

Committee(s): Planning and Transportation Committee – For decision Streets and Walkways Sub – For decision Projects Sub – For decision Open Spaces Committee - For information	Date(s): 14 July 2020 07 July 2020 30 July 2020 14 July 2020
Subject: City Cluster Area– Updated Delivery Plan Unique Project Identifier: City Cluster and Fenchurch Healthy Streets Plan - 12071 City Cluster Vision Phase One - 12072	Public
Report of: Director of the Built Environment	For Decision
Report author: Maria Herrera – City Public Realm	

Summary

This report seeks approval for an updated City Cluster area delivery plan 2020-2023, centred around three programmes that will enable the initial set of high priority projects to be developed and implemented. The proposed programmes will also support the City’s Covid-19 transport response strategy which will deliver a reduction in vehicular traffic to provide more space for people walking and cycling and support local businesses and workers by providing additional space for safe social distancing.

Recently consented office developments have demonstrated that the City remains an attractive place for business and it is estimated that over the next ten years, as many as 100,000 additional people will be using the streets and spaces in the Cluster. Therefore, there is a need to carry out functional changes to provide a safe and comfortable pedestrian environment. Furthermore, the lack of green infrastructure and public spaces needs to be addressed, in order to deliver attractive spaces where City life can continue in a safe and pleasant environment. The need for change is particularly pertinent in view of the current Covid-19 pandemic and the City’s response strategy.

The intention in 2019 was to deliver the projects within the City Cluster area in three phases, as outlined in the Vision document (adopted in May 2019), which was proposed to be coordinated with the on-going developments in the area and in line with the Transport Strategy’s objectives and timeframes. Phase One of the City Cluster area delivery plan was approved in July 2019, comprising a range of S278 funded projects, greening and activation projects and the production of the City Cluster and Fenchurch Area Healthy Streets Plan. A bid for capital funding for Phase Two was submitted in December 2019 and was deferred by the Resource Allocation Sub Committee.

As a result of this deferral, officers have reviewed the content of Phase One to reflect the pressing need to deliver change and to also meet the terms of the Transport for London (TfL) Liveable Neighbourhoods Grant for the area, which requires match-funding from the City.

The output of this review is an updated Delivery Plan which sets out three new programmes:

Programme 1	Pedestrian Priority and Traffic Reduction: Ensure streets can safely accommodate the projected increases in pedestrians and cyclists by rebalancing the street capacity.
Programme 2	Well-being and Climate Change Resilience: The improvement of public spaces and introduction of greenery to deliver an enhanced environment, in line with objectives of the City’s Climate Action Strategy
Programme 3	Activation and Engagement: Deliver public places that are welcoming and inclusive, encouraging public participation and social engagement.

These programmes have an estimated cost between £2.4 - £2.9m for the delivery of the initial three years of work (2020-2023). This is to be funded from existing Section 106 contributions and the TfL Liveable Neighbourhood grant, which are both specific in geography and purpose to be used for improvements in the City Cluster. At the time of writing (June 2020), the TfL grant for 2020-2021 has been put on hold as a result of the impacts of Covid-19. However further guidance is expected from TfL in the coming months.

Further transformational change is planned to be delivered in future years (2024-2029), when additional funding becomes available. This will include additional S106 and S278 contributions, potential further TfL grant funding, and CIL funding with funding bids to be submitted as required (see Appendix 4).

The initiation and development of individual projects within the three programmes will be subject to separate Gateway reports. A Gateway 3 report on the Well-being & Climate Change Resilience programme is attached in Appendix 5 for decision.

Recommendations

Members are asked to:

1. Agree the updated City Cluster area delivery plan 2020-2023 as set out in this report.
2. Note the estimated cost of £2.4m - £2.9 to deliver the three programmes for 2020-2023, to be fully funded by site specific Section 106 contributions and the Transport for London Liveable Neighbourhoods grant, however this cost estimate does not preclude the opportunity to secure additional funding to deliver further change where there is a demonstrable need from TfL, from restricted funds linked to local development sites or from third party sponsorship, subject to Member approval (refer to Appendix 4 for detailed information on funding structure).
3. Note that gateway reports will be submitted for each individual project and area programme reports are to be submitted annually.
4. Approve the allocation of £37k staff costs from the Pinnacle S106 towards the development and management of the City Cluster Area programme.
5. Approve the appended report: "Gateway 3: Well-being and Climate change resilience Programme", see Appendix 5.

Main report

Background and Public consultation outcomes

1. The City Cluster Vision (adopted in May 2019) provides a framework for the transformation of the streets and public spaces in order to manage the projected growth within the City Cluster and mitigate the impact of new developments. The public consultation on the City Cluster Vision identified 4 main themes which were strongly supported by stakeholders, these are:
 - Delivery of an improved walking environment
 - Radical change implemented within shorter timeframes
 - Rebalancing streets to reflect user needs
 - Streets and spaces that are vibrant, attractive and green

The proposals in the Vision respond to the feedback provided during the public consultation and aim to deliver additional on-street capacity for pedestrians, public realm enhancements, measures to reduce the impact of climate change, delivering healthy and active streets and improving well-being.

2. The Transport Strategy (adopted in June 2019) identifies that in areas where there is significant change and development proposed, an area-based approach to traffic management will allow for significant improvements for people walking, cycling and using public transport. This will be through the development of Healthy Street Plans and is set out in Proposal 12 of the Transport Strategy. In addition, a Zero Emission Zone was approved for this area under proposal 29 of the Transport Strategy.
3. The proposals in the City Cluster Vision and the Transport Strategy reflect the interests of a diverse local user group and aim to ensure that the Cluster remains a vibrant, dynamic and well-functioning area of the City. The proposals received widespread support, with an average of 83% of respondents supporting specific schemes and proposals, including options for more radical approaches to street management, including timed street closures, place activation and increased greenery.
4. The adopted City Cluster Vision included a delivery plan set out in three Phases to be implemented over a period of approximately 10 years. Delivery was proposed to be coordinated with development in the area, to ensure changes are targeted at those areas in greatest need and in line with the objectives of the Transport Strategy. The Vision acknowledged that the delivery phases were indicative and a change in project priorities would need to be accommodated to reflect Corporate objectives and development progress.

Progress to date

5. In July 2019, a City Cluster and Fenchurch Street Area programme report was approved by Committees. This report outlined the delivery of change in the Cluster in three phases, as set out in the adopted City Cluster Vision document. The report also included details for the development of the “City Cluster and Fenchurch Street Healthy Streets Plan”, in line with TfL Liveable Neighbourhoods funding requirements.
6. Since the last programme report, the following projects have been progressed:
 - City Cluster and Fenchurch Street Area Healthy Streets Plan (in progress): This plan will evaluate the feasibility of the Vision proposals in terms of traffic impact and traffic management measures that are required in order to deliver transformational change. This Plan will collectively test the proposals to assess the overall traffic impact and set out a delivery plan for changes to the highway network. The plan will also identify where temporary and interim changes to the function of the streets can be implemented in the City Cluster ahead of transformational change.
 - Zero emission zone for the City Cluster (in progress)

7. A Gateway 2 report was approved in July 2019 which initiated the development the “City Cluster Vision Phase one - Activation, greening and experiments”. The report outlined a group of projects to improve the pedestrian environment, along with a series of greening interventions, street activation and a community engagement programme. Specific elements included:
 - Footway widening in temporary materials
 - Experimental timed closures
 - Improvements to existing green spaces
 - Greening, sustainable urban drainage (SuDs) and pollution mitigation projects
 - Events and activities (including art and culture)
 - Trials of smart technology, including sensors

8. Projects that have been progressed to date within Phase One include:
 - An experimental timed closure of St Mary Axe to motor vehicles during peak times. A Gateway 3/4 committee report was approved in February 2020 to progress with the experimental traffic closure. However, as a result of the Covid-19 transport recovery strategy, the timed closure will be implemented, and will include the following:
 - 7am – 7pm closure except for access to off-street premises and for cycles
 - Signed informal pedestrian priority on St Mary Axe
 - Reallocate carriageway and motorcycle parking to space for walking as required
 - Retain and improve cycle contraflow

 - Greening and Sustainable Urban Drainage: Officers have commenced the evaluation and design of a sustainable urban drainage project in the area; the improvement of existing public spaces; and increased greenery throughout the area (trees, planters and parklets) in line with the emerging City Climate Action Strategy. Please refer to the Gateway 3 report (for decision) attached in Appendix 5.

 - An activation programme (currently on hold due to Covid-19): This is in response to the feedback from the public consultation on the City Cluster Vision during which stakeholders were highly supportive of a cultural programme that was tailored to the specific characteristics of the area. The City is collaborating with the London Festival of Architecture, Sculpture in the City and the EC business partnership, to deliver a series of on-site interventions to support wayfinding and activation.

 - Other live public realm projects (S106 and S278 funded):
 - 22 Bishopsgate public realm scheme – Construction commenced May 2020
 - 150 Bishopsgate public realm scheme - Detailed design stage
 - Lunchtime Streets Summer 2020 – Tender to select consultant has been undertaken and dates for implementation are yet to be confirmed due to the impacts of Covid-19.
 - 80 Fenchurch St - Public realm scheme, project initiated.

Current Position

9. On 12 December 2019 a capital funding bid was submitted to the Resource Allocation Sub-committee to fund the delivery of Phase 2 of the City Cluster area programme. The funding bid was included within the “advisable” category and was deferred to the next process in late 2020. Therefore, the delivery plan outlined initially has been re-evaluated in response to the urgency to deliver improvements in the area, and in line with the Covid-19 transport response strategy.

10. The updated delivery plan will be the organising framework within which projects will be progressed through the development of three workstreams: 1) Pedestrian priority and traffic reduction, 2) Well-being and Climate Change Resilience, and 3) Engagement and Activation.

11. The first series of projects for 2020-2023 will be focussed on the top priorities for the area and developed under the three workstreams as outlined below. Current “live” projects have been grouped under each programme in order to manage project dependencies in an efficient way. It is proposed that the longer-term transformational change will be delivered as funding becomes available and coordinated with the projected development pipeline.

12. The City’s Covid-19 transport response strategy includes two key objectives:

- Residents, workers and visitors are safe and feel comfortable travelling into and within the Square Mile, particularly when travelling on foot, by bike and on public transport.
- City businesses are supported in their Covid-19 recovery and the City remains an attractive location for business.

13. Covid-19 transport response - streets and interventions:

The Covid-19 recovery measures planned for the City Cluster will deliver a reduction in vehicular traffic to provide more space for people walking and cycling, and will support local business and workers by providing additional space for safe social interaction. The initial set of interventions are currently being delivered as part of the Phase 1 and 2 measures which will provide a safer walking environment in Leadenhall Street, St Mary Axe and Fenchurch Street, followed by other measures currently being discussed for Bishopsgate and secondary pedestrian routes (Phase 3). The Covid-19 transport response strategy aligns with the City Cluster and Transport strategy delivery programme and officers will evaluate the feasibility of extending some traffic reduction measures to deliver long-term change in the area.

14. **City Cluster updated Delivery Plan 2020-23** (See Appendix 1 - 3):

The delivery plan is divided into three programmes of work, as follows:

1. **Pedestrian priority and traffic reduction:**

Officers have assessed priorities for the area based on the projected increase in pedestrian numbers. In order to maintain safe pedestrian movement and accommodate the impact of new development, radical change to traffic movement will be needed. Therefore, a key priority is to achieve traffic reduction at peak pedestrian times to provide more space for people walking and a safer environment.

Projects within this programme include the following:

- City Cluster Healthy Streets Plan: This will test the collective changes proposed to the street network in the City Cluster Vision and set out a delivery plan for these traffic proposals. The plan will identify where temporary and interim changes to the function of the streets can be implemented before the full implementation of subsequent projects is considered. The interim changes will also allow any testing or trials of how street space can be used flexibly by time or day of the week before the delivery of long-term infrastructure changes. This work will include traffic modelling feasibility assessments and feedback from Covid-19 response measures to enable the implementation of future projects.

A timed closure in St Mary Axe: Previous proposals to use an experimental traffic order to restrict vehicles at peak times has been put on hold. A temporary traffic order has been implemented as part of the City’s transportation response to Covid-19 which restricts through traffic and provides additional space for people walking and cycling. The monitoring and feedback gathered while this measure is in place will be used to determine the future of the experimental scheme.

- Feasibility Studies for traffic management changes in other streets:

This will include modelling of scenarios for timed vehicular closures on Leadenhall Street and Fenchurch Street and well as other functional changes on Camomile Street and Wormwood Street. The Healthy Streets Plan forms the first phase of this feasibility work with further modelling and studies being carried out later. This project area will be the subject of a future Gateway report. The work will also take into account the feedback forms the Covid-19 response strategy.

2. **Well-being & Climate Change resilience:**

This theme of the City Cluster Vision received the greatest level of support from the public during the consultation. The introduction of greenery and improvements to existing public spaces was considered of utmost importance to enable the long-term sustainable growth of the area. The Cluster currently contains very few public spaces to rest and spend time in, and many of those within the City's control need enhancement. Considering the current health crisis, the provision of public spaces is paramount to supporting safe social interaction.

It is proposed to carry out a series of improvements over the next three years to create inclusive public spaces, introduce urban greening and climate change resilience measures, in line with the upcoming City Climate Action Strategy and the City's Covid-19 transport response strategy. This programme will deliver public space improvements ahead of the longer-term transformational change in the area. A separate Gateway 3 report on this programme is attached in Appendix 5, for decision.

Projects within this programme include the following:

- **Improvement of existing public spaces:** This will include options for the improvement of spaces including Jubilee Gardens, St Helen's Bishopsgate and St Andrew Undershaft, amongst other areas, with the aim of delivering inclusive and high-quality green spaces. The focus is to identify the open spaces in most need of intervention to improve the amenity of the Cluster and soften the urban environment.
- **Greening interventions:** Several opportunities (planters, trees and parklets) have been identified that will seek to address the need for green infrastructure and places to rest in the area and will include measures as part of the Covid-19 response strategy. Greening interventions also provide a visible commitment to improving the street environment for all users and their physical and mental well-being and health, as well as increasing the attractiveness of the area and providing climate change resilience.
- **Implementation of a Sustainable Urban Drainage system (SUDs):** Developed in line with the City's emerging Climate Action Strategy, the benefits of this project include enhanced local biodiversity, improved air quality, and localised wind and solar mitigation in public spaces.

3. **Engagement and Activation:**

Feedback from the public consultation on the City Cluster Vision and the Transport Strategy highlighted the overall support to maintain the reputation of the Cluster as a global leader in services and re-affirm itself as a destination, both as a workplace and as attraction beyond the working day. The aim of this programme is to inform the development of the next phase of transformation and work with the business community to deliver streets and spaces where people feel safe and comfortable. This approach will also consider how areas of private public space can be adapted to meet the needs of the City community and form a seamless public realm alongside the areas within the City's control. The Engagement and Activation programme will deliver on these aspirations, working alongside the emerging EC Business Partnership. A gateway 3-4 report on this programme will be submitted to committees in late 2020.

Initial workstreams within this programme are listed below. The timescales are currently under review as a result of Covid-19. However, it is intended that many of the interventions will assist with the Covid-19 response strategy as the City begins to re-open for business.

- **On-site interventions and engagement:** In collaboration with the London Festival of Architecture, a design competition was organised for the delivery of site-specific installations with the aim of promoting the use of secondary and less polluted pedestrian routes. The successful entries were endorsed by the City Art's Initiative in

February 2020. Officers are working to define details of the installation which is currently deferred to a later date due to Covid-19. Site interventions are proposed to be installed for an initial period of 12 months. During this time, the delivery team will monitor the projects to assess their success and an outcome report will be brought back to Members.

- Sculpture in the City and local and cultural wayfinding: Encouraging people to notice and explore the cultural offer of the area, whilst making better use of quieter, less polluted walking routes. Alongside Sculpture in the City, the workstream will support and collaborate with local businesses and organisations to increase the visibility of the area's collective cultural offer. Functioning as an outdoor trail, it is envisaged to aid the City in promoting safe and accessible cultural experiences, as Covid-19 restrictions begin to ease in the future. Furthermore, the workstream's intended outcome is to increase the number of pedestrians using alternative, less congested pedestrian routes within the City Cluster Area.
- Lunchtime Streets: An initiative to close streets in the area during lunchtime to promote the use of streets as spaces and enhance the amenity of the area. This follows the success of last year's lunchtime streets initiative and it is intended to be implemented in St Mary Axe. Implementation is currently on hold due to Covid-19.

15. Through this proposed framework of projects, officers will be able to work alongside the business community to ensure that the long-term objectives are aligned with the ambitions expressed during the public consultation on the Transport Strategy and The City Cluster Vision. There is also a great opportunity to work closely with the stakeholder community, including the emerging EC Business Partnership, to develop coordinated initiatives that will enable the activation of both public and private areas in the Cluster. Regular communication e-bulletins will be prepared to ensure that Ward Members, stakeholders and local occupiers are consulted and updated on the progress of the projects within the programme.

Programme Governance

16. The delivery of the City Cluster programme will be overseen by the City Public Realm and City Transportation teams in close collaboration with Highways and Planning Divisions and the Open Spaces Department (See Appendix 2 for governance structure diagram). It is of utmost importance that close collaboration with external stakeholders is encouraged and maintained, particularly with the emerging EC Business Partnership and Transport for London, in order to ensure a delivery framework is established which is capable of successfully implementing radical changes, whilst also ensuring the area remains a thriving place to work and visit.

17. In response to the above and to ensure the programme delivers on the desired outcomes, a Steering Group is proposed to be established to ensure that the programme objectives are being met and priorities are in line with the Corporate Plan, the City Cluster Vision objectives, the Local Plan and the Transport Strategy, in advance of Member review and decision-making at Committees. It is proposed that the Steering group includes members from the following parts of the Corporation.

- City Public Realm
- Planning
- City Transportation
- Highways
- Open Spaces Department
- City Property Advisory team

External representation from local stakeholders will also be considered to ensure the programme is developed in close collaboration with the EC Business Partnership.

18. Annual programme reports are planned to be submitted to Members of Planning and Transportation and Projects Sub committees to provide an update on the progress and evaluate the outcomes against the success criteria. In addition, individual Gateway reports will be submitted as projects get developed and scope is agreed by the Steering Group.

Corporate & Strategic Implications

19. The City Cluster is identified as a Key Area of Change in the emerging Local plan. The area will experience the largest increase in working population due to current and projected developments.
20. City of London Corporate plan outcomes of relevance to the City Cluster Vision are as follows:
- Corporate Outcome 1 – People are safe and feel safe
 - Corporate Outcome 2 – People enjoy good health and wellbeing.
 - Corporate outcome 5 – Businesses are trusted and socially and environmentally responsible.
 - Corporate outcome 7 – We are a global hub for innovation in finance and professional services, commerce and culture.
 - Corporate outcome 10 – We inspire enterprise, excellence, creativity and collaboration.
 - Corporate outcome 9 - A city that is physically well-connected and responsive
 - Corporate outcome 11 - A city that has clean air, land and water
 - Corporate outcome 12 - Spaces which are secure, resilient and well-maintained.

Financial implications

21. The estimated current cost of the initial three years (2020-2023) of the work programmes is £2.4 – £2.9m. However, it is envisaged that additional funding will be required as projects get developed and scope is agreed with the project Steering Group and relevant Committees. A breakdown of the estimated cost of the programmes and funding sources is attached in Appendix 4. Priorities within the programmes will be adjusted as timescales could be impacted by developments in the area.

Programmes of work	Estimated Costs (2020-2023)
1. Traffic Reduction and Pedestrian priority	£1.4 - £1.8m
2. Well-being & Climate change resilience	£765k - £850k
3. Activation and engagement	£210,000 - £300k
Total	£2.4 - £2.9 m*

*At this stage costs are indicative and are subject to change as individual programmes are developed and additional funding sources are confirmed.

22. The programme of works for 2020-23 set out in the updated Delivery Plan is proposed to be funded by:
- Existing Section 106 contributions in the area, which are specific to this location and purpose, to be used for public realm and transport improvements.
 - Transport for London Liveable Neighbourhood grant (£3.3m), which was successfully secured last year, and is subject to match funding The Liveable neighbourhoods grant is to be spent across 4 years with a fixed sum allocated for each year. The 20/21 allocation

(£200K) is currently on hold as a result of Covid-19 and further information is awaited from TfL.

23. The delivery of subsequent stages of works (2024-2029), will bring larger scale transformational change into the area. In order to secure funding for forthcoming projects, a capital bid for central funding is proposed to be submitted to the Resource Allocation Sub-Committee. Other funding sources will also be explored and reported on in due course.
24. The current spend to date on the City Cluster Vision Phase one - Activation, greening and experiments is £102,628, which also included the initiation of projects across the three programmes as described in paragraph 7. This report now seeks the approval of £37,000 for the management and coordination of the overall City Cluster area programme which will include the preparation of a gateway 3/4 report for Programme 3. Subsequent funding requests will be brought forward to Members through individual gateway reports as part of the development of the three programmes of work.

Table 1: Expenditure to date - City Cluster Vision - Phase 1 - 16800412			
Description	Approved Budget (£) for the development of City Cluster Phase 1	Expenditure (£) to outline principles of Phase 1 and initiate workstreams.	Balance (£)
Highways Staff Cost	5,000	-	5,000
P&T Staff Costs	35,000	47,718	-12,718*
Fees	55,000	54,910	90
TOTAL	95,000	102,628	-7,628

* Current overspend on staff costs is due to the additional officer time required to restructure the work programme and delivery plan, in line with Corporate priorities and departmental objectives. Current overspend is proposed to be mitigated by the additional funds requested for the overall coordination and management of the work programme across a 12-month period.

Table 2: Resources required for the overall coordination and management of the programme for the next 12 months.		
Description	Approved Budget (£) for the development of Phase 1	Increase (£) for the management and coordination of the overall programme.
Highways Staff Cost	5,000	-
P&T Staff Costs	35,000	37,000
Fees	55,000	0
TOTAL	95,000	37,000

Legal implications

25. The existing S106 contributions which are proposed to be used to fund the programme are specific to this area, in scope and geography. Section 106 payments made and held for specific purposes must be spent on the purposes for which they are held and in accordance with the City's obligations under the agreement, unless these agreements are specifically re-negotiated with the relevant parties. The TfL funding allocation is also specific for the area and therefore ring-fenced to be spent in the City Cluster's streets and spaces.
26. Where further consultation is required on individual projects this will be carried out as the project moves forward, in accordance with either the statutory requirements or the principles which guide general consultation.

Risk Implications

27. The top programme risks are as follows:

Risk	Description	Response
Funding for subsequent projects is not secured.	Existing Section 106 contributions have been secured for the initial programme of works for 2020-2023. Funding for future projects is uncertain at present. The TfL liveable neighbourhoods grant is currently on hold for this year due to Covid-19 and further guidance is expected in the coming weeks.	A funding bid is proposed to be submitted for the next round of the CoL annual capital bid process. Further additional funding sources will also be investigated as part of the ongoing management of the programme. Liaison with TfL in relation to the future contributions is ongoing.
Delivery timescales are delayed	Projects will need to be coordinated with the on-going developments in the area. This will impose various programme constraints.	On-going communication with developers and contractors is essential, as is the need for flexibility in the programme.
Lack of stakeholder support	The public consultation on the City Cluster Vision and the Transport Strategy highlighted strong overall support to deliver the proposed initiatives.	A communication strategy will be developed to ensure stakeholders are consulted at various stages of the projects. The emerging EC Business Partnership in the Cluster has expressed their support for delivering the Vision.
<u>Covid-19 risks:</u> Delivery plan requires changes	Due to the impacts of Covid-19 projects have been delayed and updated timescales are yet to be confirmed. It is likely that projects within the delivery plan will need to be reviewed and prioritised in line with potential new restrictions on social distancing and response measures.	The situation is being monitored and the scope of the projects will be evaluated to ensure projects comply with and support guidelines and response measures.
Implementation of projects is delayed		

Project delivery

28. The initial series of projects and priorities is estimated to be delivered over a period of three years, 2020-2023. The three programmes are to be coordinated with current/future predicted developments in the area. An overall update report to committees to be prepared annually. Refer to appendix 3 for overall predicted timescales.

29. Outline project programme:

Programmes of work	Project	Timescales/status*
1. Traffic Reduction and Pedestrian priority	St Mary Axe timed closure	May - June – to be delivered as part of Covid-19 transport response plan, (Phase 1 streets)

	Healthy Streets Plan	Under development
2. Well-being & Climate change resilience	Gateway 3 report is appended to this report.	For Decision
3. Activation and engagement	London Festival of Architecture	Dates under review as a result of Covid-19
	Lunchtime Streets	
	Engagement activities	
	Sculpture in the City	
*The above dates are subject to change due to impacts of Covid-19. An updated programme will be presented when available.		

Conclusion

30. The City Cluster programme highlights the need to move forward with improvements to the streets and spaces to mitigate the impacts of projected growth and provide a safe pedestrian environment. There is a need to provide more space for people for walking and cycling in order to support safe social interaction and enable businesses to re-open. The proposed programme of projects outlines how strategic improvements to key streets and spaces will create a better connected, safer and welcoming pedestrian experience. The goal is to deliver an improved and fit for purpose urban environment that responds to the changing demands of the area, whilst supporting the City Cluster as a thriving place to work, visit and live.

Background papers

- City Cluster and Fenchurch Street Area programme report approved by:

Committees:	Dates:
Corporate Projects Board	28 June 2019
Projects Sub Committee	19 July 2019
Streets and Walkways Sub Committee	22 July 2019

- City Cluster Vision Phase 1 - Gateway 2 approved by

Committees:	Dates:
Projects Sub Committee	19 July 2019
Streets and Walkways Sub Committee	28 June 2019

- St Mary Axe Experimental Timed Closure Gateway 4 report approved by:

Committees:	Dates:
Projects Sub Committee	24 February 2019
Streets and Walkways Sub Committee	25 February 2019

Appendices

1. Description of programme framework
2. Governance structure
3. Programme timescales
4. Finance structure
5. Gateway 3 report: Well-being and Climate resilience programme – **FOR DECISION**