

<b>Committee(s):</b> Streets & Walkways Sub-Committee Projects Sub-Committee	<b>Date(s):</b> 17 June 2013 19 June 2013	<b>Item no.</b>
<b>Subject:</b> Outcome Report - Road Danger reduction in the Shoe Lane area – Stonecutter Street & Little New Street	<b>Public</b>	
<b>Report of:</b> Director of the Department for the Built Environment	<b>For Decision</b>	

### Summary

#### Dashboard

- Project Status - Green
- Project Stage - Gateway 7 – Outcome Report
- Approved Budget - £157,100
- Spend to date: £111,277
- Estimated Final Cost - £117,927 (\* Accurate as of 4/06/13)
- Overall project risk - Green

#### Brief description of project

In July 2012 Members agreed to initiate a project to explore how road safety in the Shoe Lane area could be improved. After the evaluation and design phase for the project Members gave authorisation (December 2012 S&W, and January 2013 Projects Sub) for the project to be implemented (Gateway 3-5) and to agree the recommendations within the report to permanently close Stonecutter Street at its eastern end to motorised vehicles. The closure also required the existing No.46 bus and stand to be relocated to Giltspur Street which in turn necessitated the replacement of three street trees.

#### **Recommendations**

That Members:

1. Approve the closure of this project;
2. Subject to the completion of the final accounts, return any unspent funds to Goldman Sachs (GS) as per the conditions of the Stonecutter Street S.278 agreement; and
3. Approve retention of £6,650 to allow Open Spaces to plant three new trees on Giltspur Street in the new planting season (November-March 2014).

Deleted: a retention



**Overview**

<p><b>1. Evidence of Need</b></p>	<p>Shoe Lane and Stonecutter Street are designated as local access roads and are expected to cater only for local trips. If Stonecutter Street were to be closed to motorised vehicles this would enforce this designation and reassign through-traffic onto designated London distributor roads such as Farringdon Street, and onto City of London local distributor roads such as New Fetter Lane and Charterhouse Street.</p> <p>From investigations it can be demonstrated that there is justification for action based on the high numbers of vehicles using Stonecutter Street as a through route to Farringdon Street. Surveys indicate that 60% of traffic using Stonecutter Street is rat-running traffic.</p> <p>1 fatal, 10 serious and 73 slight accidents have been recorded in the area over the last 36 months. A reduction in vehicular traffic will normally lead to a corresponding reduction in accident occurrence.</p> <p>In the morning peak hour alone, approximately 200 vehicles using Shoe Lane and Stonecutter Street as a cut through have the potential for conflict with over 550 pedestrians that currently cross informally at the western end of Stonecutter Street and towards the southern end of Shoe Lane.</p> <p>With pedestrian and cycle growth predicted to rise in the future, accident rates are also predicted to increase should the local environment remain unchanged.</p> <p><b>Cycling Environment</b></p> <p>Although St. Bride Street is an attractive route for both pedestrians and cyclists, this does create conflicts within a designated shared area. By improving the facilities at Stonecutter Street for cyclists to enter / exit the Shoe Lane area, a reduction in the numbers of cyclists currently using St. Bride Street can be achieved without affecting journey times or cycle safety.</p> <p>A Barclays Cycle Hire station operated by Transport for London (TfL) is located on both sides of Stonecutter Street, adjacent to the junction with Farringdon Street. 46 docking stations are provided and generate frequent cycle trips.</p>
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	<p>Development in this area is likely to be predominantly office based which will encourage a further increase in cyclist numbers.</p> <p>The closure of Stonecutter Street to motorised traffic would retain permeability for cyclists and improve safety, and the local environment. This will further encourage sustainable travel options.</p>
<b>2. Project Scope and Exclusions</b>	There are no notable exclusions.
<b>3. Link to Strategic Aims</b>	<p>This project supports delivery of the City's Local Implementation Plan. In particular, the plan includes an objective to reduce road traffic dangers and casualties.</p> <p>This will be delivered by ensuring that the needs of the local community are met fully.</p>
<b>4. Within which category does the project fit</b>	(2) Statutory (a requirement under the RTA 1988 to reduce casualties) and (4) Reimbursable.
<b>5. What is the priority of the project?</b>	(B) advisable
<b>6. Resources Expended</b>	<p>The expected final spend for this project is £117,865.</p> <p>However, it should be noted that as part of the Stonecutter Street Danger Reduction project the No. 46 Bus Route was required to be relocated from Stonecutter Street to Giltspur Street. Resulting from this relocation a situation has arisen whereby double-decker buses would likely clip the 3 existing trees at this location. Transport for London for safety purposes, have asked the City to remove or trim the trees at this location as a matter of urgency. After assessment of the site it was concluded that trimming of the trees would not solve the issues raised. However, replacing the existing trees with a new species of tree would allow the area to accommodate buses in the future. As such the three trees were removed in May 2013 with replacement by more appropriate species being programmed to take place in the next planting season (November-March 2014) at an estimated cost of £6,650.</p> <p>The City is therefore withholding £6,650 of funding for this purpose.</p>

	See paragraph 9 and appendix A for further financial details.
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### **Outturn Assessment**

#### **7. Assessment of project against Success Criteria**

The success criteria for the project at authority to start works stage and assessment:

1. Reduction in traffic volumes:

Reduction of traffic volumes has been achieved by the closure of Stonecutter Street and the elimination of a through route to Farringdon Street.

2. Reduction in personal injury accidents (PIA's) on the local streets:

An assessment of PIA's will be reviewed approximately 12 months after the date of practical completion for the scheme and/or at an appropriate time thereafter to take into account local influencing factors such as developments, construction projects etc. To date there have been no recorded accidents.

3. Redirection of through traffic on to more appropriate streets with limited impacts on journey times or distances:

Redirection of traffic through traffic has been achieved by the closure of Stonecutter Street and the elimination of a through route to Farringdon Street.

4. Effective use of the local streets for local needs, without detrimental impact on the operation of the surrounding highway network:

There have been no significant adverse effects on residents or businesses within the area and/or any reported impacts on the surrounding highway network. There was however a formal objection to the Section 6 Traffic Regulation Order by the London Taxi Drivers Association. This was addressed and resolved by Members of the Streets and Walkways Committee on 11 February 2013.

5. Enhanced pedestrian and cycle environment:

The scheme has delivered an enhanced pedestrian and cycle environment by reducing through traffic. Two-way cycle access off Farringdon Street and a dedicated cycle signal phase to exit Stonecutter Street have ensured that cycle permeability remains high.

6. Maintain the effectiveness of the 'Traffic and

	<p>Environment Zone' in the west of the City:</p> <p>The effectiveness of the City's 'Traffic and Environment Zone' has been maintained via the introduction of two removable bollards at the eastern end of Stonecutter Street. No other exiting measures have been altered.</p> <p>7. The ability to accommodate higher pedestrian and cycle flows, particularly to local public transport hubs where services have recently been or will soon be enhanced.</p> <p>Due to the elimination of through traffic to Farringdon Street the City has created the potential for future environmental improvements and enhancements to take place in the Shoe Lane area i.e. Footway widening, additional cycle hire docking stations, creation of public spaces.</p>
<p><b>8. Programme</b></p>	<p>The project was delivered to programme.</p> <p>The only programme variation was an additional Committee report which was sent to Members (S&amp;W Sub- Committee Feb 11, 2013) for consideration to address the one objection received to the Section 6 Traffic Regulation Order (TRO).</p> <p>The key project milestones are set out below.</p> <ol style="list-style-type: none"> <li>1. Local Stakeholder consultation: 27/09/2012 – 26/10/2012;</li> <li>2. S&amp;W Sub Committee: 11/12/2012;</li> <li>3. Projects Sub Committee: 13/01/2013;</li> <li>4. Enter into S.278 agreement with Goldman Sachs: December 2012(30/01/2013);</li> <li>5. Obtain formal approvals from TfL: early 2013 ( 12/02/2013);</li> <li>6. Advertise Section 6 traffic orders: early (Jan 18 2013) 2013;</li> <li>7. TRO objection report - Committee approval to proceed (11 Feb 2013);</li> <li>8. Implementation: early 2013 (February 24, 2013).</li> </ol>
<p><b>9. Budget</b></p>	<p>The agreed budget at evaluation approval stage in December 2012 was £100,000.</p> <p>Post evaluation the budget was increased to £157,100,</p>

as part of the S.278 negotiations to account for the following:

- Implementation;
- requirements for approvals from TfL;
- preparing and finalising the S.278 agreement with Goldman Sachs;
- ongoing communications with local stakeholders, businesses and residents; and
- due to the requirement for officers to report back to Members after receiving an objection to the Section 6 TRO by the London Taxi Drivers association (LTDA).

The budget and estimated final spend is summarised as:

<b>Description</b>	<b>£</b>
Approved Budget	157,100
Final Estimated Cost	117,927
<b>*Underspend/Budget Remaining</b>	<b>39,173</b>

\*Please see Appendix A for detailed breakdown

The under spend is principally due to:

- £19,173 of cost savings across fees (£8,110), works (£9,286), and staff costs (£1,776) were achieved through negotiation with TfL to reduce the overall scope and costs related to the scheme, by undertaking additional traffic monitoring and design analysis in addition to robust investigations via topographical and radar survey methodologies. This approach enabled officers to drive down final implementation costs by the avoidance of abortive works and/or the need to relocate utilities.
- £20,000 contingency budget which was not required.

Appendix A shows the financial information for this project in greater detail including budget variance and actual spends.

	<p>Overall the project was delivered on programme firstly due to careful planning and design particularly in relation to turning vehicles on Shoe Lane, and secondly due to our success in negotiating with TfL to reduce overall costs in relation to the relocation of the No.46 bus and stand.</p> <p>Under the terms of the S.278 agreement, unspent funds are to be returned to the developer including any interest that has accrued. This will occur after the Chamberlain has calculated the values.</p>
<p><b>10. Risk</b></p>	<p>This project was considered medium risk at Gateway 3-5 with the following risks identified and successfully mitigated:</p> <ol style="list-style-type: none"> <li>1. This project will require formal approval from TfL on traffic and bus matters;</li> </ol> <p>The above risk was mitigated for by the setting up of clear communication lines with TfL officers at the feasibility stage of the project and setting out of key milestones and deliverables for each Gateway stage. This proved to be a successful methodology as works elements on both City streets and the Transport for London Road Network (TLRN) were delivered on programme and within budget.</p> <ol style="list-style-type: none"> <li>2. Objections to the statutory consultation of Section 6 Traffic Orders;</li> </ol> <p>This risk was realised post Member approval for the scheme to be implemented with only one objection being received. The London Taxi Drivers Association (LTDA) formally objected to the Section 6 Traffic Order (TRO) advertised. Due to the objection officers produced a TRO objection report for Members to consider. Due to carrying out robust feasibility studies and undertaking thorough consultation with key stakeholders, businesses, residents and user groups within the area Members were able to clearly assess the objection and weigh up the benefits against the objections raised. As a result members dismissed the objection.</p> <ol style="list-style-type: none"> <li>3. There is a possible risk to corporate reputation, if delays occur during the project process or approval is not granted to proceed with the recommended option;</li> </ol>

	<p>This risk was included to identify that one of the largest employers in the City (Goldman Sachs) coupled with the results of the formal consultation (50% In favour), had identified road safety and the reduction of through traffic in the area as an important issue to be resolved. The results of the consultation allowed Members to clearly assess the proposals recommended against public opinion and in turn approve the project with confidence that the option being implemented would, on balance, provide the greatest possible benefit to all users of the public highway.</p>
<b>11. Communications</b>	<ul style="list-style-type: none"> <li>• A public consultation, regular communication with TfL, the principal funder (Goldman Sachs), and key stakeholders and user groups was an important component in delivering this project efficiently. Approval from TfL and legal agreements with them and the Goldman Sachs were part of the formal communications to allow the project to proceed.</li> <li>• Statutory traffic order consultation also took place as part of this project.</li> </ul>
<b>12. Benefits achieved to date</b>	<p>The closure of Stonecutter Street at its eastern end is has helped in achieving the City's aims to provide a quieter and safer route for pedestrians and cyclists, accommodate existing and predicted cycle flows, and improve to also local cycle access. The closure has also increased the priority given to vulnerable road users, such as pedestrians and cyclist, and has redirected through traffic on to more appropriate roads whilst limiting impacts on journey times and travel distances for local residents and businesses.</p>
<b>13. Strategy for continued achievement of benefits</b>	<p>The strategy for continued achievement of pedestrian and cycling benefits will involve bidding for funding from external bodies (TfL, GLA etc) and negotiation with local developers for improvements to the public highway Stonecutter Street, and Shoe Lane area.</p>
<b>14. Outstanding actions</b>	<p>1. Accident and Traffic Surveys:</p> <p>An assessment of accident statistics and traffic volumes will be reviewed between 6 and 12 months after the date of practical completion for the scheme and/or at an appropriate time thereafter to take into account local influencing factors such as developments, construction projects etc.</p>



	<p>2. Tree Planting on Giltspur Street:</p> <p>Three new trees to be planted in the new planting season (Nov-March 2014) at an estimated cost of £6,650.</p>
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### Review of Team Performance

<b>15. Governance arrangements</b>	A formal working group was set up with the external funder at Gateway 1-2 and carried through to Gateway 7. Meetings were held as required to update all parties with regards to the financial requirements for each work stage and progress of the project against agreed milestones and deliverables.
<b>16. Key strengths</b>	<ul style="list-style-type: none"> <li>• The close working relationship with TfL and key stakeholders.</li> <li>• The ability to manage the expectations of those affected by the proposals and ability to clearly communicate the benefits of what is being delivered.</li> <li>• The ability of the project team to work to extremely tight deadlines in relation to City processes and subsequent implementation whilst still maintaining high standards of delivery across the board.</li> <li>• The ability to manage the expectations of both internal and external stakeholders with competing requirements on the public highway.</li> </ul>
<b>17. Areas for improvement</b>	N/A
<b>18. Special recognition</b>	N/A

### Lessons Learnt

<b>19. Key lessons and how they will be used and applied</b>	<ol style="list-style-type: none"> <li>1. Early public engagement and a robust communications strategy led to efficiencies in dealing with queries during the project and enabled issues to be resolved prior to implementation;</li> <li>2. Early public engagement and a robust</li> </ol>
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	<p>communications strategy led to efficiencies in dealing with queries during the project and enabled issues to be resolved prior to implementation;</p> <p>3. Detailed planning/programming delivered early notice of estimated workloads and enabled delivery without slippage; and</p> <p>4. The importance of a good handover was critical in the success of the project when changing officers during the project.</p>
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**Appendices**

<b>Appendix A</b>	Detailed Finance Breakdown
<b>Appendix B</b>	General arrangement drawing for approved Option 1
<b>Appendix C</b>	Before/After Photographs
<b>Appendix D</b>	Evening Standard Article on the Project

**Contact**

<b>Report Author</b>	Aaron Banfield
<b>Email Address</b>	<a href="mailto:aaron.banfield@cityoflondon.gov.uk">aaron.banfield@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	Ext: 1723

## APPENDIX A – DETAILED FINANCE BREAKDOWN

	Original Budget £	Final Revised Budget £	Final Estimated Cost £	Variance £
<b>Fees</b>	31,000	27,317	19,207	8,110
<b>Staff Cost</b>	69,000	81,683	79,906	1,776
<b>Works</b>	0	28,100	12,164	15,936
<b>Contingency</b>	0	20,000	0	20,000
	<b>100,000</b>	<b>157,100</b>	<b>111,277</b>	<b>45,823</b>
<b>Tree planting</b>	0	0	6,650.00	(6,650)
<b>Total</b>	<b>100,000</b>	<b>157,100</b>	<b>117,927</b>	<b>39,173</b>

(\* Accurate as of 04/06/2013)

## **APPENDIX B – GENERAL ARRANGEMENT DRAWING**

**APPENDIX C – BEFORE & AFTER PHOTOS**

**BEFORE**

**APPENDIX C – BEFORE & AFTER PHOTOS**

**AFTER**

**APPENDIX D – EVENING STANDRARD ARTICLE ON  
STONECUTTER STREET SCHEME**