those suffering from lung diseases. Fine particles can be carried deep into the lungs where they can cause inflammation and a worsening of heart and lung diseases^{xxxiv}.
139. Air quality in the Square Mile does not currently meet the safe limits set by the European Union or World Health Organisation (WHO) for NO_2 . Levels of exposure to particle matter (PM10 and PM2.5) are within the UK/EU limit value, however they exceed more stringent WHO standards, and the WHO recognises that there is no safe limit for these types of pollutants^{xxxv}.
140. Road transport is responsible for 26% of NO_2 emissions, 48% of PM10 and 60% of PM2.5, in the Square Mile. Current air quality monitoring records breaches for NO_2 on our busiest streets. In some locations recorded concentrations are twice the safe limit value. Projections show that NO_2 levels will still exceed safe limits on many of our busiest streets after the central London Ultra-Low Emission Zone's (ULEZ) restrictions on the most polluting vehicles come into effect^{xxxvi}. Brake and tyre wear mean that motor vehicles will also continue to be a significant source of particle matter even once the majority of vehicles are zero emission capable.

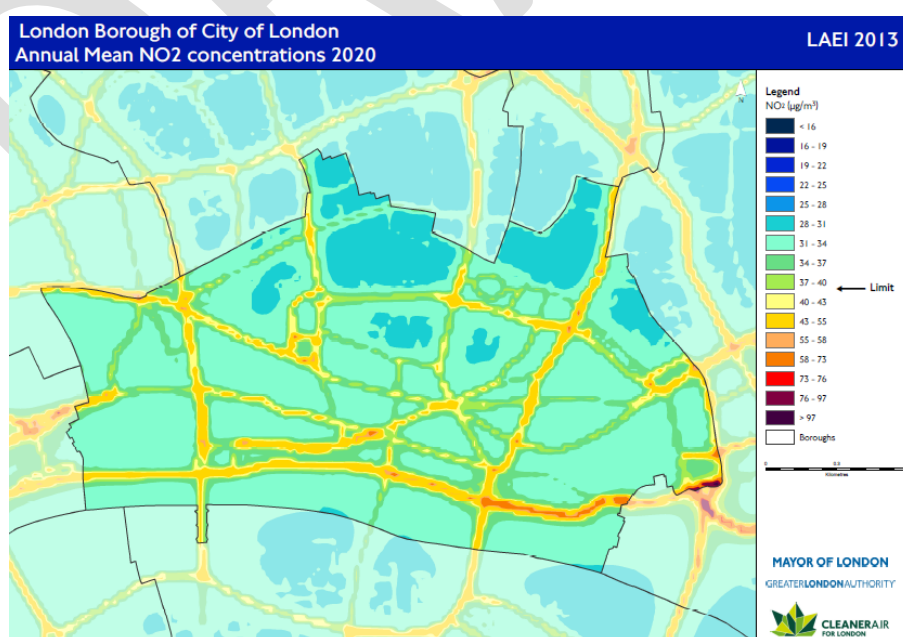


Figure 10: City of London Annual mean NO_2 concentrations 2020 (LAEI 2013)

141. In 2018, 7% of the Square Mile's CO₂ emissions are produced by motor vehicles. The carbon emissions from electric vehicles are dependent on the source of electricity. However, electric vehicles are far more efficient in fuel use/CO₂ output than combustion engines^{xxxvii}. An EU study based on expected performance in 2020 found that an electric car using electricity generated solely by an oil-fired power station would use only two-thirds of the energy of a petrol car travelling the same distance.^{xxxviii}
142. The direct health impacts of noise pollution include sleep disturbance, stress, anxiety, high blood pressure, poor mental health and school performance, and cognitive impairment in children. Risk of cardiovascular disease increases significantly when noise levels exceed 60 decibels, as they often do on urban streets. Noise can also discourage people from walking, cycling and spending time on streets^{xxxix}. 41% of respondents to a recent survey on people's experience and perceptions of noise in the Square Mile cited noise from traffic as a negative factor. Traffic noise was the most significant negative noise or sound identified, followed by noise from construction/building works, which was identified by 12% as an issue^{xl}.

Proposal 29: Support and champion a central London Zero Emission Zone

143. We will support and champion the introduction of a Zero Emission Zone (ZEZ) covering central London within the next Mayoral term.
144. We will seek a phased introduction of ZEZ restrictions with the aim of ensuring that 90% of motor vehicles entering the Square Mile are zero emission capable by 2030. This is likely to be achieved through a combination of access restrictions and charging for non-zero emission capable vehicles.
145. If a clear commitment to introduce a central London ZEZ is not set out in the next Mayor's election manifesto, or commitments are insufficiently ambitious, we will explore the feasibility of implementing a City-wide ZEZ, working with London Councils and boroughs neighbouring the City to ensure a coordinated approach.

Local Zero Emission Zones

146. While the Central London ZEZ is being developed we will introduce local ZEZs covering the Barbican and Golden Lane estates and the City Cluster by 2022. Proposals will be developed in consultation with residents and businesses and will reflect the availability of zero emission capable vehicles, while seeking to accelerate their uptake. We will coordinate proposals with TfL, London Councils and London's boroughs to ensure alignment with other existing and planned zero emissions areas and streets.



Figure 11: Proposed Local Zero Emission Zones

Proposal 30: Install additional electric vehicle charging infrastructure

147. We will install additional publicly accessible electric vehicle (EV) rapid charge points by 2025 to support the transition to zero emission capable vehicles, including exploring the potential for a charging hub with priority access for commercial vehicles. We will assess the need for additional charge points for taxis and investigate the charging infrastructure required to encourage a transition to electric powered two wheelers.
148. Locations will be identified through engagement with the TfL EV Infrastructure Taskforce. The first preference will be to install any charge points in car parks or other suitable off-street locations. Where it is essential to locate on-street, charge points will be installed in the carriageway rather than on the pavement
149. Through the planning process we will require the installation of rapid charge points in new developments with off-street loading. We will also encourage the owners, managers and occupiers of existing buildings with loading bays to install rapid charge points.
150. The provision of charging infrastructure will be kept under review to ensure it is sufficient to meet the needs of residents and vehicles serving the City without generating additional traffic. Reviews will also consider the need to update, and potentially reduce, charging infrastructure as battery technology improves.

----- TEXT BOX START -----

Existing electric vehicle charging provision

Fast charge points are currently available in all City Corporation public car parks and in the Barbican residents' car park. We are working in partnership with TfL to deliver a rapid charging hub for taxis in Baynard House car park and a single taxi only rapid charge point on Noble Street.

----- TEXT BOX END -----

Proposal 31: Request an accelerated roll out of zero emission capable buses

151. We will urge TfL to prioritise zero emission capable buses on routes through the Square Mile. We will request that all buses serving the City are zero emission capable by 2030, ahead of TfL's current commitment for all buses to be zero emission or hybrid by 2035.

Proposal 32: Support small businesses to accelerate the transition to zero emission capable vehicles

152. We will work with the Government, TfL and manufacturers to develop incentive schemes and favourable leasing arrangements that support small businesses in acquiring zero emission capable vehicles. We will consider opportunities, such as preferential pricing for parking/loading for vehicles in this category, to provide time limited incentives to invest in zero emission capable vehicles.

Proposal 33: Make the City of London's own vehicle fleet zero emissions

153. The City Corporation will upgrade its vehicles which operate in the Square Mile to meet the standards we set for local ZEZs. Contractors vehicles that operate within the Square Mile will also be required to meet these standards. Where possible EV charging infrastructure in City Corporation operational sites will be made available to contractors' vehicles.

Proposal 34: Reduce the level of noise from motor vehicles

154. The transition to zero emission capable vehicles and general traffic reduction will help to reduce noise from motor traffic. Other measures to reduce noise will include: well-maintained carriageway surfaces and utility access covers; campaigns to reduce engine idling and the inappropriate use of horns; and working with the emergency services to reduce the use and volume of sirens.
155. We will work with the City of London Police to undertake targeted noise enforcement of motor vehicles that do not comply with legal requirements to maintain an appropriate/type approved exhaust or are not within legal decibel limits for the vehicle type.

Proposal 35: Reduce noise from streetworks

156. The City Corporation will manage and seek to reduce the noise impacts of streetworks through the Code of Practice: Minimising the Environmental Impact of Streetworks. This requires contractors working for the City Corporation and third parties to use the 'best practicable means' to minimise the effects of noise and dust, including:

- Restricting periods of operation of noisy activities
- Undertaking liaison with neighbours
- Using less noisy methods and equipment
- Reducing transmission and propagation of noise, for example by using noise enclosures or barriers
- Managing arrangements including contract management, planning of works, training and supervision of employees to ensure measures are implemented

157. A review of the Code of Practice will be undertaken by 2020 to ensure it reflects best practice, with further updates as required. The review will also consider how we can better work with TfL, utility companies and contractors to improve the level of adherence to the Code.

Proposal 36: Encourage innovation in air quality improvements and noise reduction

158. We will work with the Government, TfL, industry and other partners to encourage the development of innovative solutions to reduce transport related noise and emissions. For example, by supporting trials, sponsoring competitions and awards, and hosting conferences and seminars.

Proposal 37: Ensure street cleansing regimes support the provision of a world-class public realm

159. The City's street cleansing regime will ensure all walking routes, cycle routes and public realm areas are cleaned to a high standard and kept free of litter.

160. We will reduce litter from smoking, working with Public Health to support campaigns and initiatives to stop smoking and, if necessary, prosecuting offenders.

161. We will continue to work with businesses to minimise the impact of waste collection on the public realm, including through time banded collections that restrict the times when rubbish and recycling can be left on the street.

Delivery and servicing needs are met more efficiently, and impacts are minimised

162. Deliveries and servicing are an essential part of a thriving business district. Delivering this Strategy will ensure these needs are met by fewer, quieter, safer and cleaner lorries and vans. Deliveries for buildings or areas of the City will be grouped together at consolidation centres, meaning fewer, fuller lorries and vans. The lorries and vans making these deliveries will use the return journey to transport waste and recycling. The Thames will also carry goods into the City as well as waste out, including the materials needed for construction projects. Logistics hubs within the City will enable deliveries to be made by cargo cycles and pedestrian porters. Cargo cycles will also be used for servicing businesses and buildings, with tools and parts securely stored at locations within the Square Mile. New technologies will help improve the routing of deliveries and make it easier to find a place to park or unload.
163. Freight and servicing vehicles make up 25% of motorised traffic in the Square Mile. This proportion increases to 32% between 7am and 10am, coinciding with the busiest times of day for walking and cycling. 40% of respondents to the City Streets survey felt that the number of lorries and vans on the City's streets is too high, the second highest response after private cars^{xli}.
164. Even after the Ultra-low Emission Zone for central London comes into effect freight and servicing activities are still expected to contribute 26% of transport related NOx and 28% of PM2.5 emissions from motor vehicles^{xlii}.
165. Large goods vehicles make up only 4% of vehicles on the City's streets. However, 38% of collisions that result in someone being killed involved a large goods vehicle as do 21% that result in a serious injury.

Proposal 38: Reduce the number of freight vehicles in the Square Mile

166. We will seek to reduce the number of motorised freight vehicles in the Square Mile by 30% by 2044 and facilitate the transition to ultra-low emission and zero emission delivery vehicles.
167. To achieve this target, we will work with businesses, suppliers, the freight industry and other relevant partners to deliver an integrated freight programme that incorporates retiming, consolidation, last mile logistics, construction logistics, better use of the river and smarter procurement practices.

Retiming deliveries

168. We will explore the potential for area and City-wide timed access and loading restrictions for motorised freight vehicles. Our aim is to reduce the number of these vehicles on our streets in the peak periods by 50% by 2030 and by 90% by 2044, while ensuring businesses and residents can still receive essential deliveries.
169. Measures to encourage retiming will include:
- Permitting night-time deliveries where there will be negligible impact on residents both en route and in the City. Through the planning process we will ensure all appropriate new developments have restrictions to limit deliveries between 7am-10am, 12pm-2pm and 4pm-7pm

- Engaging with property managers, occupiers and businesses which may wish to retime deliveries and seeking to remove any restrictions in their planning consents where there will be negligible impact on residents
- Integrating out of peak deliveries as part of the sustainable logistics programme and identify opportunities for retiming freight on an area basis within Healthy Streets Plans (see Proposal 12)
- Working with London Councils, TfL and neighbouring local authorities to modernise the London Lorry Control Scheme (LLCS) to generate more opportunities for out of peak and night time deliveries.

Consolidation

170. Using established best practice, we will work with a partner haulier to provide a consolidation service for the Square Mile by 2022. A major engagement exercise with City businesses will promote and encourage the use of this consolidation service. This will include developing a consolidation toolkit for City businesses, informed by monitoring of the benefits arising from consolidating deliveries to the Guildhall complex.
171. We will also continue to use the planning process to require all new major developments to use a consolidation service to reduce deliveries to their buildings.
172. In the longer term we will develop a commercially sustainable approach to consolidation for the Square Mile and establish a sustainable logistics centre to serve the City by 2030. This centre will co-locate major suppliers in a single warehouse, alongside consolidation, waste collection and couriering services.

Last mile logistic hubs

173. We will enable more deliveries within the Square Mile to be made by cargo cycles, on foot and by small electric vehicles by:
- Delivering two last mile logistic hubs in underutilised City Corporation assets by 2022. A further three hubs will be delivered by 2025.
 - Establishing additional last mile logistics hubs if appropriate underutilised assets are identified.
 - Exploring opportunities to acquire new sites within or adjacent to the Square Mile for last mile logistic hubs.
 - Working with developers and land owners to integrate last mile logistic hubs as part of major City developments.

Increase the use of the River Thames for freight

174. We will maximise the potential to use the Thames for the movement of freight by:
- Maintaining the commercial waste operation at Walbrook Wharf and supporting additional waste carried through the Wharf
 - Identifying opportunities to increase the use of the river for freight deliveries to the Square Mile
 - Working closely with Thames Tideway to identify future opportunities for their wharves and barges once construction is completed.
 - Working with river freight operators to ensure that their fleets meet Port of London Authority air quality standards
 - Exploring the use of Blackfriars and Tower Piers and a reinstated Swan Lane Pier as points to transfer freight for last mile delivery on foot or by cargo cycle.

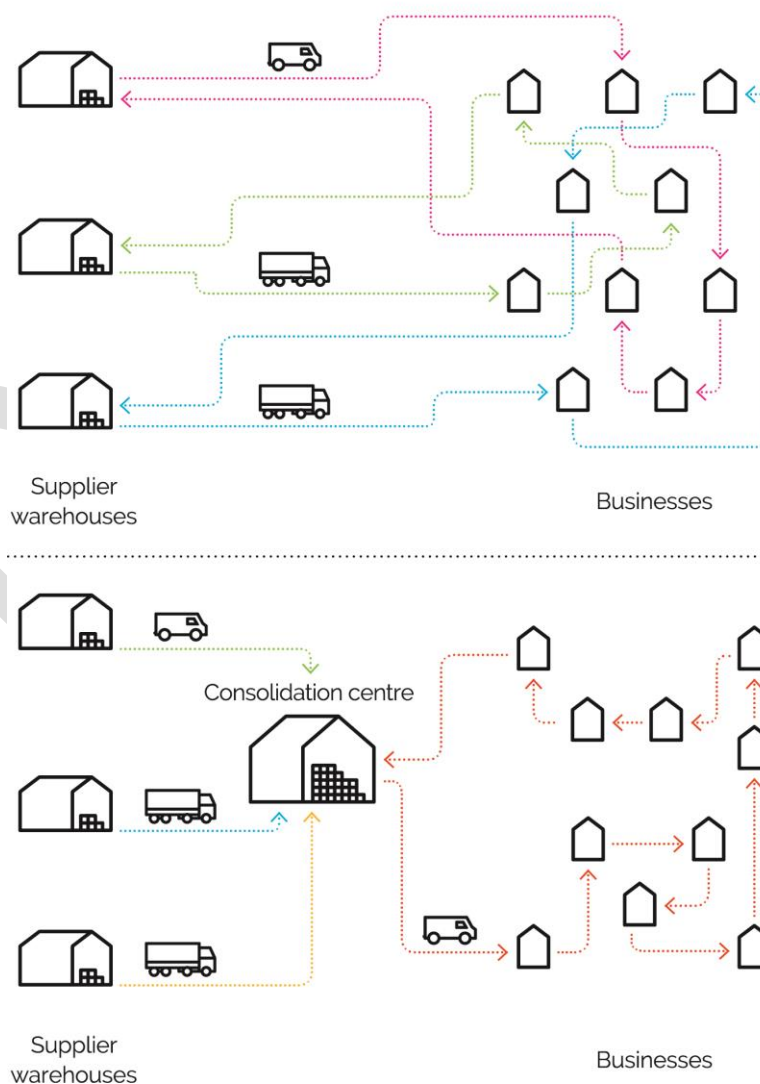
Freight consolidation

Freight consolidation involves routing deliveries to a business, building or area via a warehouse where they are grouped together prior to final delivery. This approach means that the final stage of delivery is made by fewer, fuller vehicles, significantly reducing the number of lorries and vans making deliveries.

Case studies have shown that freight consolidation can reduce the number of delivery trips by 46 – 80%^{xliii}. Enabling freight consolidation is critical to achieving our targets for reducing freight vehicles.

Examples of this consolidation include the Bristol and Bath Consolidation Centre, the London Borough Consolidation Centre and Regent Street Clipper Consolidation. The City Corporation already mandates the use of consolidation centres in planning consents, including 22 Bishopsgate and 1 Undershaft, to mitigate the impact of new development on City streets.

How freight consolidation works



Reducing the impact of construction logistics

175. To facilitate future development while minimising the impact of construction logistics, we will:

- Work with TfL to update Construction Logistics Plan guidance by 2022. This updated guidance will include stricter expectations for construction consolidation and on-site waste compaction. It will also review the potential for emerging technology, such as 3D printing or higher payload and carrying potential of new rigid axle vehicles to reduce the number of deliveries.
- Work with developers and contractors to adapt and develop construction delivery management systems to facilitate retiming of deliveries to outside the 7-10am peak.
- Through the planning process, all development within the City must consider use of the River Thames for the movement of construction materials and waste.

Procurement and personal deliveries

176. To encourage smarter commercial decision making for our businesses and influence how residents and workers get goods delivered, we will:

- Share information on the impact of personal deliveries on traffic in the City, including air quality and road danger and promote the use of click and collect services.
- Establish a collaborative procurement programme for the Square Mile by 2022. This will allow businesses, particularly small and medium sized businesses, to share suppliers and waste services. We will work with Cheapside Business Alliance and the Aldgate Partnership to trial the programme prior to a City-wide roll out.
- Identify opportunities for other City Corporation initiatives, such as Plastic Free City and our Responsible Business Strategy, to support efforts to reduce the number of deliveries and waste collections

Proposal 39: Develop a sustainable servicing programme

177. We will work with servicing businesses and facility and property managers to develop a Servicing Action Plan, to be published by 2022. This will identify opportunities to reduce the number of vans and other service vehicles in the Square Mile while seeking to improve response times and quality of service. We will also explore the potential to provide secure storage space for tools and materials as part of last mile delivery hubs to reduce the need for engineers to travel to and around the Square Mile by van.

Our street network is resilient to changing circumstances

178. It is inevitable that people using our streets and transport networks will experience occasional disruption. This includes disruption caused by construction and streetworks, breakdowns and severe weather. By delivering this Strategy we will ensure that these disruptions have as little impact on the ease and experience of travelling in the City as possible. Streets will be kept open to people walking and cycling during construction and streetworks. Long-term works that require streets to be closed to traffic will provide an opportunity for people to enjoy the benefits of a traffic-free environment, and to assess the potential for permanent change. When necessary, alternative routes will be made available for motor traffic on streets that are normally only used for access. The Square Mile will be prepared for the impacts of a changing climate or more extreme weather events; enabling people to comfortably use the City streets regardless of the weather.
179. Every year the City Corporation receives around 9,500 applications for permits to work on the highway, approximately half of these are from utility companies, and half for street maintenance and improvements. 85% of these applications are approved. In 2015/16 combining streetworks through collaborative working 'saved' 763 excavation days. Using TfL's calculation on the economic benefit to London as a result of days of disruption saved, the estimated saving for the Square Mile is in the region on £1.1m based on an average benefit of £1,500 per day.^{xliv}
180. Extreme weather events, including higher rainfall and temperatures, are increasing as a result of a changing climate.^{xlv} Further details of the likely impacts of climate change on transport in the Square Mile will be included in the final version of this Strategy, following publication of the Met Office's Climate 2018 projections in November 2018.

Proposal 40: Allow some Local Access streets to function as City Access streets during significant disruption

181. We will maintain a primary 'resilience network' for motor vehicles that can be 'switched on' in response to significant planned or unplanned disruption. Local Access streets on the resilience network will be designed to allow temporary reopening to through traffic or occasionally accommodate higher volumes of motor vehicles. This approach will also ensure that emergency services can use these streets when necessary.
182. Appropriate management arrangements will ensure streets remain safe for all users, such as a clear demarcation of pedestrian space, lower speed limits and marshalling. We will explore the use of technology for advance messaging both on-street for all users and through in-vehicle navigation systems to communicate and manage changing or temporary arrangements.

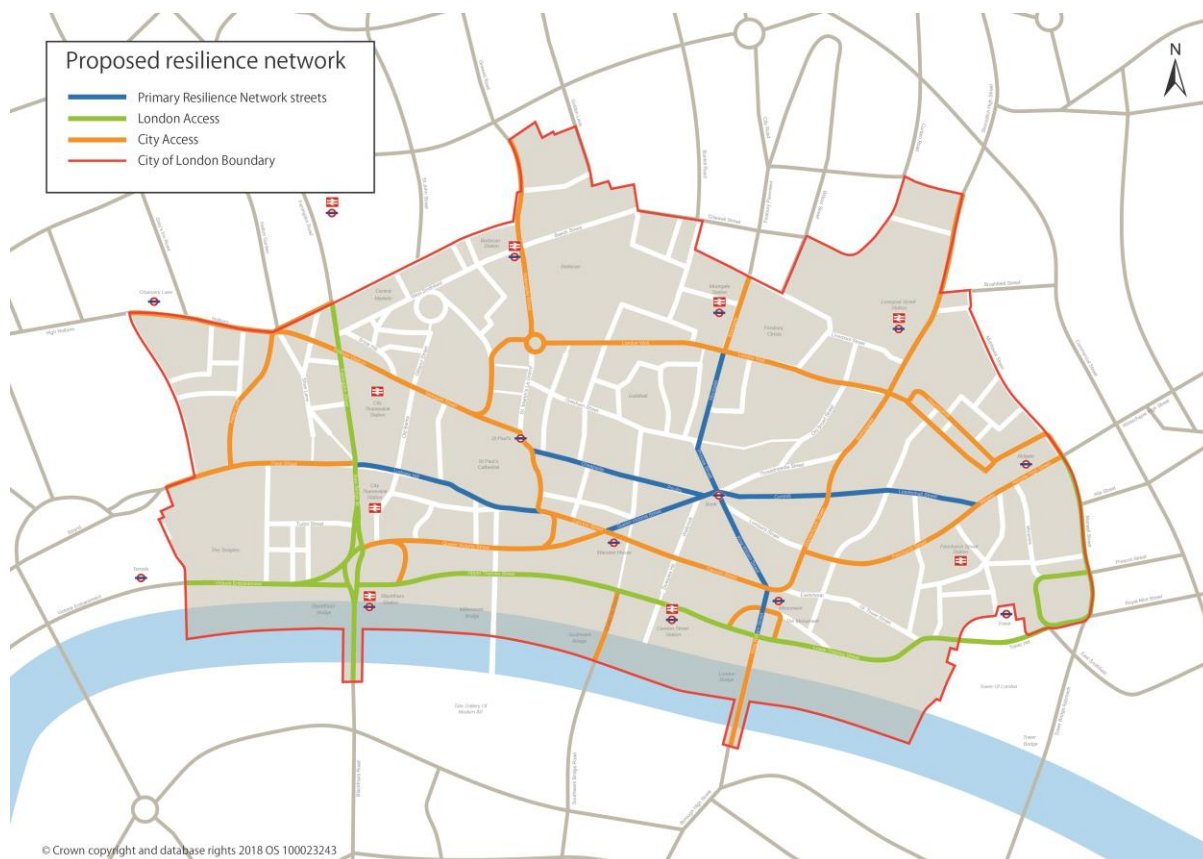


Figure 12: Proposed primary resilience network

Proposal 41: Reduce the impact of construction and streetworks

183. The needs of people walking will be prioritised during streetworks and construction, with the aim of maintaining a comfortable and accessible walking route on both sides of the street, with space reallocated from general traffic as necessary. Accessible diversions must be provided if space constraints do not allow an acceptable level of temporary provision.

184. We will work with utility companies, contractors and developers to minimise the impact of construction and streetworks on people walking and cycling. Traffic management plans for construction sites and streetworks will maintain access for different users in accordance with the following hierarchy:

- Walking
- Cycling and buses
- Taxis
- General traffic

185. We have a Network Management Duty which requires us to ensure we apply best practice to managing streetworks. We will review this in 2019 and on a regular basis to ensure our activity and processes remain up to date and effective.

186. Within the context of the Network Management Duty, we will encourage the drafting of legislation to allow penalties to be charged against developments that overrun their agreed licence periods for scaffolds and hoardings.

187. We will review the City's Guidance Notes for Activities on the Public Highway in 2019 to ensure that guidance is in line with best practice and the requirements outlined above. A review will include considering the opportunity to introduce lane rental controls on our major streets to further reduce the impact of street works.

188. We will seek to minimise disruption caused by streetworks by:

- Encouraging collaborative working and coordinating street works
- Exploring the potential for new technology to reduce noise and the extent of works and speed up delivery
- Reducing the duration of works by allowing extended and night-time working where noise considerations allow
- Improving signage and permit information, to include contact details, purpose of works and other information such as reason for site inactivity
- Improving communication through better engagement with businesses and residents for longer duration works
- Work with TfL to improve communication on the impact of streetworks and other maintenance on public transport services
- We will work with TfL to explore the potential to further adjust traffic signal timings to reflect actual and modelled traffic flows during periods of network disruption. We will also explore new adaptive traffic control technologies as they emerge through our Future Transport Programme (Proposal 43)

189. We will use medium and long-term street closures as an opportunity to open streets to people, for example working with businesses to provide temporary seating or programmed events. We will also monitor the traffic impacts of long-term street works to inform transport and resilience planning and assess the potential for retaining capacity reductions or access restrictions.

Proposal 42: Make the street network resilient to severe weather events

190. We will work with the London Climate Change Partnership Transport Adaptation Sector Group (TASG) to ensure the street network and transport system remains open during severe weather events. With TASG, we will undertake risk assessments based on current and predicted impacts of climate change and develop mitigating measures that will be implemented when thresholds are reached, including temperature change or levels of rainfall. This process will ensure the City Corporation and TfL are prepared to respond to extreme weather events that may affect our streets, the TLRN and rail and Underground networks.

191. The initial programme for the TASG first stage assessment is set out below. Further detailed assessments and mitigation plans will be informed by the Met Office's 2018 Climate projections, which will be released in November 2018.

- Agree indicators and complete transport sector assessments (autumn/winter 2018)
- Publish assessments (late 2018)
- Review and update every two years

Winter maintenance priority one streets

- Priority one streets
- City of London Boundary

© Crown copyright and database rights 2018 OS 100023243

Figure 13: Winter maintenance priority one s

Emerging transport technologies benefit the Square Mile

193. The advent of new transport technology innovations, such as autonomous vehicles (AVs) and new apps and services, promise to change the way our streets function and the way we choose to travel on them. Delivering this Strategy will ensure that transport innovations are seamlessly integrated into the fabric of the City and improve the experience of travelling and spending time on the Square Mile's streets. A proactive rather than reactive approach to policy making will ensure appropriate policy and legislation is in place while supporting and accelerating beneficial innovations. The City will be a test-bed for urban transport innovations and seen as a world leader in improving people's personal mobility and livelihoods through new technologies.
194. Close to £1 billion is being spent on AV development in the UK alone^{xlvii} and industry experts (alongside the UK's Chancellor Phillip Hammond) are now suggesting that self-driving cars will be running on our streets in less than four years^{xlviii}. Transport Systems Catapult forecasts that a quarter of global new vehicle sales in 2035 will be AVs. Disruptive technologies, such as Uber, have already demonstrated their ability to rapidly change how people travel. They have also highlighted the potential negative impacts of these changes, leading to more motor vehicles on London's streets. While no one is certain of what the future holds the City must be ready to respond to support the successful implementation of this Strategy.

Proposal 43: Establish a Future Transport Programme

195. We will establish a Future Transport Programme to work with developers of mobility innovations. This programme will:
- Engage with industry, academia, government Catapults and partners to deliver transport innovation and technology trials across the City, including trials on:
 - App-based parking and un/loading permitting and enforcement
 - Technology-assisted kerbside space reallocation
 - On-demand accessible shuttles and shared transport services
 - App-assisted pedestrian crossing technologies for the partially sighted and people who require more time to cross
 - Geofencing and permitting
 - Use of drones to support the emergency services and make urgent deliveries to hospitals
 - Technology to support the delivery of Vision Zero by reducing the likelihood and severity of collisions
 - Identify measures required to support the uptake of appropriate mobility solutions, such as off-street storage of shared autonomous vehicles
 - Host conferences and seminars and support competitions and awards for transport innovations and technologies
 - Explore the potential for commercial opportunities and partnerships within the transport technology and innovation industry.

196. A more detailed programme of activities will be developed shortly after the publication of the Transport Strategy and in consultation with the Future Transport Advisory Board (Proposal 44).
197. We recognise the significant potential for new technologies to improve the City's streets and will openly enter into discussion with any innovators. Future transport innovations will be considered appropriate for trial and use in the City context if they support the delivery of Healthy Streets and adhere to the following requirements (when applicable):
1. Support priority for people walking and efforts to enable more people to choose to walk and cycle, and not shift people from sustainable travel modes to unsustainable travel modes
 2. Contribute to efforts to reduce motor vehicle volumes and mileage and not increase motor traffic volumes
 3. Lead to an overall increase in vehicle occupancy and loading
 4. Help make our streets safer and not increase road danger, collision rates, collision severity, terrorism risk, or the need for additional policing or enforcement
 5. Reduce vehicle speeds and ensure vehicles travel at speeds appropriate to conditions and the City context
 6. Minimise obstructions to vehicles and people walking, and not permanently obstruct pavements or add clutter
 7. Improve the efficiency of kerbside use and not increase parking or loading space requirements
 8. Help spread travel demand, for both people and goods, more evenly across the day, such as outside morning, lunchtime and evening peaks and overnight
 9. Help make streets and the City's air cleaner and quieter by reducing transport related emissions and noise
 10. Improve the experience of using the City's streets and open spaces and support efforts to increase the amount of public space
198. Additional requirements apply to the introduction of connected and autonomous vehicles, drones and droids on our streets.
- *Connected and autonomous vehicles* must not require any changes or infrastructure that have a negative impact on our streets, such as bollards or barriers
 - *Drones* must not operate without CAA and City of London permission
 - *Droids* must not operate on pavements or in such a way as to obstruct or pose a danger to any user of our streets
199. Developers and operators of new transport innovations and services are expected to:
- Share all beneficial data generated or collected with the City Corporation to aid in policy and decision making
 - Not discriminate against any potential user, either through active discrimination or through profiling or algorithmic/AI discrimination or bias
 - Accommodate every user, especially those requiring wheelchairs or mobility aids when innovations and technologies incorporate motor vehicles
 - Not generate any unreasonable additional costs for the City Corporation or users
 - Ensure any supporting digital software and hardware is sufficiently and rigorously safeguarded from malicious use or intent that could pose a risk to physical or digital safety in the City

- Readily and proactively engage with the City and regularly inform them of their activities and plans

----- TEXT BOX START -----

Emerging transport technologies

Connected and autonomous vehicles, also known as driverless cars or CAVS, are vehicles equipped with sensors and on-board computers that allow them to effectively drive themselves. There are many levels of automation, from partial automation, which can include self-parking cars and adaptive cruise control, to full automation and a hands-off driving experience. The autonomous operation of motor vehicles on our streets could significantly reduce road danger and improve traffic flow.

Drones, also known as unmanned aerial vehicles or UAVs, are small flying vehicles which rely on remote-controlled piloting or fly using onboard sensors and GPS. The operation of drones in the City could improve delivery times of sensitive or high-value goods such as medical supplies and may aid in asset inspection, construction site monitoring, and emergency services activities.

Droids are small wheeled vehicles that are controlled by remote-controlled piloting or onboard sensors and GPS. The use of droids in the City could include couriering and deliveries.

Shared mobility services are transport services that share the use of a vehicle for personal travel, examples include ridesharing and pooled rides.

----- TEXT BOX END -----

Proposal 44: Establish a Future Transport Advisory Board

200. To ensure that we can identify and proactively respond to future transport innovations we will engage with industry partners, experts, and academics through a Future Transport Advisory Board. The Future Transport Advisory Board will meet twice a year to:

- Support and advise on the activities of the Future Transport Programme.
- Advise on emerging transport technology and innovation industry trends, and suitable responses to them
- Act as a sounding board on the City's approach to managing upcoming innovations and technological launches
- Review the City's future mobility policies, positions, and trials
- Help facilitate connections and relationships between City officials and the wider transport technology industry

Proposal 45: Explore the need for legislative change to ensure emerging technology and innovation benefits the Square Mile

201. We will support and engage with all levels of government, industry and sector representatives to develop frameworks and legislation for future transport and ensure overall positive outcomes for the Square Mile, London and other cities. Initially we will seek local and national legislative action on:

- Licensing for the semi and fully-autonomous vehicle market, alongside the development of safety, design, digital security, and supporting infrastructure regulations
- Strengthening existing Civil Aviation Authority regulations on small remotely-piloted aircraft and drones
- Clarifying the operating parameters of droids and other small autonomous vehicles
- Regulating the dockless cycle hire industry, as outlined in Proposal 28

The Square Mile benefits from better transport connections

202. Public transport will remain the main way that people travel to the Square Mile and continued investment will ensure that the City remains one of the most well-connected business districts in the world. Public transport will provide efficient and direct 24-hour connectivity to major local, regional, national, and international destinations. The building of new rail and underground connections, including Crossrail 2 and High-Speed 2, will provide the additional capacity people need to get to the City quickly and comfortably from across Greater London and the UK. Expanded Night Tube and 24-hour bus networks will serve and grow the City's thriving cultural offer and night-time economy.
203. The recent economic success of the City and London in general is attracting more jobs and residents than ever before to greater London and the surrounding region. The Mayor and TfL have laid out ambitious plans for expanding the Capital's public transport networks to address the additional pressures this growth will place on these services. Planned network improvements are forecasted to increase the number of people within a 60-minute commute of the City by nearly two million^{xlix}. Modelling projections suggest that, without further investment, Londoners will still be faced with deteriorating network conditions over the next 25 years. TfL forecasts an increase in travel by all rail modes of 50% by 2041^l. Delays from overcrowding on the underground have tripled in the past five years and 8 of the 10 most overcrowded rail services across the UK are now in London^{li}.

Proposal 46: Support and champion better national and international connections to the Square Mile

204. We will work with the Mayor of London, TfL, the Government, airport and rail operators and other related partners to improve national and international connectivity to the City, including through supporting:
- Increased airport capacity in the South East, recognising that this will most efficiently be delivered through a third runway at Heathrow to be delivered as soon as possible.
 - Improved connectivity to London's airports through:
 - Increased capacity and additional frequency on the West Anglia Main Line to Stansted Airport
 - A new Crossrail station at City Airport, constructed at the same time as the delivery of the Ebbsfleet extension
 - Increased DLR frequency to City Airport
 - The delivery of High Speed 2 as quickly as reasonably possible
 - Improved national rail access to London, including electrification, station expansions and general service improvements

Proposal 47: Support and champion improved connections to the Square Mile from Greater London and the surrounding region

205. We will work with the Mayor of London, TfL, Government, boroughs neighbouring the City and other related partners to improve regional connectivity to the Square Mile, including through supporting:

- Devolution of suburban rail service franchising to TfL, with a view to providing a London Suburban Metro service by 2030
- Accessibility improvements to rail and Underground stations in the Square Mile, as outlined in Proposal 19
- Extending the Overground to Barking Riverside
- The delivery of Crossrail 2 as soon as reasonably possible
- Enhancing the coverage and frequency of 24-hour public transport services in central London, including increasing the number of lines operating night-tube services, enhancing the 24-hour bus network, and improving night-time DLR and rail operations, including Crossrail. Any extensions to operating hours must take account of the need to minimise noise and other impacts on residents.
- Enhanced 24-hour bus services to/from the City
- Improvements to Liverpool Street Rail and Bus Station, including enhancing step free access and improving entry points
- Exploring the feasibility of Sunday operation of the Waterloo and City Line
- Immediate improvements to street-level interchange between Fenchurch Street and Tower Hill, Tower Gateway and Aldgate stations, including wayfinding. Exploration of the feasibility of a direct interchange route between Fenchurch Street and Tower Gateway and Tower Hill
- Access and capacity improvements at Aldgate Station and exploration of the feasibility of a direct interchange between Aldgate and Aldgate East stations.
- Extending the Metropolitan Line to Watford Junction and the Bakerloo Line to Lewisham
- The delivery of more high-quality cycling routes to and through central London including Quietways and Cycle Superhighways
- Improved walking connections to boroughs neighbouring the City

Proposal 48: Support the increased use of the Thames for passenger services

206. We will work with partners including TfL River Services, the Port of London Authority and riverboat operators to increase the use of the River Thames for passenger services. Activities will include promotion of river services, enhancing walking routes to Blackfriars and Tower piers and improving overall pier efficiency. We will explore the potential to reinstate Swan Lane pier for leisure and passenger services.

Proposal 49: Review bus provision across the City

207. We will support TfL's ambitions to adjust bus services in Central London, taking account of the forecast fall in demand following the opening of the Elizabeth Line.

208. We will work with TfL to improve bus journey times to and connectivity through the Square Mile by:

- Reviewing bus routing and frequency throughout the City to optimise routing
- Introducing targeted junction improvements to enhance bus priority
- Identifying opportunities to improve bus priority when developing and implementing Traffic Management and Healthy Streets plans (see Proposal 12) and major projects

209. The key routes for bus priority measures are shown in figure XX. Improvements to these routes will be delivered by 2030.

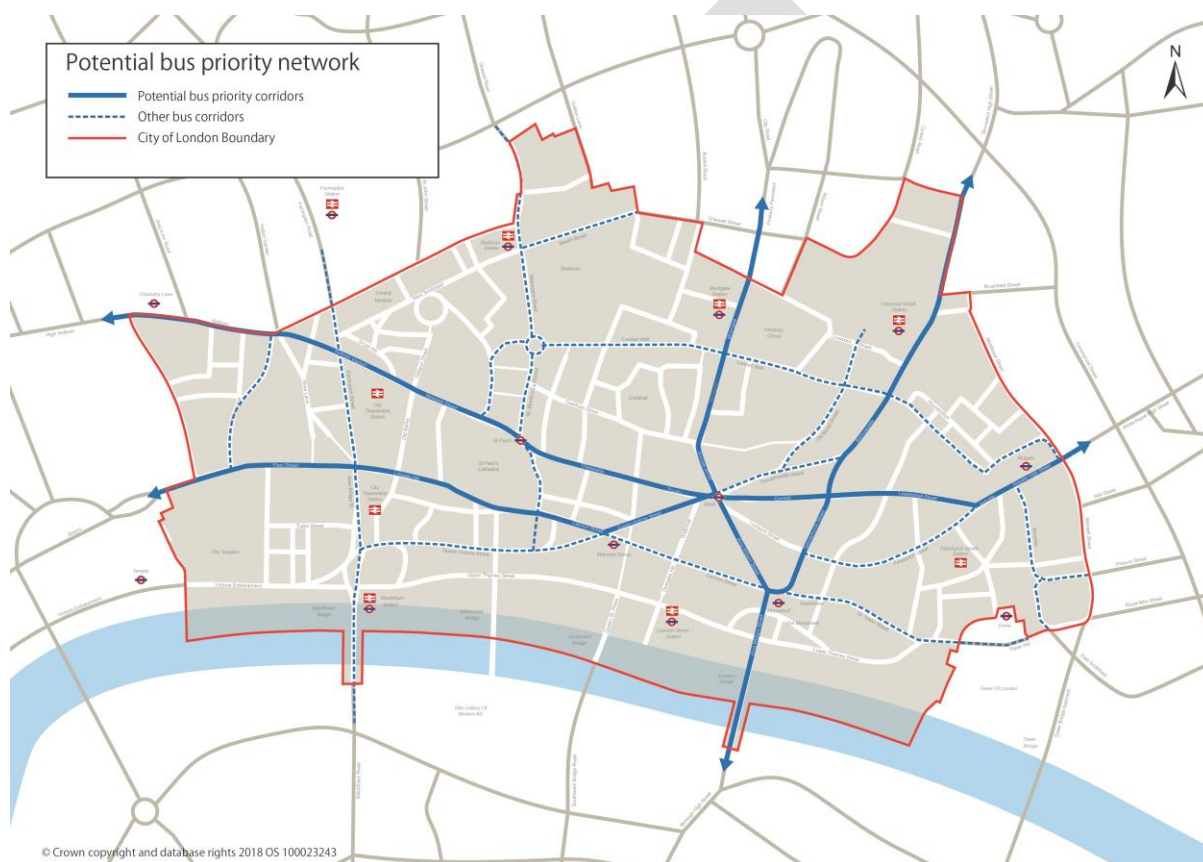


Figure 14: Potential bus priority network

Proposal 50: Support the Mayor of London in retaining locally-generated taxation

210. We will support the Mayor of London and TfL's efforts to retain additional locally-generated taxation, such as vehicle excise duty, to fund investment in transport infrastructure across the Capital, including investment to help deliver the outcomes of this Strategy.

Proposal 51: Encourage continued Government investment in major London transport projects

211. We will continue to encourage the Government to invest directly in strategic Healthy Streets projects and programmes and large transport infrastructure projects, such as Crossrail 2. Significant investment across Greater London is required to ensure the Capital remains an attractive place to live, work, study and invest and protect the significant contribution London makes to the national economy.

DRAFT

Delivering the Strategy

Projects and programmes

212. The major projects and programmes that will be delivered by the Transport Strategy are summarised below. Further details on the projects that will be delivered in the first three years will be set out in the Transport Strategy Delivery Plan, which will be published alongside the final version of this Transport Strategy.

Project	2022	2025	2030	2040	2044	Key area of change
City-wide 15mph speed limit						
Legible London roll out						
Kerbside uses review						
Lunchtime Streets						
Last-mile delivery hubs						
Streets Accessibility Programme						
Sustainable logistics centre						
Road Danger reduction priority schemes						
Pedestrian Priority/Healthy streets projects						
Road Danger Reduction campaigns						
Location specific						
City Cluster Zero Emission Zone						City Cluster
Barbican and Golden Lane Zero Emission Zone						Smithfield and Barbican
Core cycle network Phase 1						City Cluster; Smithfield and Barbican; Liverpool St.
Core cycle network Phase 2						Fleet St; Smithfield and Barbican
Bank Junction area						
Moorgate area						Moorgate and Liverpool Street
Culture Mile						Smithfield and Barbican
Museum of London roundabout, St Paul's gyratory						Smithfield and Barbican
City Cluster area strategy						City Cluster
Fleet Street & Courts Area						Fleet Street

Table 1: Key projects and programmes

Managing delivery

213. Further details on the actions and programmes to deliver elements of this Strategy will be set out in a series of reviews and delivery plans, including:

- The Transport Strategy Delivery Plan, a rolling three-year delivery plan that will be updated on an annual basis
- Healthy Streets Plans, providing details of how we will manage the street network in areas the City in accordance with our proposed Street Hierarchy (Proposal 12)
- A City-wide kerbside review to better understand and manage kerbside activities on our streets (Proposal 14)
- Streets Accessibility Delivery Plan, which will set out the timetable for delivering necessary improvements needed to meet the proposed COLSAS standards (Proposal 16)
- Road Danger Reduction Action Plan, a five-year delivery plan for measures to achieve Vision Zero and implement the Safe Systems approach (Proposal 20)
- Servicing Action Plan, which will identify opportunities to reduce the number of vans and other motorised service vehicles in the Square Mile (Proposal 39)
- Future Transport Action Plan, assessing and identifying opportunities to support transport technologies that will help deliver this Strategy (Proposal 43)
- The City Corporation's Local Implementation Plan, a three-year delivery plan for the Transport Strategy

214. We will continue to engage and consult with City residents, workers, businesses and other relevant street users and partner organisations as we develop and deliver this Strategy. Any projects that will lead to significant and permanent changes to the form or function of our street network will also undergo transport and traffic modelling. Impact assessments, including Environmental Impact Assessments and Equality Impact Assessments, will be conducted for all relevant projects and proposals. These will test options and ensure potential benefits are maximised and any potential negative impacts are identified and mitigated. Modelling and assessments will consider potential impacts beyond the Square Mile.

Proposal 52: Using temporary interventions and trials to accelerate the pace of delivery

215. Delivering changes to our streets can take time. We will use temporary and experimental measures to quickly deliver functional changes to our streets and allow people to begin enjoying the benefits of change as we work towards full delivery. If appropriate, will also use temporary interventions to 'live trial' major change, allowing proposal to be tested and, where necessary, refined. This approach will allow people to better understand the nature of proposed changes and provide feedback based on real experience.

----- TEXT BOX START -----

Examples of temporary change (photos with captions)

Bank on Safety

Tavistock Place, Camden

Shoreditch parklet, Hackney

----- TEXT BOX END -----

Funding delivery

216. The delivery of this Transport Strategy will be funded from a range of sources, including:

- Money received from TfL, including:
 - LIP Corridors and Neighbourhoods – an annual allocation that contributes to projects identified in our LIP
 - Liveable Neighbourhoods – funding for large projects that encourage walking, cycling and the use of public transport, allocated through a bidding process
 - Strategic funding – funding for specific priorities or initiatives, such as cycling infrastructure, air quality improvements and bus priority
- The City Corporation's on-street parking reserve – reinvesting revenue from parking charges and penalty charge notices
- Contributions from developers through the Community Infrastructure Levy, Section 106 and Section 278

217. The long-term nature of this Strategy means we have not scoped the full cost for all projects and programmes outlined above. However, a core principle will be to generate the necessary revenue/funding to make the delivery of this Strategy largely self-supporting.

Measuring and reporting progress

218. Progress on delivering this Strategy will be publicly reported to the City Corporation's Planning and Transportation Committee on an annual basis from March 2020. Every two years we will publish a City Streets Report which will include data on our targets set out in Table 2, the key performance indicators set out in Table 3, and analysis of traffic trends based on our biennial vehicular and pedestrian traffic counts.

Proposal 53: Improve our monitoring of transport in the Square Mile

219. We will improve the quantity and quality of data we hold on transport in the City by:

- Exploring the potential to improve our City-wide database of vehicular and pedestrian traffic counts by increasing count locations and the number of count days
- Repeating the City Streets survey every two years to understand what people who live and work in, or travel through the Square Mile think about transport and streets in the City
- Exploring the potential to gather ongoing feedback through web or app-based surveys and interactive maps

- Making best use of technological advancements in sensors and other monitoring methods to improve both the quality and the quantity of data we collect, reduce of the cost of data collection, and increase the speed of data processing
- Sharing data with other organisations that collect metrics on relevant indicators

220. Some of the data used for monitoring and evaluating the Strategy will be provided by outside organisations. We will engage with these data owners and sources to review our targets and performance indicators as new datasets become available, and work with them to obtain data and information that is appropriate, up to date, and reliable.

DRAFT

Table 2: Key targets

Metric	Baseline (if known)	2030 Target	2044 Target
Reduction in motor vehicle traffic (counted in our traffic composition survey counts)	185k	-25%	-50%
People rating experience of walking in the City as pleasant	10%	--	75%
Number of kilometres of pedestrian priority streets	25km	35km	50% of all streets
Number of people killed and seriously injured on our streets	54 KSIs	<16 KSIs	0 KSIs
People rating experience of cycling in the City as pleasant	4%	--	75%
Increase in the number of people cycling (counted in our traffic composition survey counts)	44k	+50%	+100%
Reduction in motorised freight vehicle volumes (counted in our traffic composition survey counts)	39k	--	-30%
Reduction in motorised freight vehicle volumes during peak periods (counted in our traffic composition survey counts)	18k	-50%	-90%

Table 3: Additional key performance indicators

Indicator	Baseline data source	Data collection method
<i>The City's streets are great places to walk and spend time</i>		
Key target: People rating experience of walking in the City as <i>pleasant</i>	City Streets Survey	City-wide public survey
People rating pedestrians on our streets as being <i>prioritised</i>	City Streets Survey	City-wide public survey
People rating the space given to pedestrians on our streets as <i>adequate</i>	City Streets Survey	City-wide public survey
Key target: Number of kilometres of pedestrian priority streets	Current City of London street network	GIS surveying and Upgraded TCS
Pavements with Pedestrian Comfort Level of B+	City Pedestrian Model output	GIS surveying
Number of crossings with 60 second cycle times	Transport for London	Transport for London
<i>Street space is used more efficiently and effectively</i>		
Key target: Reduction in motor vehicle traffic	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging

<i>The Square Mile is accessible to all</i>		
Number of streets not meeting COLSAS minimum standard	---	Annual review
Number of streets not meeting COLSAS desired standard	---	Annual review
<i>People using our streets and public spaces are safe and feel safe</i>		
People rating experience of safety from crime and terrorism as <i>safe</i>	City Streets Survey	City-wide public survey
Number of people slightly hurt in a collision	ACCSTATS/STATS19	---
Key target: Number of people killed and seriously injured in a collision	ACCSTATS/STATS19	---
<i>More people choose to cycle in the City</i>		
People rating experience of cycling in the City as <i>safe</i>	City Streets Survey	City-wide public survey
Key target: People rating experience of cycling in the City as <i>pleasant</i>	City Streets Survey	City-wide public survey
Key target: Increase in cycling traffic	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging

Gender ratio in cycling traffic	---	City-wide public survey
<i>The City's air and streets are cleaner and quieter</i>		
NO _x , PM ₁₀ , PM _{2.5} , levels and limit breaches	LAEI & CoL monitoring sites	---
<i>Delivery and servicing needs are met more efficiently, and impacts are minimised</i>		
Key target: Reduction in freight and servicing vehicle traffic	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging
Key target: Proportion of freight traffic operating outside peak hours	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging
<i>Our street network is resilient to changing circumstances</i>		
Number of days saved from joined-up roadworks	City of London Highways Monitoring	---
<i>Emerging transport technologies benefit the Square Mile</i>		
Number of future transport trials and joint projects initiated	---	Annual reporting

Partnerships and leadership

221. We recognise that we cannot deliver this Strategy on our own and will work with a range of partners to achieve the vision, aims and outcomes for streets and transport in the Square Mile. This will include working in partnership with:

- City residents and residents' associations
- City businesses and institutions
- The City of London Police
- The Mayor of London and TfL
- London Councils and London's boroughs
- Property developers and the construction industry
- National rail and river service operators
- Transport industry and representative bodies
- Campaign organisations and special interest groups
- Developers of new transport technologies

222. We recognise that our unique position as a global financial district allows us to be particularly bold in our proposals for changing and improving streets and transport. Nevertheless, the lessons we will learn from delivering this Strategy may be insightful and relevant to London's boroughs and other cities and transport authorities. Likewise, we can learn from and be inspired by the experiences of others.

223. We will share our experiences and identify transferable best practice by:

- Hosting and contributing to conferences, seminars and other events that highlight and discuss best practice
- Networking and developing knowledge-sharing relationships with London's boroughs to capture lessons learnt from the development and delivery of this strategy
- Establishing and maintaining relationships with other cities, both in the UK and internationally, and participating in local, national and international networks.
- Sharing knowledge with relevant private sector, academic and third sector organisations

Proposal 54: Support change across London that is aligned with this Strategy

224. The Square Mile does not exist in isolation and change across the Capital is required to maintain City's attractiveness as a place to live, work, learn and visit. We will support projects and initiatives delivered by TfL and London's boroughs that align with the vision, aims and outcomes of this Strategy. We will also support changes to relevant national policy and legislation that will positively impact on transport in and connections to London.

Updating the Transport Strategy

225. This Strategy will be reviewed and updated every five years to ensure it reflects the priorities of City residents, workers and businesses, changing circumstances and developments in transport technology. Updates will be informed by in depth engagement and analysis of economic, social and transport trends, and will be subject to formal consultation prior to adoption.

References

TO BE UPDATED

ⁱ 2011 Census

ⁱⁱ Traffic in the City, November 2017.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/traffic-in%20the-city-2018.pdf>)

ⁱⁱⁱ Traffic in the City, November 2017.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/traffic-in%20the-city-2018.pdf>)

^{iv} Traffic in the City, November 2017.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/traffic-in%20the-city-2018.pdf>)

^v 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

^{vi} REF PHASE 2 REPORT

^{vii} 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

^{viii} Traffic in the City, November 2017.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/traffic-in%20the-city-2018.pdf>)

^{ix} Traffic in the City, November 2017 [One travel movement equates to one pedestrian, cyclist or vehicle]

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/traffic-in%20the-city-2018.pdf>)

^x Long Term Labour Market Projections, Greater London Authority. Borough projections, 1971-2050

(<https://data.london.gov.uk/dataset/long-term-labour-market-projections>;

Based on ONS 2017 City employment figure, with an increase in employment numbers based on projections from GLA.)

^{xi} 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

^{xii} 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

^{xiii} 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

^{xiv} 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

^{xv} Traffic in the City, November 2017

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/traffic-in%20the-city-2018.pdf>)

Business Register and Employment Survey 1999

(<http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/index.html>)

^{xvi} Mayor's Transport Strategy, 2018.

(<https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>)

^{xvii} GLA Equalities, Diversity and Inclusion Measures Evidence Base, May 2018

^{xviii} TfL Travel in London: Understanding our diverse communities, September 2015

^{xix} TfL Travel in London 10, 2017

^{xx} Alzheimer's Society – Dementia Friendly London

-
- ^{xxi} 'City Streets: Transport for a Changing Square Mile' survey, 2018.
(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)
- ^{xxii} City of London Road Danger Reduction and Active Travel Plan, July 2018
- ^{xxiii} **ACCSTATS full reference to follow**
- ^{xxiv} City of London Police Crime Survey 2017
- ^{xxv} M C Taylor, D C Lynam, A Baruya (2000) The effects of drivers' speed on the frequency of road accidents, TRL
- ^{xxvi} Brian C. Tefft (2013) Impact speed and a pedestrian's risk of severe injury or death, *Accident Analysis & Prevention*, Vol. 50, pg 871-878
- ^{xxvii} Brian C. Tefft (2013) Impact speed and a pedestrian's risk of severe injury or death, *Accident Analysis & Prevention*, Vol. 50, pg 871-878
- ^{xxviii} Highway Code Stopping Distance Calculator (<https://www.highwaycodeuk.co.uk/answers/what-is-the-stopping-and-braking-distance-of-a-car>)
- ^{xxix} DfT Shared Space Project – Phase 1 – Appraisal of Shared Space, November 2009
- ^{xxx} 'City Streets: Transport for a Changing Square Mile' survey, 2018.
(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)
- ^{xxxi} DfT RAS4100 data publications
- ^{xxxii} 'City Streets: Transport for a Changing Square Mile' survey, 2018.
(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)
- ^{xxxiii} London Travel Demand Survey data <https://tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/consultations-and-surveys/london-travel-demand-survey>
- ^{xxxiv} <https://uk-air.defra.gov.uk/air-pollution/effects>
- ^{xxxv} Air quality annual status report 2017 City of London.
- ^{xxxvi} London Atmospheric Emissions Inventory 2013
- ^{xxxvii} Explaining Road Transport Emissions European Environment Agency 2016
- ^{xxxviii} Well to Wheels Journal European Commission 2016
- ^{xxxix} TfL, Improving the health of Londoners, 2014
- ^{xl} City of London Noise Attitude Survey 2018 – "The Sounds of the City"
- ^{xli} City of London Transport Strategy Phase 1 Report, February 2018
- ^{xlii} LAEI 2013 – the London Atmospheric Emissions Inventory 2013
- ^{xliii} H Pink, Freight consolidation centres and important specialism for DHL, May 2015.
Multimodal, London Boroughs Consolidation Centre given the green light, 2014
- ^{xliv} Annual Streetworks Report (London Permit Scheme) City of London 2017
- ^{xlv} Anthropogenic contribution to global occurrence of heavy-precipitation and high-temperature extremes
E. M. Fischer & R. Knutti, *Nature Climate Change* volume 5, pages 560–564 (2015)
- ^{xlvi} City of London Winter Service Plan (October 2017) – updated annually.
- ^{xlvii} <https://www.theguardian.com/technology/2017/nov/19/self-driving-cars-in-uk-by-2021-hammond-budget-announcement>
- ^{xlviii} <https://www.bbc.co.uk/news/business-42040856>
- ^{xlix} WebCAT Planning tool <https://tfl.gov.uk/info-for/urban-planning-and-construction/planning-with-webcat/webcat?lat=51.51234&lon=-0.09098&type=Tim&locationId=ChIJX4XfTIUdkgRwISROciFEQo&input=City+of+London%2C+London%2C+UK&selectedCompareType=&selectedCompareValue=&travelTimeInterval=15&zoomLevel=10&places=Stations+stops+and+piers%7CTravel+times&places=Stations+stops+and+piers%7CTravel+times&scenario=Base+Year&mode=All&timeOfDay=AM&direction=To>
- ^l Mayor's Transport Strategy, 2018. <https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>
- ^{li} DfT Top 10 overcrowded train services: England and Wales, spring and autumn 2017
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/729221/top-10-overcrowded-trains-2017.pdf

Appendix 3 – Corporate Plan outcome mapping

Transport Strategy outcome	Corporate Plan outcome
The Square Mile's streets are great places to walk and spend time	9. We are digitally and physically well-connected
Street space is used more efficiently and effectively	9. We are digitally and physically well-connected
The Square Mile is 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
More people choose to cycle	9. We are digitally and physically well-connected
Our air and streets are cleaner and quieter	11. We have clean air, land and water and a thriving and sustainable natural environment
Delivery and servicing are more efficient, and impacts are minimised	5. Businesses are trusted and socially and environmentally responsible
Our street network is resilient to changing circumstances	12. Our spaces are secure, resilient and well-maintained
The Square Mile benefits 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

Appendix 4 – Draft Integrated Impact Assessment: Cumulative effects



www.landuse.co.uk

City of London Transport Strategy

Integrated Impact Assessment

Prepared by LUC
October 2018

DRAFT

Cumulative effects

- 1.1 Cumulative effects have been considered in terms of the impact of the Strategy as whole (i.e. all of the outcomes and proposals within each outcome) on each IIA objective, as well as the cumulative effect of the Transport Strategy in combination with other London wide plans and schemes. For this the Integrated Impact Assessment of the draft London Plan prepared by Arup in November 2017 has been considered, and it is the results of the IIA of the preferred strategic options and emerging policies of the Plan that have been reviewed.
- 1.2 **Table 0.1** below shows all of the scores for the outcomes and proposals in the Transport Strategy. The text below considers the overall impact on the IIA objectives and the cumulative effect of the Transport Strategy with the draft London Plan on the IIA objectives.

DRAFT

Table 0.1 Summary score table

Proposals	IIA objectives												
	Economic growth	Built environment and public realm	Safe environment and crime reduction	Heritage assets	Waste management	Environmental protection	Climate change mitigation and resilience	Open spaces	Biodiversity and urban greening	Social and cultural facilities	Health	Education	Equality and inclusion
Outcome one: Healthy Streets Approach													
1	+	++	+	+	0	++	++	++	+	+	++	0	++
Outcome two: The Square Mile's streets are great places to walk and spend time													
2	+/-	++	++	0	0	++	++	+	0	+	++	0	+
3	+	++	+	0	0	+	+	++	0	++	+	0	0
4	0	+	+	++	0	0	0	+	0	0	+	0	+
5	+	++	0	+	0	+	+	+	0	+	++	0	+
6	0	+	+	0	0	++	++	+	0	0	++	0	+
7	+	++	+	++	0	+	+	++	+	+	++	0	+
8	0	++	0	+	0	++	++	++	++	0	++	0	0
9	0	+	0	0	0	++	++	+	++	0	+	0	0

Proposals	IIA objectives												
	Economic growth	Built environment and public realm	Safe environment and crime reduction	Heritage assets	Waste management	Environmental protection	Climate change mitigation and resilience	Open spaces	Biodiversity and urban greening	Social and cultural facilities	Health	Education	Equality and inclusion
10	0	++	0	0	0	0	++	+	+	0	+	0	0
Outcome three: Street space is used more efficiently and effectively													
11	+/-?	+	0	+	++	++	++	+	0	0	++	0	0
12	+	++	+	+	++	+	+	+	0	+	+	0	++
13	+	++	+	+	0	+	+	+	0	++	++	0	+
14	+	++	0	0	+	+	+	+	0	+	++	0	+
15	0	+	0	0	0	+	+	0	0	0	++	0	+
Outcome four: The Square Mile is accessible to all													
16	0	++	+	0	0	0	0	+	0	++	++	0	++
17	0	++	0	+	0	0	0	+	0	0	++	0	0
18	0	+	0	0	0	0	0	0	0	0	+	0	0
19	0	0	0	0	0	0	0	0	0	+	+	0	++

Proposals	IIA objectives												
	Economic growth	Built environment and public realm	Safe environment and crime reduction	Heritage assets	Waste management	Environmental protection	Climate change mitigation and resilience	Open spaces	Biodiversity and urban greening	Social and cultural facilities	Health	Education	Equality and inclusion
Outcome five: People using our streets and public spaces are safe and feel safe													
20	0	+	+	0	+	0	0	0	0	0	++	0	+
21	+	+	++	0	0	0	0	0	0	+	+	0	++
22	0	+	++	0	0	+?	+?	+	+	+	+	0	++
23	0	++	++	0	0	0	0	+	0	0	++	0	++
Outcome six: More people choose to cycle in the City													
24	+?	+	0	0	+	++	++	+	0	+	++	0	+
25	+?	+	0	0	0	+	+	0	0	+	++	0	+
26	+?	+	0	0	0	++	++	0	0	+	++	0	+
27	0	+	0	0	0	++	++	0	0	0	++	0	+
28	+?	+	0	0	0	++	+	0	0	+	++	0	+
Outcome seven: The Square Mile's air and streets are cleaner and quieter													

Proposals	IIA objectives												
	Economic growth	Built environment and public realm	Safe environment and crime reduction	Heritage assets	Waste management	Environmental protection	Climate change mitigation and resilience	Open spaces	Biodiversity and urban greening	Social and cultural facilities	Health	Education	Equality and inclusion
29	-?	+	0	0	+	++	++	0	0	0	++	0	0
30	0	-?	0	0	0	++	++	0	0	0	+	0	0
31	0	+	0	0	0	++	++	0	0	0	+	0	0
32	+	0	0	0	0	+	+	0	0	0	+	0	0
33	0	+	0	0	0	++	++	0	0	0	++	0	0
34	0	+	0	+	0	++	0	+	0	0	++	0	0
35	0	+	0	+	0	++	0	+	0	0	++	0	0
36	+	+	0	+	0	++	++	+	0	0	++	0	0
37	0	++	0	+	++?	++	0	++	0	+	+	0	0
Outcome eight: Delivery and servicing needs are more efficiently and impacts are minimised													
38	-/+?	+	0	+	++	++/-	++	0	-?	0	++	0	0
39	0	+	0	+	+	++	++	0	0	0	++	0	0

Proposals	IIA objectives												
	Economic growth	Built environment and public realm	Safe environment and crime reduction	Heritage assets	Waste management	Environmental protection	Climate change mitigation and resilience	Open spaces	Biodiversity and urban greening	Social and cultural facilities	Health	Education	Equality and inclusion
Outcome nine: Our street network is resilient to changing circumstances													
40	+	+/-	0	+/-	0	+/-	+	0	0	0	0	0	0
41	0	+	0	0	0	0	0	+	0	0	+	0	+
42	+	0	0	+	0	+	++	+	+	0	+	0	+
Outcome ten: Emerging transport technologies benefit the Square Mile													
43	+	++	++	+	0	++	++	++	0	0	++	0	++
44	+?	+?	+?	+?	0	+?	+?	+?	0	0	+?	0	+?
45	0	+	0	0	0	0	0	0	0	0	+	0	+
Outcome eleven: The Square Mile benefits from better transport connections													
46	++	0	0	0	0	+/-	+/-	0	-?	0	0	0	++
47	++	+	0	0	0	++	++	0	-?	0	++	0	++
48	0	++	0	0	0	+/-	+	0	-?	0	+	0	0

Proposals	IIA objectives												
	Economic growth	Built environment and public realm	Safe environment and crime reduction	Heritage assets	Waste management	Environmental protection	Climate change mitigation and resilience	Open spaces	Biodiversity and urban greening	Social and cultural facilities	Health	Education	Equality and inclusion
49	+	+	0	0	0	+	+	0	0	0	+	0	++
50	+	+	0	0	0	+	+	0	0	0	+	0	+
51	+	0	0	0	0	+	+	0	-	0	+	0	++

- 1.3 The proposals within the Strategy are expected to have mainly minor positive or negligible effects on economic growth. Significant positive effects are expected as a result of proposals 46 and 47 because they will help to improve regional, national and international connections to the City, making it a more attractive place for business to locate and a more accessible place for people to work and visit. Only one uncertain negative effect is possible for this IIA objective, in relation to policy 29 as it is considered possible that some businesses may be put off locating in the City if access for certain vehicles is restricted. Overall however, the Strategy is expected to have positive effects in relation to the economic growth IIA objective.
- 1.4 These positive effects on the economy that will result from the Transport Strategy are likely to combine with the strategic options 'making the best use of land' and 'growing a good economy' and emerging policy 'economy' from the draft London Plan to create a more significant positive effect on the economy of the City.
- 1.5 The proposals within the Strategy are considered likely to result in a mix of minor positive and significant positive effects on the built environment and public realm. This is generally because the Strategy will work to enhance the public realm, making it more attractive and accessible. Only one uncertain negative score is considered possible, as a result of proposal 30, because of the visual impact electric vehicle charging points may have on the public realm. However, this is uncertain as it is not stated what type of charging points will be used and it is not known exactly where these will be located. Cumulatively, all of the proposals within the Strategy are expected to have positive effects on the built environment and public realm IIA objective.
- 1.6 The positive effects that the strategy is likely to have in relation to the built environment and public realm, will be made more significant through strategic options and emerging policies in the draft London Plan, which are also expected to have positive effects. These options and policies include; 'building strong and inclusive communities', 'making the best use of land', 'transport' and 'Green Infrastructure and natural environment'.
- 1.7 Mainly negligible and minor positive effects are expected on the safe environment and crime reduction objective as a result of the proposals within the Strategy, although a number of significant positive effects are considered likely as a result of proposals that include measures to reduce crime and improve safety on the City's streets. Overall, the Strategy is expected to have positive effects on the safe environment and crime reduction IIA objective.
- 1.8 The positive effects in relation to a safe environment and crime reduction as a result of the Transport Strategy are likely to be increased by strategic options and policies in the draft London Plan, which have also been assessed as having positive effects. These options and policies include: 'building strong and inclusive communities' and 'design'.
- 1.9 The impacts of the Strategy on heritage within the City are expected to be mainly negligible and minor positive. However, significant positive effects are expected to result from proposal 7 as it aims to enhance the settings of significant heritage assets. Overall therefore, the Strategy is expected to have positive effects in relation to the heritage assets IIA objective.
- 1.10 The positive effects in relation to heritage in the City which will arise as a result of the Transport Strategy will be further increased by emerging policy 'heritage and culture' in the draft London Plan, which is also expected to have positive effects on heritage assets in London.
- 1.11 A mixture of negligible and minor positive effects are expected to result from the Transport Strategy in relation to the waste objective. Four proposals are likely to have significant positive effects: 11, 12, 37 and 38. This is because these proposals will result in a reduction in the number of servicing vehicles and more sustainable waste collection. Therefore, the Strategy is expected to have positive effects in relation to the waste IIA objective.
- 1.12 Positive impacts in relation to the waste objective that will arise from the implementation of the Transport Strategy are likely to be supported and further improved by emerging policies in the draft London Plan, in particular 'sustainable infrastructure' and 'transport' which have been assessed as having positive effects.
- 1.13 The majority of proposals within the Strategy are expected to have significant positive, minor positive or negligible effects in relation to the environmental protection objective, with a couple of mixed effects also considered likely as a result of increased use of the river and promotion of air travel. The positive effects are generally because many of the proposals promote a reduction in

road traffic, which will reduce air and noise pollution in the City. Overall the Strategy is likely to have a positive impact in relation to the environmental pollution IIA objective.

- 1.14 The positive effects of the Transport Strategy in relation to the environmental pollution objective are expected to be supported and enhanced by strategic options and policies in the draft London Plan that address this issue and have been assessed as having positive effects. These options and emerging policies include; 'increasing efficiency and improving resilience', 'sustainable infrastructure', 'design' and 'transport'. However, the emerging policy 'heritage and culture' in the draft London Plan has been assessed as having the potential for short and medium term significant negative effects on noise. This is considered to partially offset the beneficial effects of the Transport Strategy and other draft London Plan policies, though it has been recommended in the IIA of the draft London Plan that this is addressed through related London Plan policies which address noise management.
- 1.15 The Strategy is likely to have a mixture of significant positive, minor positive and negligible effects in relation to the climate change mitigation and resilience objective. Similarly to environmental protection, this is mainly due to the emphasis on reducing road traffic and congestion in the City and a modal shift to walking and cycling, which will result in a reduction in transport emissions. A number of the proposals also promote urban greening, and require the City to be resilient to severe weather events. Overall therefore the Strategy is likely to have positive effects in relation to the IIA objective.
- 1.16 Positive impacts in relation to the climate change and mitigation objective from the Transport Strategy will be increased by strategic option 'increasing efficiency and improving resilience' and by emerging policies 'sustainable infrastructure', 'design' and 'transport' included within the draft London Plan as these have also been assessed as having positive effects in the IIA of the draft London Plan.
- 1.17 Mainly negligible and minor positive effects are expected in relation to the open spaces objective as result of the Strategy, although significant positive effects are expected as a result of a number of proposals. This is because these proposals promote the enhancement of open space, or a reduction in traffic which will improve the tranquillity of open space. Positive effects therefore are expected overall as a result of the Transport Strategy.
- 1.18 The positive impacts on open spaces resulting from the implementation of the Transport Strategy are likely to be further improved through a number of strategic options and emerging policies in the draft London Plan which are also expected to result in positive effects. These include 'creating a healthy city', 'building strong and inclusive communities', 'design' and 'Green Infrastructure and the natural environment'.
- 1.19 The proposals within the Strategy are anticipated to have mainly negligible effects on biodiversity and urban greening, although some minor positive effects are expected and significant positive effects are considered likely as a result of proposals 8 and 9 as these proposals promote additional greenery in the City. Uncertain minor negative effects are considered possible as a result of proposals 37, 46, 47, 48 and 51 because of the increase in river transport and because of the impacts major transport infrastructure projects, such as new stations and station and rail expansions are likely to have some impact on habitats in, or around the City. However, this is uncertain because the specifics of the projects are unknown. Overall therefore it is expected that the effect of the Transport Strategy in relation to this objective will be mainly positive.
- 1.20 An emerging policy in the draft London Plan 'Green Infrastructure and the natural environment', which is also expected to have positive effects on biodiversity and urban greening, will improve on the positive effects that the Transport Strategy is anticipated to have in relation to this IIA objective.
- 1.21 The Strategy is expected to have a mixture of negligible and minor positive effects in relation to the social and cultural facilities objective, although significant positive effects are considered likely as a result of proposals 3, 13 and 16 through the provision of accessible streets, improved leisure facilities and the promotion of lunchtime streets events. Therefore, the impact of the Strategy in relation to the social and cultural facilities objective will be positive.
- 1.22 The positive impacts in relation to the social and cultural facilities objective that are expected to arise as a result of the implementation of the Transport Strategy will be further enhanced through a number of strategic options and policies in the draft London Plan which are also expected to

have positive effects these include; 'building strong and inclusive communities', creating a healthy city', social infrastructure', and 'heritage and culture'. It is noted however that a negative impact of the policy 'heritage and culture' in relation to the night time economy has been raised as a result of anticipated noise pollution. This has been addressed under 'environmental protection' and 'health'.

- 1.23 The impact of the Strategy in relation to the health objective is anticipated to be a mixture of minor positive and significant positive effects. This is mainly due to the proposals which reduce road traffic thus improving air pollution, noise pollution and road safety. Overall the Strategy will have a positive effect on the health of the City's residents and visitors.
- 1.24 The positive impact that the Transport Strategy is anticipated to have on the health of the City's residents and visitors is expected to be further enhanced by the following strategic options and emerging policies in the draft new London Plan; 'creating a healthy city', Green Infrastructure and the natural environment', 'social infrastructure' and 'building strong and inclusive communities'. These have also been assessed, in the IIA of the draft London Plan to have positive effects. However, a significant negative effect has been identified in relation to policy 'heritage and culture' in regards to the impact a night time economy will have on noise. This effect is anticipated to offset some of the positive effects the Transport Strategy will have in relation to the health objective, through it is recommended in the IIA of the draft London Plan that the negative effect is mitigated through noise policies.
- 1.25 The Transport Strategy is anticipated to have a negligible effect in relation to the education objective as this is unlikely to be affected by the implementation of the outcomes and proposals within the Strategy.
- 1.26 While the Transport Strategy is anticipated to have a negligible effect on education, the London Plan is expected to have positive effects as a result of strategic option 'growing a good economy' and emerging policy 'social infrastructure'. Therefore cumulatively the Strategy and draft London Plan are likely to have positive effects.
- 1.27 The proposals within the Strategy are anticipated to have a mixture of negligible, minor positive and significant positive effects in relation to the equality and inclusion objective. Significant positive effects are considered likely as a number of proposals aim to make the streets in the City and public transport more accessible to all. Therefore, overall the Strategy will have positive effects in relation to the equality and inclusion IIA objective.
- 1.28 The positive effects arising from the Transport Strategy in relation to the equality and inclusion objective are expected to be further improved by the following strategic outcome / policy from the draft London Plan, which are also expected to have positive effects; 'building strong and inclusive communities', and 'transport'.