

Committees: Streets and Walkways Sub-committee [for decision] Projects Sub [for decision]	Dates: 03 December 2019 16 December 2019
Subject: City Cluster and Fenchurch Street Healthy Streets Plan Unique Project Identifier: 12071	Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)
Report of: Director of the Built Environment Report Author: Averil Pittaway; City Transportation	For Decision
<h1 style="text-align: center;">PUBLIC</h1>	

1. Status update	Project Description: <p>Following adoption of the Transport Strategy and City Cluster Vision by Court of Common Council in May 2019, work is commencing on the area of the City described as the City Cluster to implement changes to the way streets are managed and used by traffic and people walking and cycling.</p> <p>The first phase of work includes preparing a Healthy Streets Plan. The Healthy Streets Plan will test the feasibility of the proposals in the City Cluster Vision and set out the traffic management changes required to the street network to provide pedestrian priority and a quality and safe public environment for workers and visitors. This will also help identify experimental and trial changes to streets to demonstrate and test the benefits.</p> <p>This is the first phase of delivering change through the City Cluster programme of projects that will include implementing traffic access restrictions, public realm improvements and the implementation of a Zero Emission Zone. The programme can be seen in Appendix 1.</p> <p>Funding Status: Fully funded through external funding and s106 funds. Outside the Fundamental Review.</p> <p>RAG Status: Green RAG Status for previous report: Green</p>
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	<p>Risk Status: Low</p> <p>Risk Status for previous report: Low</p> <p>Total Estimated Cost of Project (excluding risk): £282,433</p> <p>Change in Total Estimated Cost of Project (excluding risk): The estimated cost is within the cost range provided at Gateway 2 (£250k - £350k)</p> <p>Spend to Date: £7,126</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Slippage: None</p>
2. Next steps and requested decisions	<p>Next Gateway: Gateway 6: Outcome Report</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Traffic counts including pedestrian surveys undertaken in the City Cluster and analysed. • Appointment of traffic modelling consultancy to develop the detailed traffic model that will be used to test the City Cluster Vision proposals • Preparation of the Healthy Streets Plan report in Q2 2020 <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Approve the total estimated cost of the project of £282,433 (excluding risk) and release the additional budget of £269,033 to prepare and complete the Healthy Streets Plan 2. That there is a change of scope to the Healthy Streets Plan area boundary to that of the City Cluster area only 3. That the project name is changed to 'City Cluster Healthy Streets Plan' 4. That delegated authority is given to the Director of the Built Environment, in consultation with the Chamberlain, to make any adjustments between elements of the project budget 5. That Option 1, the plan for the City Cluster only, is approved 6. Authority to start work on the preparation of the Healthy Streets Plan
3. Budget	<p>Project Total Cost The total cost to prepare the Healthy Streets Plan is £282,433.</p> <p>Costed Risk Provision Costed risk provision is not required.</p> <p>Capital Expenditure Programme No capital expenditure within the project</p>

	<p>For recommended Option 1:</p> <table><tr><th>Item</th><th>Reason</th><th>Cost (£)</th></tr><tr><td>Fees</td><td>Traffic Modelling</td><td>£111,617</td></tr><tr><td>Fees</td><td>Data Collection</td><td>£66,970</td></tr><tr><td>Fees</td><td>Equalities Impact Assessment</td><td>£10,000</td></tr><tr><td>Staff costs</td><td>Project management, data analysis and preparation of report</td><td>£65,446</td></tr><tr><td>Staff costs</td><td>Business engagement</td><td>£15,000</td></tr><tr><td>Total</td><td></td><td>£269,033</td></tr></table> <p>Project management time consists of 1.5 days a week of officer time across the project programme. All data analysis and report preparation for the project will be undertaken by two City officers. This will require 45 days' worth of officer time.</p> <p>Further finance tables can be seen in Appendix 4.</p> <p>Funding Funding to deliver the project will be through the Liveable Neighbourhoods grant provided by TfL and match funded by s106 payments. S106 payments were allocated to this project in the 'Review of projects within the Built Environment Directorate' report that was taken to Project Subcommittee in July 2019.</p> <p>The project is outside the City's Fundamental Review.</p> <p>Costed Risk Provision requested for this Gateway: None Required</p>	Item	Reason	Cost (£)	Fees	Traffic Modelling	£111,617	Fees	Data Collection	£66,970	Fees	Equalities Impact Assessment	£10,000	Staff costs	Project management, data analysis and preparation of report	£65,446	Staff costs	Business engagement	£15,000	Total		£269,033
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4. Overview of project options	<p>4.1 The Gateway 1 and 2 report proposed that the Healthy Streets Plan consisted of the City Cluster area and the area around Fenchurch Street Station (see Appendix 3 for area plan). This area was defined in the Transport Strategy to respond to the growth of the City Cluster and the proposed upgrade of Fenchurch Street station and enable the delivery of the City Cluster Vision.</p> <p>4.2 The City Cluster Vision provides detailed proposals for streetscape and public realm improvements for that area,</p>																					

	<p>and funding has been granted by Transport for London through the Liveable Neighbourhoods Programme to deliver the Vision's proposals over the next four years.</p> <p>4.3 However, at present, there are no detailed streetscape plans for the area south of Fenchurch St. Much of this work will need to be linked to any proposed future plans for capacity upgrades to Fenchurch Street Station and master planning for the wider area.</p> <p>4.4 Option 1 will therefore consider the City Cluster Area only. This will allow the Plan to be prepared quicker, leading to faster delivery of the City Cluster Vision.</p> <p>4.5 A Healthy Streets Plan for the area around Fenchurch Street Station will be brought forward at a later date and will build on the outcomes of the City Cluster Healthy Streets Plan once more detail and information is known for plans in this area.</p> <p>4.6 Option 2 is to prepare the Healthy Streets Plan for the original area consisting of the City Cluster and the Fenchurch Street Station area.</p> <p>4.7 "Do Nothing" is a possible option, however, this is not advisable as funding from Transport for London's Liveable Neighbourhoods would be lost, the City Cluster Vision would not be realised and elements of the Transport Strategy would not be delivered. As a result, a "Do Nothing" option has not been included in the options appraisal.</p>
5. Recommended option	<p>5.1 Option 1 will reduce the area studied at present and update the project name. This report was originally to be approved by Chief Officer, however due to the change in scope, this has now come back to Committee for approval.</p> <p>5.2 A combined 3/4/5 report was agreed at the last report to committee as the project solely involves preparing a feasibility study, with no comprehensive options appraisal required.</p> <p>5.3 This option is recommended because there are detailed proposals for streetscape and public realm improvements for the City Cluster area set out in the approved City Cluster Vision. Funding has been granted by Transport for London through the Liveable Neighbourhoods Programme to deliver the Vision's proposals over the next four years.</p> <p>5.4 However, at present, there are no detailed streetscape plans for the area south of Fenchurch Street. Much of this work will need to be linked to any proposed future plans for</p>

	<p>capacity upgrades to Fenchurch Street Station and master planning for the wider area.</p> <p>5.5 Work can begin on delivering the City Cluster area at a far faster pace than the Fenchurch Street Station area and it is allocated funding by Transport for London to be spent in the short term.</p> <p>5.6 Option 1 is therefore recommended.</p>
6. Risk	<p>Overall project risk: Low</p> <p>The funding contribution from TfL from the Liveable Neighbourhoods grant reduces the financial risk of the project as this funding is confirmed.</p> <p>Risks identified are;</p> <ul style="list-style-type: none"> • Delay to feasibility and optioneering due to initial outputs from Transport for London's ONE model being delayed • The results of the traffic modelling and what is feasible to implement does not align with the aspirations of the City Cluster Vision and the Transport Strategy <p>Further information is available in the options appraisal matrix.</p>
7. Procurement approach	<p>7.1 Traffic, pedestrian and kerbside surveys are being undertaken by external traffic survey companies. These will/are being procured via a compliant tender route alongside other data collection requirements for other projects to benefit from cost efficiencies.</p> <p>7.2 The stage 2 modelling appointment, to develop the traffic model and test the scenarios, will be procured through the design services in the highways team contract. This approach was agreed in the Gateway 2 report.</p>
8. Design summary	<p>8.1 Please refer to the City Cluster Vision, which sets out the proposals that will be tested as part of the development of the Healthy Streets Plan.</p> <p>8.2 The City Cluster Vision identifies areas of change and intervention within the public realm and on City streets over the next decade, to promote and enhance the public space within the City Cluster.</p>
9. Delivery team	<p>9.1 City Transportation officers will project manage and prepare the Healthy Streets Plan.</p> <p>9.2 Specialist work around data collection and traffic modelling is being commissioned to external consultants, including;</p>

	<ul style="list-style-type: none"> • Norman Rourke Pryme Ltd; Traffic Modelling Consultants • Tracsis; Traffic Survey Company • Transport for London; Healthy Streets Mystery Shopper Surveys
10.Success criteria	<p>10.1 The success criteria are as follows;</p> <ul style="list-style-type: none"> • A tested and recommended phasing schedule for the delivery of the City Cluster Vision proposals • Identification of any initial delivery that can be undertaken to restrict traffic on streets where there will minimal/negligible impact on the rest of the network, before full implementation of the proposals that will provide a high-quality space for people walking, cycling and spending time. • The identification of the number of pedestrian priority streets that can be implemented within the area (measured by length) • An indication of the reduction in traffic volumes that can be achieved within the area
11.Progress reporting	<p>11.1 Project progress will be reported monthly on Project Vision, with any issues requiring decision set out in an Issue Report.</p> <p>11.2 Once developed, the Healthy Streets Plan will be taken to the relevant committees for approval.</p>

Background Papers

City Cluster Vision

www.cityoflondon.gov.uk/services/environment-and-planning/city-public-realm/Pages/strategies.aspx

Appendices

Appendix 1	City Cluster Programme
Appendix 2	Project coversheet
Appendix 3	Area plan
Appendix 4	Finance table

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Options Appraisal Matrix

Option Summary	Option 1 – Healthy Streets Plan for City Cluster Area	Option 2 – Healthy Streets Plan for City Cluster and Fenchurch Street Station Areas
1. Brief description of option	<p>This option covers the area for the City Cluster area only.</p> <p>The Healthy Streets Plan for the City Cluster is identified in the City Cluster Vision and is required to test the proposals. The Plan will also meet the requirements for releasing further funding from the Liveable Neighbourhoods grant to progress with scheme delivery.</p>	<p>This option covers the area originally identified in Gateway 2, as outlined in the City Transport Strategy.</p>
2. Scope and exclusions	<p><u>Scope</u></p> <ul style="list-style-type: none"> City Cluster Area <p><u>Exclusion</u></p> <ul style="list-style-type: none"> Fenchurch Street Station Area 	<p><u>Scope</u></p> <ul style="list-style-type: none"> City Cluster Area Fenchurch Street Station Area
Project Planning		
3. Programme and key dates	<ul style="list-style-type: none"> Nov 19 – Mar 20: Data collection Dec 19 – June 20: Traffic modelling and scenario testing March – July 20: Preparation of Healthy Streets Plan <p>The programme set out in Gateway 2 was the longest anticipated timescale. This has now been</p>	<ul style="list-style-type: none"> Nov 19 – Mar 20: Data collection Feb – Dec 20: Stakeholder engagement for Fenchurch Street Area Dec 19 – Dec 20: Traffic modelling and scenario testing Jan 21 – Mar 21: Preparation of Healthy Streets Plan

Option Summary	Option 1 – Healthy Streets Plan for City Cluster Area	Option 2 – Healthy Streets Plan for City Cluster and Fenchurch Street Station Areas
	<p>refined and reduced following discussions with Transport for London on the extent of traffic modelling required.</p> <p>Once the Healthy Streets Plan is complete, work can begin where applicable to start traffic management changes ahead of streetscape and public realm transformations, to implement change as quickly as possible. These works will be undertaken as separate projects.</p>	
4. Risk implications	<p>Low</p> <ul style="list-style-type: none"> • Delay to feasibility and optioneering due to initial outputs from Transport for London's ONE model being delayed • The modelling of proposals identifies limited opportunity for radical change due to constraints or traffic impact on Transport for London's road network • Lack of available funding to develop the Fenchurch Street Plan when it is ready to be prepared 	<p>Low</p> <ul style="list-style-type: none"> • Delay to feasibility and optioneering due to initial outputs from Transport for London's ONE model being delayed • The modelling of proposals identifies limited opportunity for radical change due to constraints or traffic impact on Transport for London's road network • Work on the Fenchurch Street Station element may be redundant once further information is known on proposals for Fenchurch Street Station.
5. Stakeholders and consultees	<ul style="list-style-type: none"> • Transport for London • Committee • Local occupiers 	<ul style="list-style-type: none"> • Transport for London • Committee • Local occupiers

Option Summary	Option 1 – Healthy Streets Plan for City Cluster Area	Option 2 – Healthy Streets Plan for City Cluster and Fenchurch Street Station Areas
	<ul style="list-style-type: none"> • City workers within the City Cluster • Local ward members 	<ul style="list-style-type: none"> • City workers within the City Cluster and Fenchurch Street Station area • Local ward members <p>The Vision and proposals for the City Cluster have already been engaged on extensively with workers, ward members and occupiers. Substantial engagement would be required with consultees in the Fenchurch Street Station area.</p>
6. Benefits of option	<ul style="list-style-type: none"> • The Healthy Streets Plan can be delivered quicker as the area is reduced, and therefore the City Cluster Vision proposals can be implemented quicker • A Healthy Streets Plan for the area around Fenchurch Street Station can be brought forward at a later date and build on the outcomes of the City Cluster Healthy Streets Plan once more detail and information is known on plans for the Station in terms of capacity upgrades and public realm proposals, without delaying work on the City Cluster 	<ul style="list-style-type: none"> • Staff cost time will be reduced by preparing both areas of the Healthy Streets Plan together
7. Disbenefits of option	<ul style="list-style-type: none"> • Preparing the Healthy Streets Plans separately will increase costs associated with staff time 	<ul style="list-style-type: none"> • The work undertaken for the Fenchurch Street Area may need to be redone when more information is known on plans for Fenchurch Street Station

Option Summary	Option 1 – Healthy Streets Plan for City Cluster Area	Option 2 – Healthy Streets Plan for City Cluster and Fenchurch Street Station Areas
		<ul style="list-style-type: none"> More work is required for the Fenchurch Streets Station area than the City Cluster, which will delay delivering the City Cluster Vision proposals
Resource Implications		
8. Total estimated cost	Total estimated cost (excluding risk): £282,433 Total estimated cost: (including risk): Not applicable	Total estimated cost (excluding risk): £350,000
9. Funding strategy	<ul style="list-style-type: none"> Transport for London Liveable Neighbourhoods grant for City Cluster element (confirmed) s106 allocation (confirmed) 	
10. Investment appraisal	Not applicable	
11. Estimated capital value/return	Not applicable	
12. Ongoing revenue implications	Not applicable	
13. Affordability	This option is fully funded through s106 payments and TfL funding.	The City Cluster element is fully funded through s106 payments and TfL funding. The Fenchurch Street Station element would be funded through s106 payments.
14. Legal implications	In exercising its traffic management functions the City has statutory duties to secure the expeditious, safe and convenient movement of traffic (S.122 Road Traffic Regulation Act 1984) and the efficient use of the road network, avoiding congestion and disruption (S.16 Traffic Management Act 2004). One purpose of traffic modelling is to ensure efficient and convenient vehicular movements can be appropriately managed when delivering the City Cluster Vision proposals.	

<i>Option Summary</i>	Option 1 – Healthy Streets Plan for City Cluster Area	Option 2 – Healthy Streets Plan for City Cluster and Fenchurch Street Station Areas
15. Corporate property implications	None	
16. Traffic implications	<p>The preparation of the Healthy Streets Plan itself will cause no traffic implications. However, the traffic modelling component of the Healthy Streets Plan will test a number of phasing options for the City Cluster Vision's proposals and will identify any traffic displacement on to the wider network.</p> <p>The stage 1 appointment of traffic modelling consultants has assisted with early engagement with Transport for London on their modelling requirements to understand the impact on the Strategic Road Network and Transport for London's road network.</p>	
17. Sustainability and energy implications	The outcome of the Healthy Streets Plan will enable the prioritisation of people walking, cycling and using public transport.	
18. IS implications	None	
19. Equality Impact Assessment	An Equality Impact Assessment will be undertaken as the Healthy Streets Plan is developed.	
20. Data Protection Impact Assessment	N/A	
21. Recommendation	Recommended	Not recommended