

Streets and Walkways Sub (Planning and Transportation) Committee

Appendices Pack

Date: THURSDAY, 29 APRIL 2021

Time: 11.00 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

APPENDICES

6. **PEDESTRIAN PRIORITY PROGRAMME**

Report of the Director of the Built Environment

For Decision (Pages 1 - 16)

7. CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME Report of the Director of the Built Environment

For Decision (Pages 17 - 30)

9. CITY CLUSTER AREA - WELLBEING AND CLIMATE CHANGE RESILIENCE PROGRAMME IMPLEMENTATION (2021-2024)

Report of the Director of the Built Environment

For Decision (Pages 31 - 56)

10. **CITY CLUSTER AREA - ACTIVATION AND ENGAGEMENT PROGRAMME**Report of the Director of the Built Environment

For Decision (Pages 57 - 86)

11. CITY OF LONDON TRANSPORT STRATEGY - REVIEW 2022

Report of the Director of the Built Environment

For Decision

(Pages 87 - 120)

12. BLOOMBERG DEVELOPMENT HIGHWAY WORKS

Report of the Director of the Built Environment

For Decision

(Pages 121 - 126)

13. CONSOLIDATED REPORT - SHOE LANE QUARTER PUBLIC REALM ENHANCEMENTS - PHASES 1 AND 2

Report of the Director of the Built Environment

For Decision

(Pages 127 - 144)

14. CITY CLUSTER AREA - PROGRAMME UPDATE

Report of the Director of the Built Environment

For Information

(Pages 145 - 148)

15. HIGHWAY CONSTRUCTION & MAINTENANCE TERM CONTRACT TENDER

Report of the Director of the Built Environment

For Information

(Pages 149 - 156)

16. **REPORT OF ACTION TAKEN**

Report of the Town Clerk

For Information

(Pages 157 - 194)

John Barradell
Town Clerk & Chief Executive

Appendix 1 Project Briefing

Project identifier										
[1a] Unique Project Identifier	12269	[1b] Departmental Reference Number								
[2] Core Project Name	Pedestrian Priority Programme									
[3] Programme Affiliation	Priority Programme implemented in the Eastern City Clust that are located with programme. Cycling Programme	ster Programme: Priority pede vithin this area will be deliver me: Pedestrian priority streets g improvements will be delive	estrian priority streets ed through this existing sthat require							

Ownership	
[4] Chief Officer has signed	Ian Hughes, Acting Director, City Transportation and Public Realm
off on this document	
[5] Senior Responsible	Bruce McVean, Acting Assistant Director, City Transportation
Officer	
[6] Project Manager	Leah Coburn, Group Manager – Major Projects and Programmes
	<not authorised="" costed="" currently="" provision="" release="" risk="" to=""></not>

Description and purpose

[7] Project Description

A three year programme, running from 2021 to 2024, implementing pedestrian priority across the Square Mile to enhance the comfort and safety of people walking. The programme will directly help deliver targets for pedestrian priority and comfort levels in the Climate Action Strategy and Transport Strategy.

The programme will:

- Continue pedestrian priority interventions, where appropriate, that have been delivered as part of the COVID-19 transport response. This includes running experimental traffic orders where temporary traffic orders have been in place and making pavement widening and other non-traffic measures permanent.
- Identify and deliver further schemes to introduce pedestrian priority and improve pedestrian comfort levels

[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?

Pre COVID-19 pavement crowding was an issue in many parts of the City and, without change, was forecast to increase as the City's working poulation increased. Pavement crowding is still expected to be an issue in the future despite the impacts of COVID-19 including safely accommodating the increase in footfall resulting from new developments, particulary in the City Cluster. This has implications for:

- Safety as people are often forced to walk in the carraigeway and are at greater risk of being involved in a collision.
- Accessibility some disabled people will be uncomforatble and potentially excluded by too narrow or overcrowded pavements

Emissions reduction – the Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050

The 2017 City Streets survey found that 84% of people thought the City's pavements were overcrowded, 60% thought that people walking were given too small a share of street space and 65% thought the needs of people walking were underprioritised.

Walking is the main mode of travel in the Square Mile. 90% of on-street journeys that start or finish in the Square Mile are walked, including walking to and from public transport. Walking is the most common form of transport for disabled Londoners, with 78% reporting they walk at least once a week. 65% of disbaled Londoners consider the condition of pavements to be a barrier to walking more frequently.

During the COVID-19 pandemic in 2020, a number of temporary on-street interventions were implemented to enable social distancing and provide more space for people choosing to walk and cycle. A report was taken to Planning and Transportation Committee in April seeking approval to close this project and retain some of the measures as experimental schemes across a number of programmes. This pedestrian priority programme will incorporate the largest portion of the on-street changes in its first year of delivery.

[9] What is the link to the City of London Corporate plan outcomes?

- [1] People are safe and feel safe.
- [2] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
- [11] Our spaces are digitally and physically well-connected and responsive.

[10] What is the link to the departmental business plan objectives?

- 3. Creating a welcoming seven-day City that is inclusive, clean, secure and accessible
- 4. Improving the quality and safety of the environment for businesses, workers, residents and visitors
- 5. Ensuring the built environment, businesses and people take action on and are resilient to climate change.

Reduced crowding and greater priority for people walking will improve the safety and experience of people travelling in the City. Wider pavements and access improvements will help ensure the City's streets are accessible to all.

The programme will help deliver the following targets/outcomes of the Climate Action Strategy and Transport Strategy:

- An increase of 20km of timed street closures (Climate Action Strategy) and half (an additional 30km) of all City streets to be pedestrian priority streets
- Pedestrian Comfort Levels of A+ (Climate Action Strategy) and minimum of B+ (Transport Strategy)

The Climate Action Strategy requires the above as necessary conditions for Net Zero by 2050.

[11] Note all which app	ly:				
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	N	Improvement: New opportunity/ idea that leads to improvement	N

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

- 1) Number of kilometres of new pedestrian priority streets and total length of pedestrian priority streets (Climate Action Strategy and Transport Strategy targets)
- 2) Length of street with pedestrian comfort level of A+, length of street with pedestrian comfort level of at least B+ (Climate Action Strategy and Transport Strategy targets)
- 3) Percentage of people rating the experience of walking in the City as pleasant (Transport Strategy target and measured through the City Streets survey)

[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)

Yes, the project will deliver experimental and permanent changes to the City's streets. Permanent changes will provide long term improvements in pedestrian comfort levels and satisfaction with the walking experience, road danger reduction (contributing to the mitigation of CR20). Reduction in vehicles on some streets is also likely to improve local air quality (contributing to the mitigation of CR21). The project will also contribute to the City's traget of Net Zero by 2050. Long-term benefits and outcomes will be tracked and monitored as part of Transport Startegy monitoring and reporting.

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £6,000,000 (basic materials and limited scope)

Upper Range estimate: £8,000,000 (standard materials and/or a higher number of schemes)

The scope of the programme will be adjusted to meet the project budget available as projects on individual streets will be delivered in priority order.

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

None above current highways maintainence costs

[16] What are the expected sources of funding for this project?

A successful capital bid was made for £6m to deliver this programme. This has been supplemented by a small amount of S106 funding which was allocated in a report to Streets and Walkways in December 2020. There is for potential for additional third party funding to become available as the programme progress through further S106, S278 and TfL grant funding

[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?

Lower Range estimate: April 2021 – March 2024 Upper Range estimate: April 2021 – March 2025

<Critical deadline(s):> The first tranche of projects will be delivered using Experimental Traffic Orders which have a maximum lifetime of 18 months.

Project Impact:

[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?

Yes. There has been considerable public, stakeholder and media interest in the Transport Strategy, the COVID-19 transport recovery programme and transport elements of the Climate Action Strategy. There is a risk of negative publicity if the temporary changes delivered as part of the COVID-19 transport recovery do not lead to some permanent change.

[19] Who has been active	ly consulted to develop this project to this stage?										
<(Add additional internal or	<(Add additional internal or external stakeholders where required) >										
Chamberlains:	Officer Name: Olumayowa Obisesan										
Finance	·										
Chamberlains:	N/A										
Procurement											
IT	N/A										
HR	N/A										
Communications	N/A										
Corporate Property	N/A										
External											
	delivered internally on behalf of another department? If not ignore this										
question. If so:											
	lient supplier departments.										
	fficer responsible for the designing of the project?										
	partment will take over the day-to-day responsibility for the project,										
	cur in its design and delivery?										
Client	Department: DBE										
Supplier	Department: DBE										
Supplier	Department: DBE										
Project Design Manager	Department: DBE										
Design/Delivery handover	Gateway stage: N/A										
to Supplier											

City of London: Projects Procedure Corporate Risks Register Project name: Pedestrian Priority Programme Unique project identifier: TBC Total est cost (exc risk) £6000000 Corporate Risk Matrix score table PM's overall risk rating Medium Avg risk pre-mitigation 3.3 8 Avg risk post-mitigation 6 12 Red risks (open) 4 0 2 8 Amber risks (open) 8 3 Green risks (open) 9 Costed risks identified (All) £0.00 Costed risk as % of total estimated cost of project Costed risk pre-mitigation (open) £0.00 0% Costed risk post-mitigation (open) £0.00 0% **Costed Risk Provision requested** £0.00 0% CRP as % of total estimated cost of project (1) Compliance/Regulatory 2 3.5 £0.00 0 (2) Financial £0.00 0 2 4.5 (3) Reputation 2.5 £0.00 2 0 0 2 (4) Contractual/Partnership 2.3 £0.00 0 0 3 (5) H&S/Wellbeing £0.00 0 0 0.0 0 0 (6) Safeguarding 0 £0.00 0 0 0 (7) Innovation 0 £0.00 0 0 0 0.0 (8) Technology 1 3.0 £0.00 0 0 1 (9) Environmental 0 0.0 £0.00 0 0 (10) Physical 4.5 £0.00 0 2 Issues (open) Open Issues 0 0 0 0 0 All Issues All Issues 0 0 0 Cost to resolve all issues £0.00 Total CRP used to date £0.00 (on completion)

	P	roject Name:	Pedestrian Priorit	y Programme]	PM's overall risk rating:		edium	CRP requested this gateway	£	-	Unm	Average iitigated risk			3.3			Open Risks	12	
U	nique pro	ject identifier	ТВС				Tota	l estimated cost (exec risk):	£	6,000,000	Total CRP used to date	£	-		e mitigated risk score			1.0		'	Closed Risks	0	
Gen	eral risk clas	sification									Mitigation actions								Ownership	& Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description		Classification pre-	Risk score	Costed impact pre- mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	on post-	Impact i Classificat ion post- mitigation	Costed impact post- mitigation (£)	Mitiga	CRP used to date	Use of CRP	Date raised	Named Departmenta Risk Manager/ Coordinator	(Named	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(3) Reputation	GATE 1 to 5 - Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed	Unlikely	Minor	2		N	B – Fairly Confident	* Work as a team to scenario plan at an early stage to estimate costs and impacts of high, medium and low occurrences. * Budget and programme stack to account for likely low impact events		Unlikely	Minor	£0.00	2	£0.00	n/a	04/01/2021		Daniel Laybourn		4/1/21 - The scale and impact of the required construction lends itself to a low risk score in the event of an occurrence external to the project. The project team will continue to assess and mitigate against such risk as part of its BAU processes.
R2	2	(1) Compliance/Requiatory	GATE 1 TO 6 - Issues or delays jin any required consents which cause delay to project delivery	permissions, IMOs, Permits,		Minor	1		N	B – Foirly Confident	* Map out the required consents with project team and continually monitor & update throughout the project '* Schedule regular meetings with consent approvers, especially those with long lead in times or complex approved.		Rare	Minor	£0.00	1	£0.00	n/a	04/01/2021		Daniel Laybourn		4/1/21 - The scheme only requires standard internal consents. Therefore the risk is already very low before BAU processes ensure that these are acquired in good time before construction.
R3	∝Page 6	(1) Compliance/Req ulatory	GATE 1 TO 5 - Judicial Review, which leads to project delay/ further costs	Should judicial review occur at this early stage, its certain, this would have major implications on project delivery. Extra legal advice could also be required to deal with the situation.	Possible	Serious	6	£0.00	N	B – Fairly Confident	* Consider legal advice. This could be the internal teams or external advice such as QcS if necessary. * Should judicial review be a distinct probability. establish a very detailed and concise project plan, programme and design log which details change and the reasons why. * Reaffirm statutory documentation requirements via internal advice. * Ensure and check that any public advertisements are in place as required (and replaced if needed)	£0.00			£0.00		£0.00						(Most likely to occur on the bigger projects. Should this happen at such an early stage, the project could go on hold or at least be delayed and so the costed impact would be mainly consist of this plus any additional funds for extra unplanned legal support. Risk may need splitting into separate reputational, time and cost risks should it be a large or contentious project i.e. Bank)
R4	2	(10) Physical	GATE 1 TO 3 - Accessibility and/ or security concerns lead to project change that in-turn results in additional resources being required to compensate.	Further changes to the project's design and scope may be required if accessibility concerns are raised.	Possible	Minor	3	£0.00	N	B – Fairly Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and contacts	£0.00)		£0.00)	£0.00						(Standard change risk. Add or subtract topics from the risk description as appropriate)
R5	2	(4) Contractual/Pari nership	GATE 1 TO 5 - TfL buses engagement and their	Further time and therefore resource may be required if planned engagement work with Tit. buses didn't go as planned. Also, they may change their requirements fo a project.	Possible r	Minor	3	20.00	N	B – Foirly Confident	* Ensure early engagement with TfL buses in the design phase so they can consult internally * Design the scheme to minimise bus impacts or attempt to provide a benefit so TfL buses are more inclined to help fund the project.	£0.00			£0.00		£0.00						(only include this risk if your project is directly affecting the TfL bus network)
R6	2	(8) Technology	GATE 1 TO 4 - Modelling issues (results and implications, issues with the delivery, buyin, required re-runs, etc)	Modelling can play a major role in defining a project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify. Also, further modelling may be required following consultation if there's design changes needed.	Possible	Minor	3	£0.00	N	B – Foirly Confident	* Early engagement with TFL to identify requirements, their timescales and costs * Ensure information & data requirements for modelling are agreed and scooped out fully * Regular engagement with design and modelling consultants * Budget for basic modelling re-runs post consultation	£0.00			£0.00		£0.00						(Do consider splitting this out into different risks if one particular part of this risk stands out i.e. stakeholder acceptance of the results, future local changes meaning the model becomes redundant, etc)
R7	2	(2) Financial	GATE 1 TO 6 - Lack of available skilled staff resource being available which leads to delays	Additional resource may be required for a number of reasons i.e. new and unplanned requirement identified, loss of team member, etc	Possible	Serious	6	£0.00	N	B – Fairly Confident	* Resource plan at least two Gateway stages forward in an effort to locate resources as early as possible * Use existing framework contracts where possible	£0.00)		£0.00		£0.00						(a standard risk for any project especially in terms of continuity)

City of London: Projects Procedure Corporate Risks Register

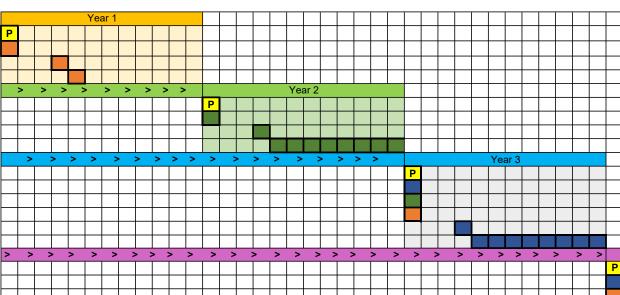
R8	2	(3) Reputation	GATE 1 TO 6 - issue(s) with external engagement and buy-in lead to additional resources being required to compensate	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could arise from the public consultation results.	Possible	Minor	3	£0.00	N	B – Fairly Confident	* Early identification and engagement with key stakeholders via the project's communications plan. * Consider specific working groups should it be required.	20.00		£0.00		00.03				(A standard risk - you need to do some more work with certain stakeholders than was planned for. Separate out any stakeholders that are going to have a much larger input into a scheme i.e. the Ned Hotel and Mansion House at Bank or the John Cass Primary school at Aldgate. General Transport for London engagement would be included within this, although separate out if you're directly impacting the TLRN. If its a S278 scheme, separate out and add the Developer risk as well as this)
R9	2	(4) Contractual/Part nership	GATE 1 TO 6 - Project supplier delays, productivity or resource issues impacts negatively on project delivery	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason.	Rare	Minor	1		N	B – Fairly Confident	* Arrange construction planning meeting with Rineys just prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)	Rare	Minor	£0.00	1	£0.00	n/a	04/01/2021	Daniel Laybourn	4/1/21 - BAU activities with the Principal Contractor will ensure that the required resources are available to meet the TBC programme. The required internal resource is small and easily replaceable if needed.
R10	2	(2) Financial	Incomplete project estimates, including baxters/ inflationary			Minor	3		N	B – Fairly Confident	* Monitor for scope creep * Regular catch-ups with Principal Contractor to review costs during construction.	Rare	Minor	£0.00	1	£0.00	n/a	04/01/2021	Daniel Laybourn	4/1/21 - Currently, the £470k +/- 20% estimate is very approximate and is purely based on previous projects to give a 'ballpark' figure. BAU activities will ensure its reviewed as the project progresses.
R1	Pa	(10) Physical	GATE 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible ,	Serious	6		N	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries.	Rare	Minor	£0.00	1	£0.00	n/a	04/01/2021	Daniel Laybourn	4/1/21 - The current estimate includes a provisional sum for utilities as agreed with the Developer. Should these increase, the Developer is obliged to fund any and all changes required under the terms of the \$278 agreement.
RIS	ge 7 ²			A CoL project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.		Minor	3		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low- level delays	Rare	Minor	£0.00	1	£0.00	n/a	04/01/2021	Daniel Laybourn	4/1/21 - Whilst there's not a lot the project feam can do if the Development is delayed, regular meetings with the developer will ensure that a fair amount of notice is received should CoL works need to be reprogrammed. The Developer would be responsible for any associated resultant costs.

This page is intentionally left blank

rogramme Reporting - Overview				
		atev por		
	Gateway	Year 1	Year 2	Year 3

				- 	202	ē		-i-	e.						20	22		ē		e	er						20	23		er		e				2024	
:	April	May	June	July	August	Septemb	October	Novembe	Decembe	January	February	March	April	May	June	July	August	Septemb	October	Novembe	Decembe	January	February	March	April	May	June	July	August	Septemb	October	اقاد	회원원	vemb cemb	tober vemb cemb nuary bruary	vemb scemb nuary hruary arch	any h h h h h h h h h h h h h h h h h h h

Year 1				
Programme Initiation/ Programme Report	G1-2	1	1	1
 Approval of streets for Year 1 	-	1		
Year 1 Gateway Approvals	G3-4	1		
Teal T Gateway Approvals	G5	1		
Year 2				
Programme Report	-			
Approval of streets for Year 2	-		1	
Year 2 Gateway Approvals	G3-5		1	
Further Year 2 gateway approvals as required	G3-5		1	
Year 3				
Programme Report	-			
Approval of streets for Year 3	-			1
 Any outstanding G5 reports for Year 2 	G5		1	
G6 reports for Year 1	G6	1		
Year 3 Gateway Approvals	G3-5			/
Further Year 3 gateway approvals as required	G3-5			/
Programme End				
Programme Report	-			
Any outstanding G5 reports for Year 3	G5			1
Any G6 reports for Year 1 and 2	G6	1	1	



This page is intentionally left blank

Appendix 4: S106 Funding Strategy

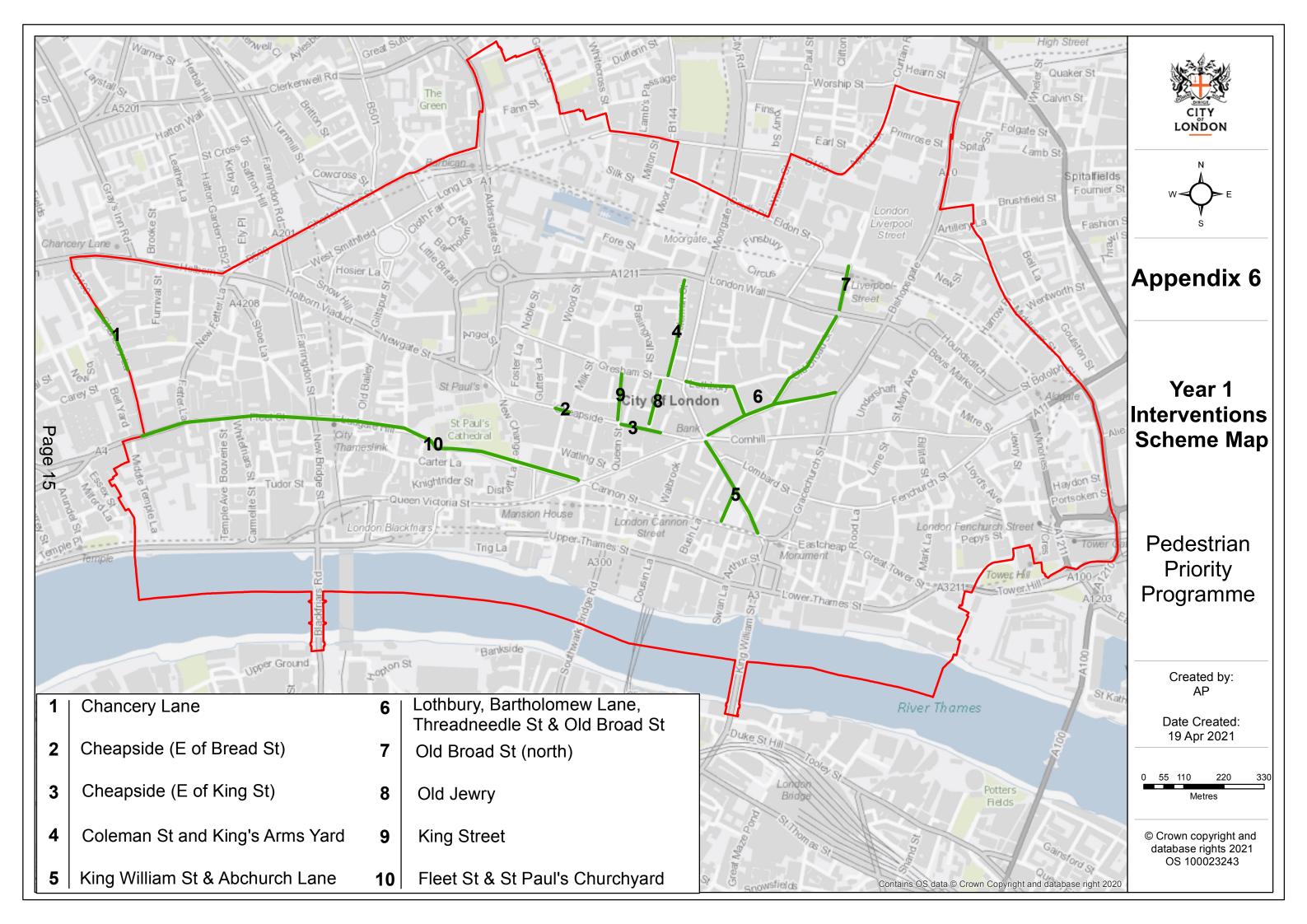
S106 Agreement	Scope	Balance (£)
14/00860/FULMAJ King William Street 33 24/06/2015	Citywide	15,562.53
06/00240/FULL Dashwood House 12/12/2006	Citywide	8,133.31
06/00240/FULL Dashwood House 12/12/2006	Citywide	16,719.73
02 -4962Y Cheapside 150 21/12/2004	Citywide	6,329.67
05/00864/FULL Bartholomew Lane 1 21/11/2006	Citywide	8,279.43
06/00903/FULL New Court 25/07/2007	Citywide	4,063.20
03 -5027C New Street Square 01/03/2005	Citywide	8,208.28
05/00864/FULL Bartholomew Lane 1 21/11/2006	Citywide	10.80
06/00500/FULL Lothbury 1 28/12/2006	Citywide	314.47
06/00613/FULL Fleetway House 14/03/2007	Citywide	125.00
13/00049/FULMAJ Monument Street 23/09/2013	Citywide	49.27
13/00049/FULMAJ Monument Street 23/09/2013	Citywide	207.91
13/00339/FULMAJ Cannon Street 39 -53, 11 -14 Bow Lane And Watling Court 27/02/2014	Citywide	15,000.00
14/00322/FULMAJ Fann Street 2 06/03/2015	Citywide	1,182.00
05/00653/FULEIA Mondial House 20/12/2006	Citywide	509.51
06/00240/FULL Dashwood House 12/12/2006	Citywide	899.70
06/00613/FULL Fleetway House 14/03/2007	Citywide	125.00
06/00903/FULL New Court 25/07/2007	Citywide	104.97
04/01005/FULEIA Old Stock Exchange 15/09/2005	Citywide	895.02
09/00450/FULMAJ Bevis Marks 6 25/06/2010	Citywide	1,086.69
10/00889/FULMAJ Angel Court & 33 Throgmorton Street 15/03/2013	Citywide	1,532.69
10/00889/FULMAJ Angel Court & 33 Throgmorton Street 15/03/2013	Bank/Moorgate	35,233.50
12/00256/FULEIA Bartholomew Close 29/05/2013	Citywide	12,915.94
12/00474/FULMAJ Moorgate 8-10 19/10/2012	Citywide	150.92
12/00474/FULMAJ Moorgate 8-10 19/10/2012	Citywide	10,813.52
Total		148,453.06

This page is intentionally left blank

Appendix 5 Stakeholder Engagement Plan: G1/2 – G3/4

Who	Why	Channels	When
CoLC departments:HighwaysCPRCleansingEvents	Raise awareness of the project, as well as project requirements and coordination with other projects and programmes. Ensure the project team understands the Year 1 programme.	 Emails Meetings (virtual) Programme working party 	Ongoing
Committee members: • Streets and Walkways • Project Sub Committee	Engage and ensure Chairman and other Committee members are up to date. Seek approval for projects.	CommitteesBriefing notesMeetings with Members	Ongoing as required
Ward Members	Raise awareness of projects, seek feedback from residents and occupiers to feed into designs. Ensure Ward members are up to date for Ward Motes and other meetings. Use routes to raise further awareness and undertake engagement.	EmailsMeetingsBriefing notes	Ongoing as required
London Boroughs of Islington, Camden and Hackney	Raise awareness of project, inform about any impact on their network or proposals, seek approval if required.	EmailsMeetings as appropriate	Ongoing as required, prior to submission of any gateway report
Transport for London	Ensure collaborative design work undertaken on transport projects, Ensure TfL have sufficient information to process any traffic management approvals or to make changes to accommodate projects. Assistance with engagement reach.	 Regular three weekly coordination meetings Emails 	Once approval of G1/2 granted and ongoing
Public Realm Users: Residents Businesses Workers Visitors Drivers Disability Groups Emergency services	Obtain feedback on proposals to feed into design process. Raise awareness of programme within groups.	 Regular channels (website, social media, newsletters, letters) Specialist consultant to engage with disability groups 	Once approval of G1/2 granted and ongoing

This page is intentionally left blank



This page is intentionally left blank

Agenda Item 7

Appendix 1 Gateway 1 Approval

In September 2020 Resource Allocation Sub Committee and Policy and Resources Committee approved the scoped and costed Climate Action Strategy for the City Corporation which was subsequently approved by the Court of Common Council on 8th October 2020. See Committee Report below. A capital bid was submitted in August 2020 by the relevant Chief Officer – this was then adopted at RASC in Sept – this constitutes the Gateway 1 approval.





Appendix 2 of this Committee report provides a breakdown of the actions proposed to implement the Climate Action Strategy. Appendix 2b provides a detailed profile of each action area for climate resilience and Action Area 2 Resilient Streets and Greening includes most of the actions that will be covered through the Cool Streets and Greening programme. In addition, one action from Action Area 4 Resilience Co-ordination and Training has been included in the Cool Streets and Greening programme. (see below for relevant action plans)

Action Area 2: Resilient Streets and Greening

reduce all resilience risks

Committee: Planning & Transportation Committee

	ON: The Square Mile and City Corporation impacts, providing a model for others to f		sewhere are an e	exemplar of climate resilience, pre-empting inevitable
STRATEGY GOALS: B) The	City of London Corporation and its assets	s are resili	ient to climate ch	ange
•	lings, public spaces and infrastructure are			
	lile and beyond benefit from a clean, gree			
High level actions		Gross	Impact on	What it pays for
Action 2.1 Flood modellin	ng, which include SUDs and other	cost	employment	
mitigation strategies, to c	omplement EA flood models	£M /	(estimate of	An investigation into new water infrastructure such as
Action 2.2 Conduct pilot t	to test heat resistant materials in	yr.	total new jobs	strategic SUDs, roof top greening, catchment greening
planned works for streets	and highways during 2021-2025		created in the	and afforestation, and more as relevant
Action 2.3 Develop City C	orporation and Square Mile water		green	A register and upgrade plan for roads that are
footprint management st	rategy		economy /yr.)	vulnerable to acute heat which mainstreams heat-
Action 2.4 Develop natura	al flood risk management areas			resistant road surfacing
Action 2.5 Sustainable rai	n and surface water management	£2.0m	8	A connected system of water recycling, urban drainage
policies and implementat				and rainwater management measures
	tners to accelerate actions to address			Increased greenery in the Square Mile public realm
ater leak management				Climate change adaptable landscapes and planting
	uality and provision of green space and			A strong partnership with Thames Water to reduce
	ile and wider City Corporation spaces			water wastage from leakage
	ate-resistant and adaptive landscaping			
in planned works				
Action 2.9 Undertake fun	ding sources review			
Resilience Risks		Measur		Key Benefits
Flooding	 Water stress 		o. climate risks	
Overheating	 Natural capital 	manage	ed .	Positive reputation amongst suppliers and construction
				industry
Impact on resilience risks				Indirect effect on green jobs and economic multipliers
_	climate resilience forming part of			for green tech ecosystem
Planning Policy will redu				Increased visibility and standards across projects
	e increases through the public realm,	Church :	- 11-1	Future proof public realm for climate impacts
creating cool spots		Strategi		- F7 Level Disc 2015 The doubt City Disc 2020 T
	nading, urban greening, heat-resistant			s – 5,7, Local Plan 2015, The draft City Plan 2036, Transport
	flood risk management areas, flood			nsible Business Strategy 2018-23, Local Flood Risk
defence asset maintena	nce and careful material selection will	vianage	ement Strategy 20	714-2020

Action Area 4: Resilience Co-ordination and Training

Committee: Primarily Porth Health & Environmental Services Committee and Planning & Transportation Committee

CLIMATE RESILIENCE VISION: A future where the City's communities benefit from a fair and equitable transition to a climate resilient City with open access to data, knowledge and skills resulting in collaborative climate responses.

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change

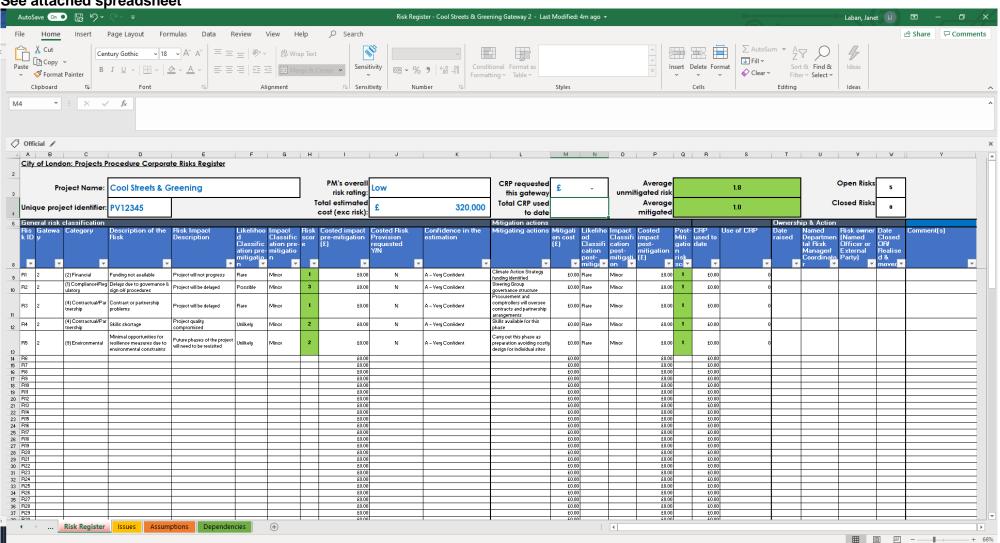
E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change

E) The Square Mile's buildings, public spaces and infrastruc			
F) People in the Square Mile and beyond benefit from a cle	an, green and		t and job creation
High level actions	Gross cost	Impact on	What it pays for
	£M / yr.	employment	
Action 4.1 Develop financial package and programme to manage resilience in longer term Action 4.2 Expand use and availability of non-sensitive		(estimate of total new jobs created in the	A considered plan on funding options for climate resilience work, blending internal and external funding sources A stronger, data-led approach to understanding climate
data to monitor effectiveness of interventions Action 4.3 Embed principles of inclusion and equity throughout all resilience strategies		green economy /yr.)	related risks and mitigations across the Square Mile • A method to ensure that the needs of the most vulnerable to climate change are prioritised in decision making
Action 4.4 Design and deliver cross-Corporation training programme to strengthen skills and capabilities on resilience Action 4.5 Mainstream climate resilience into City Corporation governance and decision-making Action 4.6 Review of above and below ground space utilisation in the Square Mile Action 4.7 Strengthen resilience requirements for planning Action 4.8 Undertake external funding sources review	£0.3m	4	A workforce with the knowledge and skills required to manage climate resilience across the Square Mile, backed up by a climate resilience lens across all decision making A review of the supplementary planning guidance and approach for new developments to strengthen climate resilience measures
Resilience Risks	Measuremen	nt	Key Benefits
Flooding Water stress Overheating Cross-cutting themes	Total no. clin managed	nate risks	External investment in Corporation assets
• Cross-cutting themes	manageu		Increased visibility and standards across projects
Impact on resilience risks			Increased performance from capital spend
Embedding inclusion and equity in strategies and projects will ensure that the needs of the most vulnerable are prioritised.			Future proof key asset base for the Corporation Decreased costs due to integration of resilience actions
Skills gap analysis, skills sharing, and training will future proof the organisation	Strategic Lin	ks	1
proof the organisation	_	an Outcomes – 5,	7

Appendix 2 Risk Register – Costed Risk Provision (CRP)

See attached spreadsheet

Page 20

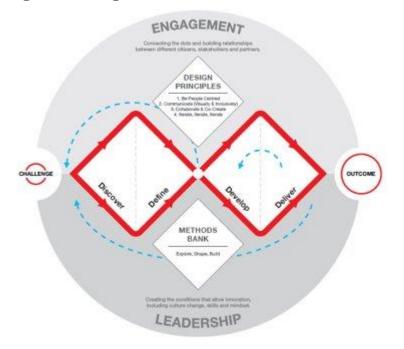


Appendix 3: Team Structure & Support Proposed Environmental Resilience Team

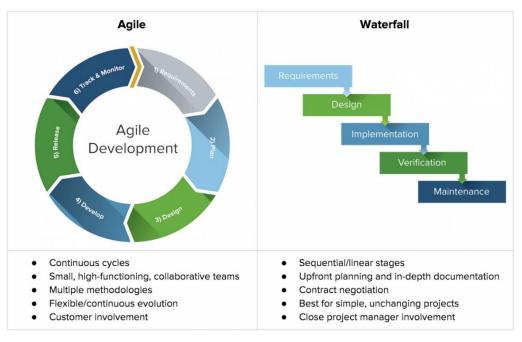
Proposed Environmental Resilience 1																			
Post	Grade									Ski	lls								
The resilience team should remain as a small team with secondment or temporary recruitment to fill posts. Part time secondments will help to spread the skills across the organisation and give interested individuals the opportunity to develop their expertise		Climate Change	Sustainability	Climate resilience	Data management	GIS	SONS	Flooding	Water resources	Overheating	Natural capital	Greening	Pests & Diseases	Food and trade	Communications	Agile working	Funding bids	Budgeting & Finance	
Programme Lead – Climate Resilience	1 FTE Grade F	х	Х	х											х	х	х	х	
Data Lead – Climate resilience	1 FTE or 2 x0.5 FTE Grade E	х	х	х	х	х									х	х	х	х	
Topic Lead Flooding / SuDS/ water resources	0.5 FTE Grade D/E			х			х	х	х						х	х		х	
Topic Lead Overheating / natural capital / greening	0.5 FTE Grade D/E			х						х	х	х			х	х		х	
Topic Lead Pest & disease / Food & Trade	0.5 FTE Grade D/E			х									Х	х	Х	Х		х	
Apprentice – Climate Resilience	1 FTE Apprentice		Х		х										Х	Х		х	
Total			1 FT	E Gra	de F	1 FT	E Gra	de E	1.5	FTE C	3rade	D/E	1 FT	E App	rentic	е			

Contact: janet.laban@cityoflondon.gov.uk

Design thinking



Agile Project Management



Appendix 4 Schedule of StagesProject Timeline and Milestones Year 1

Project Plan for Cool Streets and Greening																																						T		
Year 1 April 2021 - March 2022		Apri	il		Ma	ау		Ji	une			July			Α	ug			Sept			Oct			Nov			Dec	С		Ja	n			Feb			Mai	r	Deliverable
	05/04/2021	12/04/2021	19/04/2021 26/04/2021	03/05/2021	10/05/2021	24/05/2021	31/05/2021	07/06/2021	21/06/2021	28/06/2021	05/07/2021	12/07/2021	26/07/2021	02/08/2021	09/08/2021	16/08/2021	30/08/2021	06/09/2021	13/09/2021	27/09/2021	04/10/2021	11/10/2021	25/10/2021	01/11/2021	15/11/2021	22/10/2021	06/12/2021	13/12/2021	20/12/2021	03/01/2022	10/01/2022	24/01/2022	31/01/2022	07/02/2022	14/02/2022	28/02/2022	07/03/2022	14/03/2022	21/03/2022	
Set up Resilience Steering Group TOR	N																																							Steering Group agreed TOR
Programme development & governance																																								Final programme
Opportunity mapping & data gap analysis	L																																							Data report & below ground mapp
Develop data collection and analysis protocols																				Ш													Ш							Power BI data dashboard
Develop criteria for project funding	L																																						_	Funding decision tool
Steering Group review (programme)	L									М																														
Draft technical resilience measures guidance	L													Ш										tes																Technical manual - resilience mea
Pilot site identification and prioritisation																			T es					ot si																Sites database
Baseline heat, flood & UGF data																			ot s					F Pil																Power BI data dashboard
Steering Group review (sites, measures, data)	_																		al Pi	м				Wor																
Plan implementation of measures on 2-4 sites	oosa																		orais					tart															r od	
Model impacts for 2-4 sites	Pro																		Ap					to														4	s Ke	
Implement pilot resilience measures 2-4 sites	Project																		Option					uthority															utcome	
Monitor impacts	y 1-?																		v 3-4					y 5 A														7	\ \ 	Power BI data dashboard
Steering Group review (Implementation)	ewa																		ewa					ewa				N	vı										M	
Report progress to P&T Committee	Gate																		Gato					Gate															-	Outcomes report
M = Milestone (fixed date)							H													H										H	-		H						Ŧ	·

Page 2

Lead officer: Janet Laban Line manager: Gordon Roy Authority: Carolyn Dwyer

CLIMATE ACTION STRATEGY PROJECT PLAN RESILIENT STREETS AND GREENING

Date: 30/10/2020

Project ID: CAS-00X

Version: 1.1

Recipients: Damian Nussbaum, Simi Shah, Stuart Wright

			Year 0	Year 1		Year 2		Year 3		Year 4	
Delivery plan (Gantt chart)			FY20/21	FY21/22		FY22/23		FY23/24		FY24/25	
Phases	Responsible	Completion	Oct-Mar	Apr- Sep	Oct- Mar	Apr- Sep	Oct- Mar	Apr- Sep	Oct-Mar	Apr-Sep	
2.1 Flood modelling, which include SUDs and other mitigation strategies, to complement EA flood models	JL	0%									
Task 1: Review scope of Strategic Flood Risk Assessment 2017	JL	0%									
Task 2 Strategic Flood Risk Assessment Review	JL/ consultants	0%									
Task 3: Integrate findings into other plans and strategies	KS/ JL	0%									
2.2 Conduct pilot to test heat resistant materials in planned works for streets and highways during 2021-2025		0%									
Task 1: Design programme with Highways, Public Realm & Open Spaces	JL SG HS	0%				_					
Task 2: Baseline monitoring	SG HS	0%									
Task 3: Engage with partners Utilities highways contractor etc	SG HS	0%									
Task 4 Materials testing	SG HS										
Task 5 Review and conclusions	JL SG HS										
2.3 Develop City Corporation and Square Mile water footprint management strategy		0%									
Task 1: Design Programme	JL HS	0%									
Task 2: Baseline monitoring	JL HS	0%									
Task 3 Engage with Thames Water	JL HS										
Task 4: Implement water reduction measures	JL HS	0%									
Task54: Review and conclusions	JL HS										
2.4 Develop natural flood risk management areas		0%									

Task 1: Identify sites in Public Realm and Open Spaces	JL TM JT	0%	i						
Task 2 Baseline monitoring -gulleys and sewers									
Task 3: Implement rain gardens/natural flood management measures	JL TM JT	0%							
Task 4: Review impact	JL TM JT	0%							
Task 5 Develop guidance	JL TM JT								
2.5 Sustainable rain and surface water management policies and implementation		0%							
Task 1: Identify sites in Public Realm and Open Spaces	JL SG TM	0%							
Task 2 Baseline monitoring -gulleys and sewers	JL SG TM								
Task 3: Implement SuDS	JL SG TM	0%		·					
Task 4: Review impact	JL SG TM	0%							
Task 5 Develop guidance	JL SG TM					•			
2.6 Work with partners to accelerate actions to address water	er								
leak management		0%							
Task 1: Engage with Thames Water	JL HS	0%				 			
Task 2: Identify vulnerability to burst watermains in the City	JL HS	0%							
Task 3: Leakage monitoring	JL HS	0%							
Task 4 Leakage management	JL HS								
Task 5 Review impacts	JL HS								
2.7 Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces		0%							
Task 1: Identify sites in Public Realm and Open Spaces	JL SG JT	0%	i						
Task 2: Baseline temperature monitoring	JL SG JT								
Task 3: Implement greening	JL SG JT	0%							
Task 4: Review impact	JL SG JT	0%							
Task 5: Develop guidance	JL SG JT								
2.8 Introduce climate-resistant and adaptive landscaping in planned works		0%							
Task 1: Identify sites in Public Realm and Open Spaces	JL SG JT	0%	i						
Task 2 Implement resilient planting	JL SG JT	0%							
Task 3:Review impact	JL SG JT	0%							
Task 4: Develop guidance	JL SG JT								

2.9 Undertake external funding sources review		0%
Task 1: Review funding opportunities/ sources government/ utility companies/ businesses/ charities/ partnerships	JL	0%
Task 2: Set up regular scanning programme for funding	JL	0%
Task 3: Streamline application process for resilience funding using templates/ standard wording etc	JL	0%
Task 4: Target 4 funding applications per year	JL	
2.10 Integrate above actions into relevant engagement plans	PROJECT TO BE DEVELOPED	

4.6 Review of above and below ground space utilisation in the Square Mile		0%
Task 1: Engage with British Geological Survey	JL HS	0%
Task 2: Map below ground utilisation basements, utilities, archaeology, geology	HS	0%
Task 3: Use mapping to identify opportunities for SuDS, cool routes, water storage etc	HS JL TM	0%
Task 4: Develop guidance on use of underground spaces	HS JL	

i - overlaps between these projects JL - Janet Laban

SG - Simon Glynn

HS - Holly Smith

JT - Jake Tibbetts

Appendix 5 Stakeholder Engagement Plan

Who:	What message?	Channels	When
Internal/External. Priority groups.	Inform, engage or consult. Asks/offers.	Tried and tested. New.	Phase around project plan. Media needs 1-month leadtime.
COLC Members	Engage Asks: Seek approval for projects Offers: CAS implementation projects	Committees	Ongoing as required
London Borough of Camden	Engage Asks: Project partnerships Offers: Collaborative resilience projects	Collaboration through Officers	Quarterly partnership meetings
Potential Funders External	Engage Asks: Seek funding Offers: Projects which meet funding priorities	Regular partnership meetings Funding opportunities	Ongoing – quarterly partnership meetings
Businesses & SMEs	Consult Asks: Seek comments Offers: Inform of plans	Consultation surveys Website Social media	Q1-2 2021/22
Public realm users City Residents Disability groups City of London Access Group	Consult Asks: Seek feedback on plans Offers: Inform of plans	Consultation surveys Website Social media	Q1-2 2021/22
COLC Officers Highways Open Spaces Public Realm Housing Cleansing	Engage Asks: Project management for implementation of resilience measures Offers: Part funding	Climate Chats Interviews 1:1 meetings	Q1-2 2021/22
Green Finance Institute Contractors Academic partner Thames Water UKPN BT Openreach Transport for London British Geological Survey	Engage Asks: Technical / expert input into Climate Resilience plans Offers: Involvement with Local Authority Leader in Climate Resilience	Interviews 1:1 meetings	Q2-3 2021/22
CoLC Comptrollers & City Solicitors Emergency services	Consult Asks Seek feedback on plans Offers: Inform of plans	Consultation	Q2-3 2021/22
Environment Agency	Engage Asks: Expert input into plans Offers: Involvement with Local Authority Leader in Climate Resilience	Partnership meetings 1:1 meetings	Ongoing
London Climate Change Partnership London Councils Green & Resilient Group London Drainage Engineers Network London Environmental Coordinators Forum	Inform Asks: Comment on plans Offer: Knowledge sharing	Presentations at regular meetings	Ongoing Quarterly meetings

Appendix 6 Cool Streets & Greening Procurement Plan

Package	Contract	Requirements	Contra	Timescale	Selection process	Responsible
	type		ct		·	procurement
	' '		value			
Framework develop	Consultant	Develop a framework for the	40-	Q1 2021/22	Request for quote	Include
ment		4 year Cool Streets	70K		(RFQ) process via	responsible
		& Greening Programme to				business in
		ensure delivery of:				tender
		Outputs: a minimum of 17			'	evaluation
		climate resilient test sites				
		Outcomes: monitoring and				
		evaluation of direct impacts,				
		co benefits and value for				
		money. Benefits: A climate				
		resilient Square Mile and				
Dariliana Adamana	C	roadmap for future resilience	Disease	04 2020 24	C	D i i i
	Consultant	Develop a technical catalogue		Q4 2020-21		Review sustaina
Catalogue		of resilience measures,	1		•	bility credentials
		methodology	10K-	00 0004 /00	with Buro	of current
		for recording effectiveness of	20K	Q2 2021/22	Happold +	provider
		resilience measures and			competitive	
		recommendations for	+		tender for phase	
		inclusion in City Corporation	Phase		2	
		design guides	2			
			30K-			
			40K			
Smart sensors for	Contractor	Provide and install smart	40-	Q1-2	Procurement	Include
flood		sensors to monitor water	50K	2021/22	Authorisation	responsible
risk monitoring		levels in gullies in high flood			-1 (/	business in
		risk parts of the City along				tender
		with control sensors				evaluation
		elsewhere in the				
		City. Integration of the				
		data with MET office weather				
		data, the City's gulley				
		emptying schedule and SuDS				
		implementation and reportin				
		g real time monitoring results				
		through Power BI				
Smart sensors for	Contractor	Provide and install smart	40-	Q1-	Procurement	
heat risk		sensors to monitor	50K	2 2021/22	Authorisation	
monitoring		temperature across the			Report (PAR)	
		Square Mile. Integration				
		of the temperature data with				
		MET office weather data, air				
		quality monitoring and urban				
		greening reporting real time				
		monitoring results through				
		Power BI				
Data collection &	Contractor	Ongoing assistance in smart	20-	Q2 2021/22-	Procurement	Include
analysis		monitoring, analysis	30K	to	Authorisation	responsible
		and interpretation of results				business in
		and median of results		. 202 1, 23		tender
				1		evaluation
			1		1	Cvaraation

Opportunity mapping	consultant	Development of comprehensive below ground mapping for the Square Mile. Integrated 3D spatial assessment, drawing on existing, but disparate, data and models (e.g. 3D geology, soil properties, land use, basements, buried utilities, archaeology) to i) map underground structures and linkages to surface features, ii) model surface-subsurface environmental conditions, iii) model potential interactions between groundwater systems and underground structures and surface water features. The below ground assessment will be used to identify suitable locations for integrated water management options including natural flood management e.g. SuDS and options for dual-use of underground assets for flood alleviation.	1 75K Phase 2 75K –		to Tender (ITT)	Include responsible business in tender evaluation
Site identification & prioritisation	specialist consultant	Using evidence from below ground mapping, City Corporation GIS, vulnerability data and development potential, develop a comprehensive map of suitable sites for implementation of resilience measures, with priorities and timing estimates		Q2 2021/22- Q3 2024/25	Quote (RFQ) process via the Procurement	Include responsible business in tender evaluation
	with advice from specialist consultant Highways term	Develop comprehensive designs for resilience measures for 4 - 7 no pilot sites Install resilience measures on 2 -4 pilot sites	60K 0.9M-	Q 1-2 2021 /22 Q2-4 2021/22	process via the Procurement Operations team Highways term contractor	Include responsible business in tender evaluation Include responsible
for 4-7 pilot sites	contractor		£1.7M	01.4		business in tender evaluation Include
monitor resilience	design and monitoring with consultancy	Implement a programme of design, installation and evaluation of resilience measures with ongoing maintenance on sites across the Square Mile	ра	Q1-4 2022/23 Q1-4 2023/24 Q1-4 2024/25	tender/ Framewo rk contract	responsible business in specification and tender evaluation

	term contractor for installation					
Scientific		Sponsor PhD Researcher to			- 1	Use academic
verification	partner	develop robust evidence of	per	to Q2 2024/	Quote (RFQ)	institution with
of programme findi		Resilience measure	annum	25	process via the	exemplar
ngs		effectiveness			Procurement	responsible
			(total		Operations team	business
			140K)			reputation
		TOTAL 2022-24	£5.24M			
		Cool Streets & Greening	£6.59M			
		TOTAL 2021-24	– 6.94M			

Ap		e Scope Wellbeing & Climat				
	Project	Key Objectives	Location	Funding Strategy	Timescales	Notes/Next steps
1	Improvements to existing public spaces	 More pleasant and useable spaces to rest. Introduce Step-free access where required and ensure spaces are safe and inclusive for all the City's communities. 	1.St Helen's Bishopsgate Churchyard	 Church contribution via CIL neighbourhood Bid to be submitted, S106 contributions 	2021-2022	 Funding bid to be submitted by Church Maintenance/legal agreements to be finalised (Open Spaces/Church) Next committee report G5 – Authority to Start Work
		 Respond to projected changing working patterns and provide high 	2.St Andrew Undershaft Churchyard	S106 contributions	2021-2022	 Consultation and agreement with Church on-going to finalise design. Next committee report G5 – Authority to Start Work
		 quality spaces for safe social interaction outdoors. Support City recovery with an enhanced visitor experience and outdoor amenities. 	3.Jubilee Gardens	 S106 contributions external contribution from stakeholders. Cool Streets and Greening programme (for green wall element) 	2021-2022	Finalise design and cost estimate Next committee report G5 – Authority to Start Work

2	Green Streets	 Increased greenery Improve thermal comfort Pollution mitigation Increased resilience and sustainability Provide short term interventions in response to needs 	4.Creechurch L ane-Stoney Lane 5. Rood Lane - Philpot Lane	External contribution, EC Partnership, in addition to S106-S278 from nearby developments for permanent scheme.	2021-2023	 Identify interim greening and improvement measures in the short-term due construction sites constraints. Part of the Covid recovery measures. Consolidate areas of cycle parking/motorcycle marking to provide more walking and dwell spaces. Outline scope for short-medium term designs Next committee report G5 – Authority to Start Work (interim measures)
3	Climate Action initiatives	 Increased greenery and biodiversity. Reduced pressure on drainage system through the assessment of Suds schemes. Improve thermal comfort Consideration of green walls and raingardens. Consideration of alternative and innovative materials 	6.Bevis marks and Houndsditch, along with Jubilee gardens (green wall)	Cool Streets and Greening - CAS fund (subject to approval)	2021-2023	 Suds scheme with trial of design solutions, materials and options. Consultants have been appointed to provide specialist input and design guidance. Next committee report G5 – Authority to Start Work
			Tree planting across the area (site locations to be confirmed) to include: • Crutched Friars	 S106 contributions, external contributions; Climate Action Strategy funding (subject to approval). 		 Target of 30 trees to be planted in the next 3 years. Other feasible options for greenery across the area will be explored

D
Ø
ã
Œ
ယ
ယ

	Mark Lane Fenchurch St				
Other projects to be considered at the next stage and subject to feasibility and funding.	St Botolph Bishopsgate Churchyard St Peter Upon Cornhill Churchyard Billiter Street (south) Eastcheap Camomile Street Leadenhall Street Creechurch Lane, Philpot Lane, Rood Lane – permanent scheme				



City Cluster Area programme: delivery framework 2021-2024

Funding strategy

ည် S106 and S278

රා CIL contributions

External funding sources

Climate Action Strategy

TfL Liveable neighbourhoods

Programme 1:

Pedestrian priority & traffic reduction

Ensure pedestrian routes can accommodate the projected increases in pedestrians and cyclists flows by rebalancing the street capacity.

Programme 2:

Well-being & Climate change resilience

Promote the improvement of public spaces and introduce greenery to deliver an attractive environment.

Programme 3:

Activation & engagement

Deliver public places that are welcoming and inclusive; and encourage public participation and social engagement.

Healthy Streets Plan

To set out the changes required to the street network to deliver the City Cluster Vision.

Programme 2: Well-being & Climate change resilience

Objectives:

- Increase the amount of greenery to help mitigate the impacts of climate change, noise and air pollution and soften the urban environment.
- Deliver more accessible and attractive spaces to rest and spend time in, including responding to the need for social distancing.
- - Deliver spaces which offer opportunities for place activation in a safe street environment i.e. facilitation of Programme 3 - Activation and Engagement.
 - Deliver sustainable urban drainage systems in line with the emerging Climate Action strategy.
 - Contribute to the well-being of local users by offering outdoor spaces to rest, work and spend time in. In the context of the Covid19 pandemic, the value of our greenspaces and the role of nature will play a fundamental role in our recovery from the crisis.

Programme 2: Well-being & Climate change resilience

Well-being & Climate Change resilience programme PROJECTS

Improvements to existing public spaces

Short term:

- 1. St Helen's Bishopsgate
- 2. St Andrew Undershaft
- 3. Jubilee Gardens

Medium-long term:

- St Peter Upon Cornhill
- St Botolph Bishopsgate

Green Streets

Short term-interim measures:

- 4. Philpot Lane Rood Lane
- 5. Creechurch Lane Stoney Lane

Medium-long term:

- Camomile Street
- Leadenhall Street
- Eastcheap
- Billiter Street

Climate Change Resilience measures

Short term:

- 6. Bevis Marks-Dukes Place
- 7. Area wide tree planting

Medium-long term:

- Houndsditch
- Camomile Street
- Others to be determined



Programme 2: Well-being & Climate change resilience



Projects (2021-2024):



Existing public spaces:

- 1. St Helen's Bishopsgate
- 2. St Andrew Undershaft
- 3. Jubilee Gardens

Green streets:

- 4. Philpot Lane Rood Lane
- 5. Creechurch Lane Stoney Lane (interim measures)

Climate Change resilience Measures:

- 6. Bevis Marks/Dukes Place
- 7. Area wide tree planting (various sites)

1. St Helen's Bishopsgate. Current condition







1. St Helen's Bishopsgate

Aim: to redesign the churchyard to provide a peaceful and green space away from the noise and pollution of the adjacent roads

- Develop a unified space designed that celebrates the heritage and open churchyard character of the site.
- Introduce more greenery that is easy to maintain and provides a variety of colour and strikes a balance between the hard and soft landscape.
- Increase seating provision complementary to the size of the space; seating that is incorporated within the design of the churchyard.
- Provide inclusive access to enable all users to visit the space as well as improving the pedestrian route from Undershaft to Bishopsgate.
- Incorporate a discrete bin store
- Assess the need of lighting and therefore the perceived safety within the space at night-time.



1. St Helen's Bishopsgate



2. St Andrew Undershaft. Current condition

Heritage

Stonework on boundary wall and railings are in need of repair

Levels and access

The space is maintained by COL and has public access.

The existing paving is in bad cracked condition and uneven leading to poor drainage.

Greenery

Soft landscape is only in the form of shrubs in high concrete planters that are leaning out and in need of repair.

Seating and furniture

Existing benches are in poor condition.

In the absence of a bin store, unsightly bins litter a section of the Churchyard.



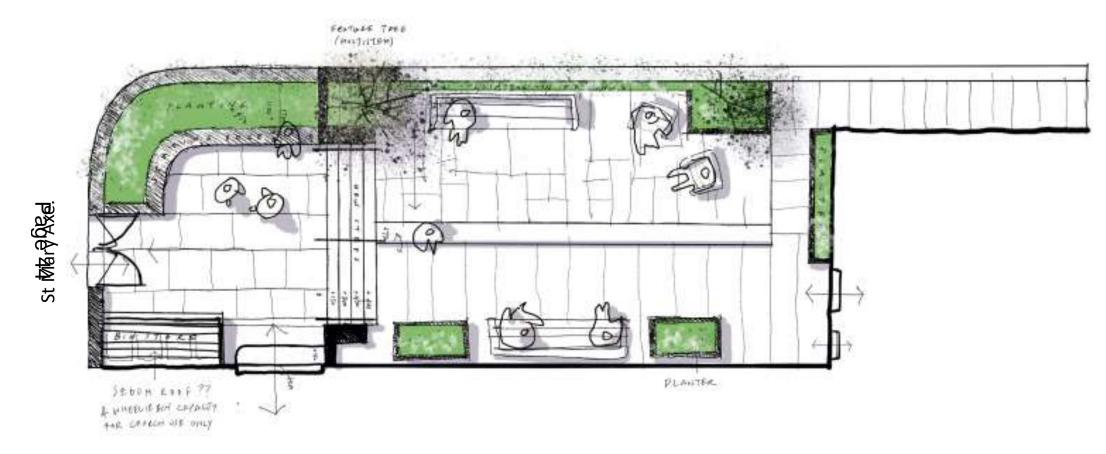
2. St Andrew Undershaft. Illustrative view



Illustrative view.

Page 43

2. St Andrew Undershaft. Plan



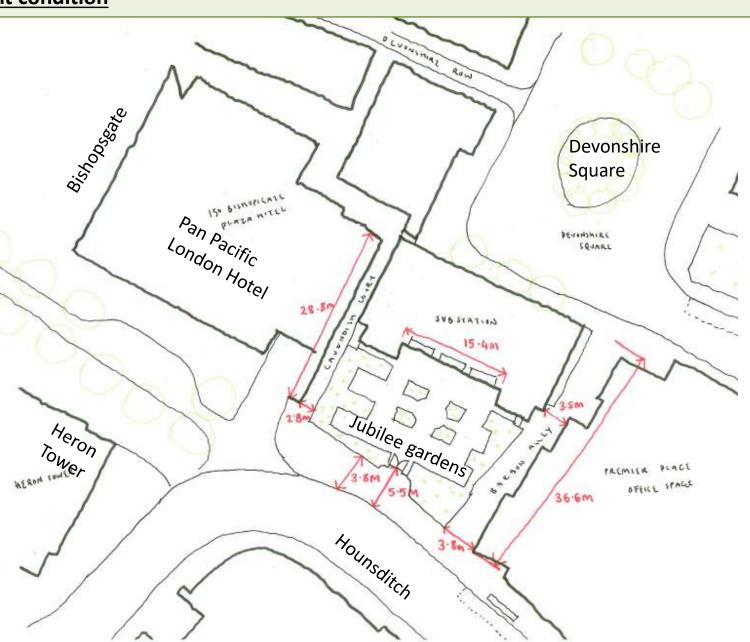
Plan.

3. Jubilee Gardens. Current condition





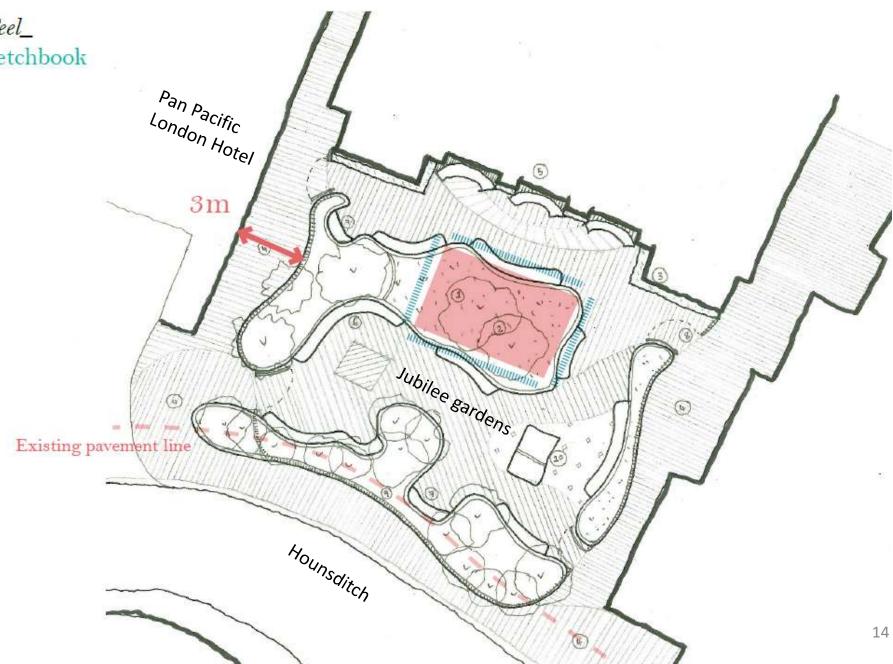




3. Jubilee Gardens. Current condition



3. Jubilee Gardens. Illustrative sketch plan



3. Jubilee Gardens. Illustrative sketch.



Page 48

4. Philpot Lane. Green streets – interim measures

Interim greening measures will deliver an improved environment in the short-medium term and will enable proposals to be tested ahead of permanent changes and informed by consented developments in the nearby area.



Current situation.

Temporary greening and seating measures have been delivered on Philpot Lane as part of the Covid recovery strategy. Proposed.

A welcoming pedestrian environment, integrating greening measures.

5. Creechurch Lane - Green streets - interim measures



<u>Current situation. Short-medium term intervention</u>
Parklets and additional greenery have been implemented on Creechurch Lane as part of the Covid recovery strategy.

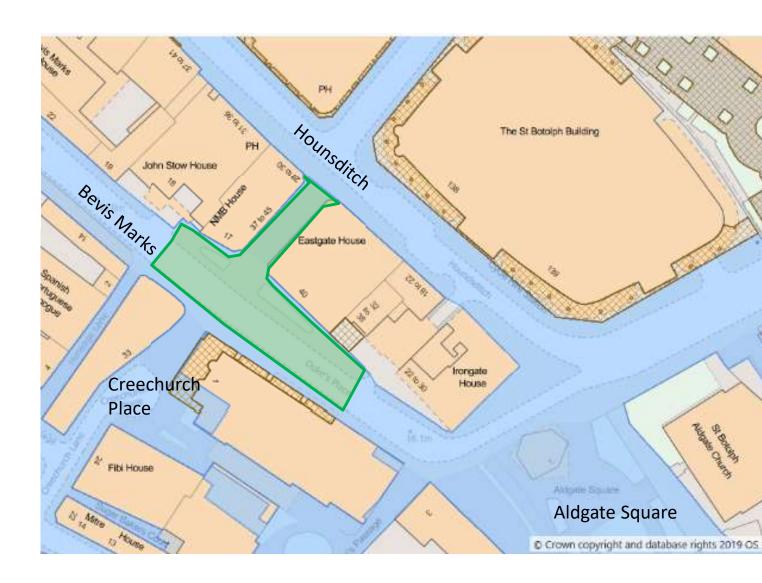
Proposed. Long term vision

A welcoming pedestrian environment, integrating greening and seating areas, creating a vibrant destination.

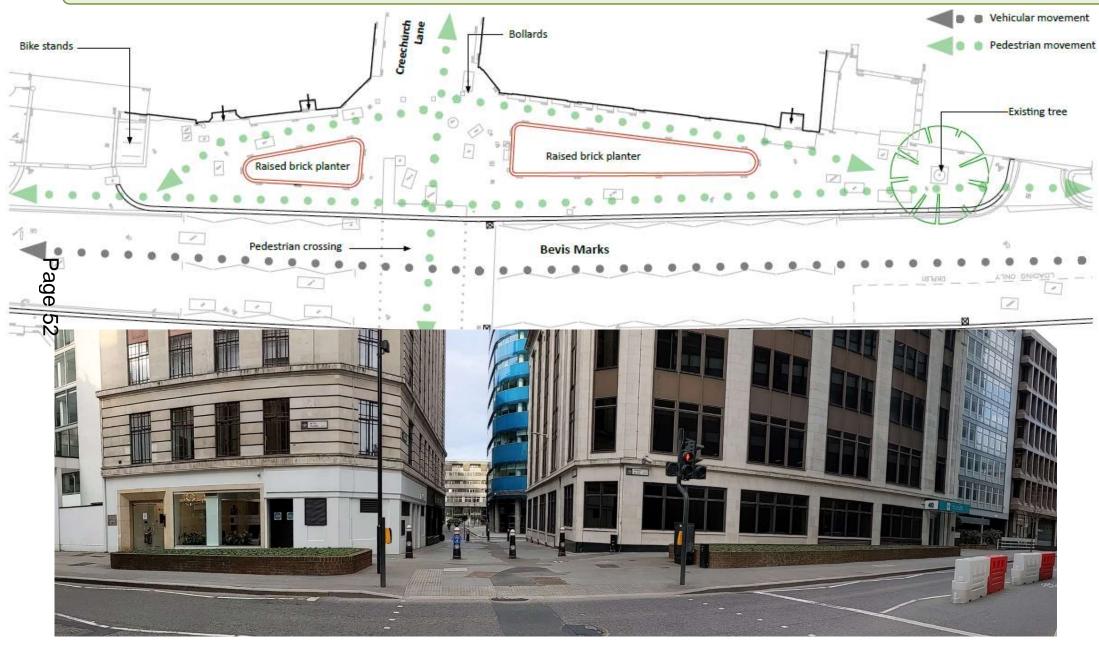
6. Bevis Marks/Dukes Place.

Site location.

Implementation of a sustainable urban drainage for the site.
Adjustment of planting areas and reprofiling of footway and carriageway areas.

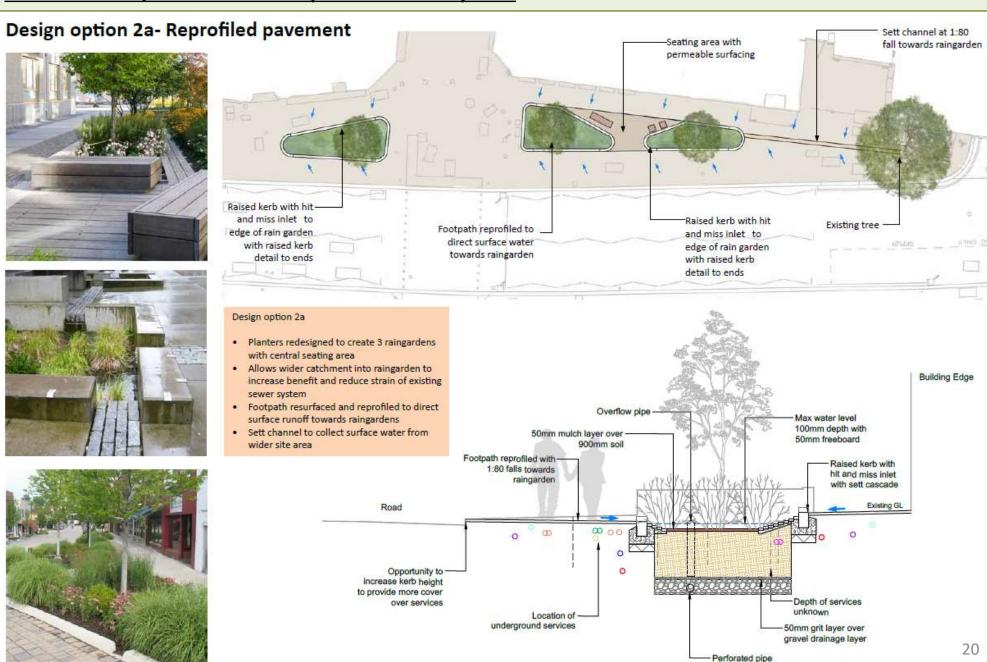


6. Bevis Marks/Dukes Place. Current condition



Bevis Marks – Dukes Place site.

6. Bevis Marks/Dukes Place. Proposal for Suds system



connection

7. Tree planting across the area

Tree planting across the area

Next steps:

- Streets for trial holes to potentially include:
- Crutched Friars, Bevis Marks, Houndsditch, Fenchurch Street, Leadenhall Street, Mark Lane.







Appendix 3. Funding strategy

Table 1: Expenditure to date - City Cluster Vision - Well-being & Climate Change - 16800437				
Description	Approved Budget (£)	Expenditure (£)	Balance (£)	
Env Servs Staff Costs	20,000	1,886	18,114	
P&T Staff Costs	50,000	40,113	9,887	
Open Spaces Staff Costs	10,000	659	9,341	
Fees	15,000	14,450	550	
TOTAL	95,000	57,108	37,892	

Table 2: Revised Budget to reach next Gateway – 5				
Description	Approved Budget (£)	Resources required to reach next Gateway (£)	Revised Budget to next Gateway (£)	
Env Servs Staff Costs	20,000	15,000	35,000	
P&T Staff Costs	50,000	35,000	85,000	
Open Spaces Staff Costs	10,000	10,000	20,000	
Fees	15,000	30,000	45,000	
Works	-	-	-	
TOTAL	95,000	90,000	185,000	

Table 3: Total Estimated Cost			
Programme	(£)		
Wellbeing & Climate Change resilience			
Total estimated range	£1.4-1.5m*		
*Note: Detailed costs will be determined by the level of additional external contributions, to be confirmed at Gateway 5.			

Table 4: Draft Funding Strategy	
Funding Sources	Amount (£)
S106 - Pinnacle LCEIW 06/01123/FULEIA	95,000
S106 - Pinnacle LCEIW 06/01123/FULEIA	678,802
S106 - 6 Bevis Mark LCEIW 09/00450/FULMAJ	1,087
s106 - 52-54 Lime Street 12/00870/FULEIA	128,840
S106 - Pinnacle LCEIW 06/01123/FULEIA	263,489
External/Other	,
To be confirmed at next gateway.	TBC
Cool Streets and Greening (subject to approval)	255,000
TfL (subject to confirmation)	25,000
TOTAL funds available	1,447,218

Agenda Item 9

Appendix 1. Options Appraisal Matrix

Ор	Option Summary Option 1 – large scale programme		Option 2 - medium scale programme
1.	Brief description of option	The project proposes developing a detailed 3-year programme of activities and events, in partnership with local stakeholders and the City's Cultural Programming and Partnerships Team, focussed on encouraging outdoor activities, promoting the City's streets and open spaces, and supporting businesses to aid the City's recovery. An outline of the types of interventions is set out in the Appendix 2. The programme will include projects which help to develop a tangible identity and trial ideas for green interventions and place activation.	As Option 1, but with fewer activities and events to fit within lower budget.
2.	Scope and exclusions	Activities and events will take place on both public and private land, in collaboration with the EC Partnership and stakeholders. The City Cluster includes large publicly accessible spaces many of which are privately owned, including rooftop spaces which are part of the area's unique offer.	As Option 1
Pro	oject Planning		
3.	Programme and key dates	Programme to be developed and implemented over a period of 3 years. Subsequent years will be dependent on funding and a review of requirements and benefits. A robust evaluation criteria and consultation strategy will be prepared in order to ensure the programme has delivered	As Option 1

Option Summary	Option 1 – large scale programme			Option 2 - medium scale programme
	on the objectives s set out the City's Recovery Task Forces and the EC Partnership's aspirations.			
		strategy will ensure activitionsers, as the City's recovery	es respond to feedback and continues.	
	with the Partnersh - June 20 • Produce 2021 • Submit G • Deliver in activities • Establish	detailed cost estimates for sateway 4/5 report to comm sitial measures and activitie		
4. Risk implications	Overall project option risk: Low The top risks are as follows:			As Option 1
	Risk Description Response			
	Funding is not secured.	Description It is anticipated that many of the interventions will be externally funded by the EC partnership and		

Option Summary	Option 1 – larg	ge scale programme		Option 2 - medium scale programme
		other stakeholders. Other potential funding sources will also be investigated.	activities this summer to aid the City's recovery. A funding strategy will be developed ahead of next gateway in liaison with the Chamberlains department.	
	Construction activity limits the ability to create a welcoming and pleasant environment	This is recognised as a risk and has been mentioned in various perception surveys about the area. It is expected that construction activity in the area will continue for several years to come.	Temporary interventions can help to rebalance the street environment and create a positive feeling in those streets where development impacts are felt. Interventions will be targeted that help to counterbalance the negative impacts of construction.	
			Opportunities will be sought to collaborate with developers to enhance the areas around development sites and make use of temporary street closures - for example Billiter street and Creechurch lane	

Ор	tion Summary	Option 1 – large scale programme			Option 2 - medium scale programme
				parklets – useful trial for longer term transformation.	
		Covid-19 risks: Delivery plan requires changes Implementati	The development of the programme will be adapted to the evolving situation, including guidelines and emerging response stemming from the health emergency.	The situation is being monitored and the scope of the projects will be evaluated to ensure projects comply with new guidelines and response strategy.	
		on of projects is delayed		Projects are primarily considered in outdoor spaces in response to government's advice.	
5.	Stakeholders and consultees	The programme is to be developed in close consultation with local stakeholder groups and City officers from various departments. The EC Partnership will play a key part in the development and prioritisation of projects. Regular engagement with the EC Partnership and other stakeholder groups is already taking place.		Same as Option 1	
6.	Benefits of option	The Activation and Engagement programme will help to improve the vibrancy of the area and support its dynamic environment. It will focus on establishing a network of collaboration between stakeholders, cultural		The programme scope offers a high degree of flexibility in terms of scaling down the scope to fit a reduced	

Option Summary	Option 1 – large scale pro	gramme	Option 2 - medium scale programme
	The programme will be aim- visitors, workers and reside connections and re-define t benefit. The consideration of time economy will ensure th A focussed strategy of active businesses and stakeholde	er to deliver an ongoing programme of m term. ed at a diverse range of users including nts. The cultural events will foster social he use of public/private spaces for social of measures to support the weekend and night area is attractive beyond the working week ration and engagement provides certainty to rs and secures interest (financial and cultural eating a well-known destination and identity	the frequency, number and type of activities would be reduced
	for the City Cluster. The table below incudes an be delivered over a 12-mon down as interest is gathered approach, the intention is to which will inform and enrich could also support the consult examples of events and provided in Appendix 2:	example of the types of activities and events th period, with the flexibility of scaling up or d and regular feedback obtained. With this establish a continuous loop of consultation the programme as it evolves. This platform ultation on other projects within the area. d activities against themes, with further detail ypes of activities and events Outdoor exercise classes and walking trails	

Option Summary	Option 1 – large scale p	programme	Option 2 - medium scale programme
		 Temporary and medium-term greening improvements and meanwhile uses. Tours and educational events in association with Sculpture in the City Food markets Moveable tables and chairs or deckchairs in association with retail areas or events. Architecture guide tours Gallery partnerships Community-focussed art installations Music events, including silent disco and rooftop activation in partnership with cultural institutions. will be prioritised in consultation with local 	
	stakeholders and the EC funding to match large-m businesses and the object the scope of the program has been expressed for coinfrastructure, weekend a	Partnership, and informed by the available edium scale options. Initial consultation with ctives of the Recovery Taskforces have informed me presented in this report. Particular interest outdoor wellbeing events and improved green and night-time activities, and creating a unique conditions, architecture and heritage.	

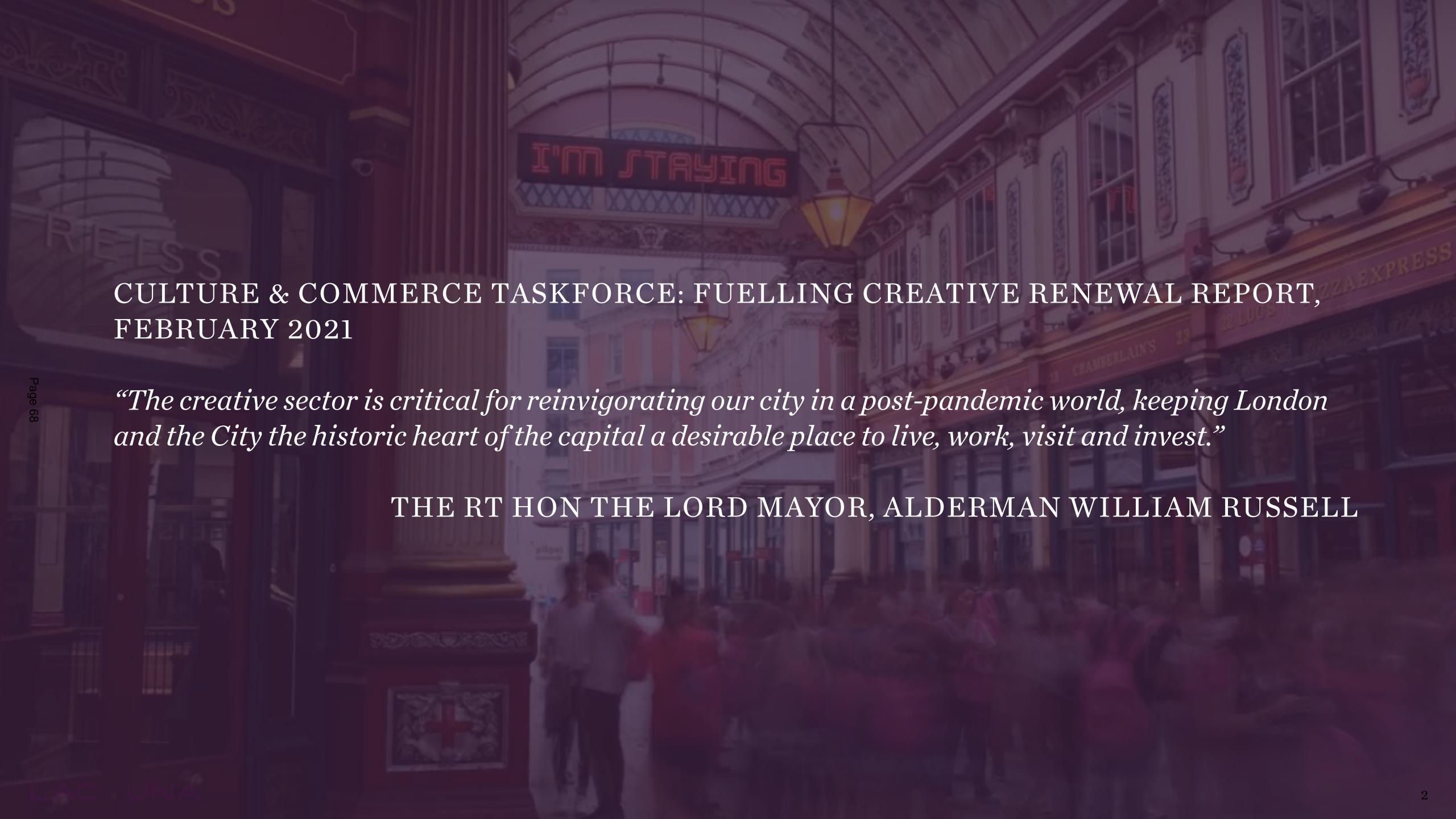
Option			Option 2 - medium scale programme
		It is envisaged that the programme will be managed by CoL DBE officers and the City's Cultural Programming and Partnerships Team, working with an external consultant and in liaison with EC Partnership. A governance structure is to be agreed and presented at the next committee report in July 2021.	
	isbenefits of ption	At this stage there are no disbenefits of progressing with this programme, it forms part of the City Cluster Programme of works and is in line with the desired outcomes identified though public consultation on the City Cluster Vision, as well as the aims of the Recovery Taskforce and Commerce and Culture Taskforce. A high impact programme will establish the area as a destination and build on the momentum of the City's wider recovery activities. This will place the area on the map for outdoor culture and activities in the short and medium term to support the economic and social recovery of the City Cluster.	This option will deliver fewer activities and events and will therefore not be as impactful, resulting in fewer benefits than option 1.
Resou	urce cations		
	otal estimated ost	£300k per year over an initial 3-year period to deliver a larger scale programme.	£200k per year over an initial 3-year period to deliver a medium scale programme.
9. Fu	unding strategy	It is proposed that the programme be primarily funded from external sources and the EC Partnership. Some City funding (S106) is proposed	As Option 1

Option Summary	Option 1 – large scale programme	Option 2 - medium scale programme
	to be used to help establish the programme. Further funding bids will also be submitted.	
	A cost table of an example for a 12-month programme is contained in Appendix 2.	
	A more detailed funding strategy will be included at the next gateway.	
10. Investment appraisal	NA	As Option 1
11. Estimated capital value/return	NA	As Option 1
12. Ongoing revenue implications	Management, maintenance and monitoring costs will be included within the programme budget. Including maintenance for soft landscaping and security elements, if required.	As Option 1
13. Affordability	External funding is yet to be confirmed and is subject to a forthcoming bid to be submitted by the EC Partnership.	As Option 1
	Other funding sources are also being investigated and will be reported at the next Gateway report in July 2021.	
14. Legal implications	Legal agreements are likely to be required for some of the initiatives within the project, particularly if located on private land. Details of these will be reported at the next gateway.	As Option 1

Option Summary	Option 1 – large scale programme	Option 2 - medium scale programme
15. Corporate property implications	None	As Option 1
16. Traffic implications	None	As Option 1
17. Sustainability and energy implications	N/A	As Option 1
18. IS implications	N/A	As Option 1
19. Equality Impact Assessment	The programme of works will deliver accessible and welcoming spaces for all user groups and provide areas where people can spend time outside their workplace environment.	As Option 1
	A diverse offer is proposed in response to a wide range of users and age groups. The key objective is for the content of the programme to shift the perception of the City towards an inclusive and welcoming part of London, open to all.	
	Weekend, daytime and evening-time activities have been included in response to the surveys undertaken to date by CoL Recovery Task Forces.	
	The spaces, public and private, which are being considered are fully accessible, the majority being at street level.	

Option Summary	Option 1 – large scale programme	Option 2 - medium scale programme
	Equality assessments for individual projects/activities will be undertaken at the next stage in consultation with consultants and DBE Access officers.	
20. Data Protection Impact Assessment	N/A	As Option 1
21. Recommendation	That planning for larger and medium scale activation programmes (Option detailed options and funding strategy to be presented at Gateway 4-5.	1 and 2) be continued, with
	Recommended	Recommended.









CITY WIDE - RECOVERY TASKFORCE

World-class business
ecosystems
Encouraging continual return
and engagement; inclusivity.

Vibrant Offer
(Retail, culture, hospitality,
tourism) An engagement City
offer; supporting weekend/nightime economy; community led

Outstanding Environments
Streets are safe, accessible and
attractive.

Page 7

CITY CLUSTER AREA

Opportunities:

- Well-being activities and health
- Public spaces roof top gardens, terraces, galleries.
- Green infrastructure interventions
- 24/7 City activities and nigh-time economy
- Sculpture in the City: Digital engagement and on-site activities

EC PARTNERSHIP: Priorities

- Cleaner, greener, more welcoming City.
- Social purpose: inclusivity, diversity and innovation.
- Collaborative approach and collective benefit.

EXPERIENCE THE CITY PROGRAMME: ANNUAL PROGRAMME

- URBAN GREENING AND HEALTHY SPACES
- ACTIVATE SPACES AND CITY SOUNDSCAPES
- SUPPORTING BUSINESS AND CULTURAL PARTNERSHIPS (SITC, LFA, NOCTURNAL CREATURES, CITY OUTDOOR PROGRAMME, SKIP GALLERY ...)



180 Bury Court, Reza Aramesh and dancer Joshua Smith *Scramble 1967*, Nocturnal Creatures performance

ANNUAL PROGRAMME SCOPING FOR CITY CLUSTER ACTIVATION

	2021								2022						
Programme Phases		J	J	Α	S	0	N	D	J	F	М	A	М	J	J
URBAN GREENING & HEALTHY SPACES	Developing Urban Greening & Meanwhile Spaces to Lay the Groundwork for Longterm Activation.						PH	IASE 1 A	ACTIVA	TION T	BD				
MUSICITY LIVE	A Live Music Programme to activate spaces across Sculpture in the City within the Eastern City Cluster - First Thursday of September, December 2021 and May 2022.														
SILENT DISCO	A Live Music Event to activate spaces across Sculpture in the City within the Eastern City Cluster - First Thursday of October 2021 and January, April 2022.														
CITY SOUNDSCAPES ROOFTOP PROGRAMME "Wicked Wednesdays"	Every Last Wednesday of the chosen Month, three times per year - A live music session at one of the key rooftop locations within the EC. Potential programming with Non Classical.														
ARCHITECTURE + SPECIALIST GUIDE THROUGH SCULPTURE IN THE CITY	Specialist Guided Tour Programme Starting in July 2021 through to July 2022 - Two Sunday's across August, September, October 2021 then														
SKIP GALLERY INTERVENTION	Outdoor Travelling Exhibition, One Skip Gallery Exhibition Installed for 2-3 Weeks With a Special Three Day Artist Led Workshop During the August Bank Holiday Weekend in 2021.														
OUTDOOR YOGA	Every Monday or Friday (TBD) August, September 2021 and May, June 2022. Collaboration with Local Businesses (The Light Centre).														
RUNNING TOURS OF SCULPTURE IN THE CITY	Every Tuesday evening (after work) during Spring & Summer 2021. Collaboration with Local Business such as City Joggers - TBD														
LIME STREET FOOD MARKET	Weekly Food Market for Lime Street Activation, Spring & Summer (Wednesdays).														



CREATING OUTSTANDING ENVIRONMENTS AND HUMANISING SPACES

Project Stream: Activating Space by developing Urban Greening & Meanwhile Spaces to Lay the Groundwork for Longterm Activation.

How: By increasing the number of green spaces, temporary interventions, planters and parklets.

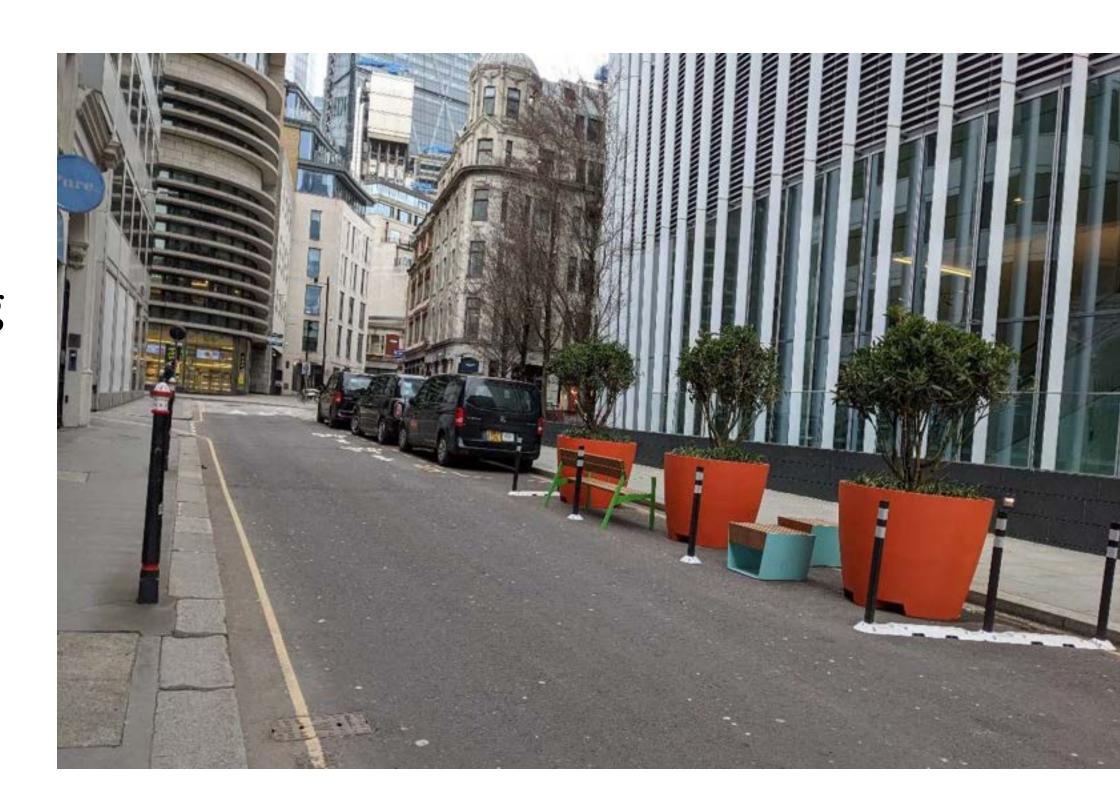
When: Across the year TBD.

Where: Sites across the City being explored, also supporting the delivery of Programme 2 initiatives.

Estimated Cost: £58,000.

Recovery Target Categories:

- Inclusion and Diversity
- Lunchtime + Afterwork/Evening Economy
- Weekend Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



Philpot Lane: Green Streets - Interim Measures

CREATING A VIBRANT OFFER IN THE CITY CLUSTER THROUGH MUSIC

Project Stream: Activating Space Through Musicity Live.

How: A Live Music Programme to activate spaces across Sculpture in the City within the Eastern City Cluster.

When: First Thursday of September, December 2021 and

May 2022.

Estimated Cost: Three extended live music events September, December 2021 and May 2022.

Annual activation: £24,051.

Recovery Target Categories:

- Inclusion and Diversity
- Afterwork/Evening Economy
- Weekend Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



The Undershaft, Midori Komachi, Nocturnal Creatures, 9th Edition of Sculpture in the City

CREATING A VIBRANT OFFER IN THE CITY CLUSTER THROUGH MUSIC

Project Stream: Activating Space Through Silent Disco.

How: A Live Music Event to activate spaces across Sculpture

in the City within the Eastern City Cluster.

When: First Thursday of October 2021 and January, April

2022.

Estimated Cost: Per event: £9,340.

Three Silent Disco Events October 2021 and January,

April 2022.

Annual activation: £28,021.

Recovery Target Categories:

- Inclusion and Diversity
- Afterwork/Evening Economy
- Weekend Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



Leadenhall Market, Nocturnal Creatures, *Silent Disco*, 9th Edition of Sculpture in the City

CREATING A VIBRANT OFFER IN THE CITY CLUSTER THROUGH MUSIC

Project Stream: Activating Space Through City Soundscapes Rooftop Programme.

How: A live music session at one of the key rooftop locations within the EC.

When: Three events across the year.

Estimated Cost: Per event: £14,353.

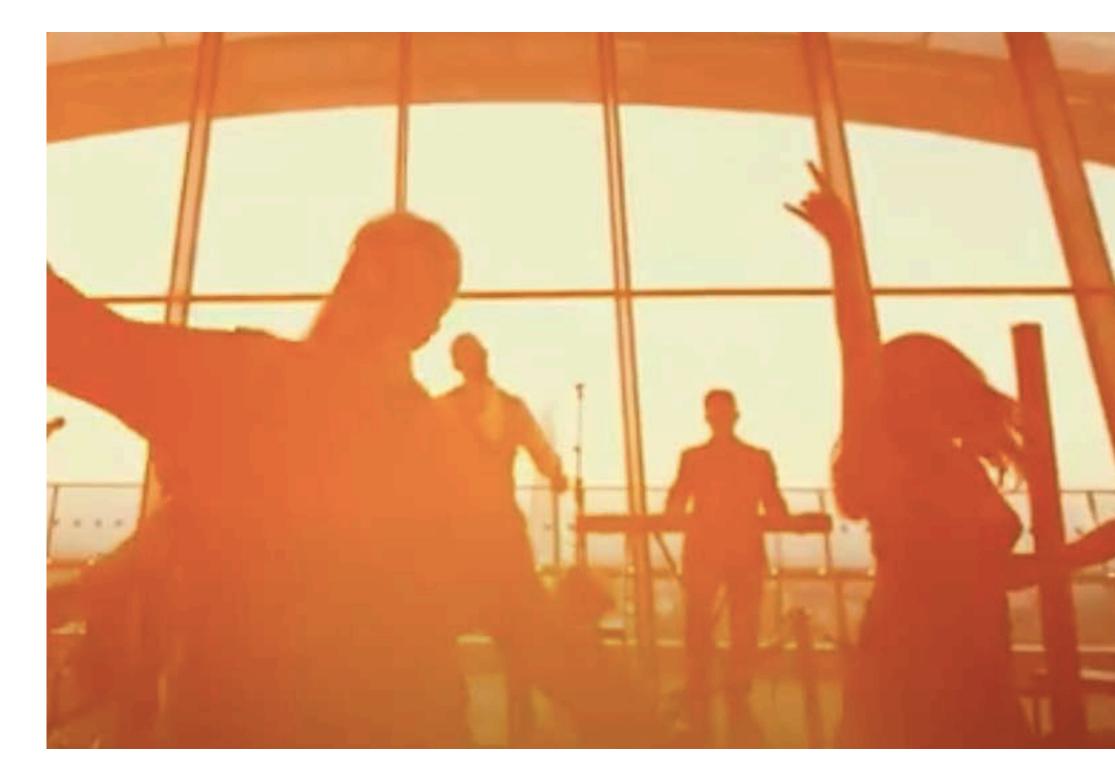
Every Last Wednesday of the chosen Month - August,

November 2021 and May 2022. Potential programming with Non Classical.

Annual activation: £43,085.

Recovery Target Categories:

- Inclusion and Diversity
- Afterwork/Evening Economy
- Weekend Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



Potential Venue: Sky Garden, Rooftop

Page 7

CREATING A VIBRANT OFFER IN THE CITY CLUSTER THROUGH TOURS & TALKS

Project Stream: Activating Space Through Architecture

Tours + Specialist tour guides.

How: Two tours to be scheduled monthly, across the annual

Sculpture in the City Programme.

When: Two Sundays each month for up to 20 people.

Estimated Cost: To enable the tours to be free, £7,750.

Recovery Target Categories:

- Inclusion and Diversity
- Weekend Economy
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



Notice Me (LGBTQIA+ Walk) participatory artwork led by Guillaume Vandame, Nocturnal Creatures 2019

CREATING A VIBRANT OFFER IN THE CITY CLUSTER THROUGH ART INTERVENTIONS

Project Stream: Activating Space Through Art Interventions.

How: Outdoor travelling exhibition by Skip Gallery, installed for 2 weeks with a special three day artist led workshop during the August Bank Holiday Weekend.

When: August 2021.

Where: Sites across the City being explored.

Estimated Cost: A two-three week art intervention and exhibition to celebrate the return to London and August Bank Holiday weekend: £28,798.

Recovery Target Categories:

- Inclusion and Diversity
- Afterwork/Evening Economy
- Weekend Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



Collage of SKIP Gallery activations

CREATING OUTSTANDING ENVIRONMENTS AND HUMANISING SPACES

Project Stream: Humanising Space with Outdoor Yoga.

How: Potential collaboration with local business ie. Light

Centre (London Wall).

When: Every Monday or Friday (TBD) August, September 2021 and May, June 2022.

Estimated Cost: COST NEUTRAL (TBD) + Fees £3,000.

Recovery Target Categories:

- Inclusion and Diversity
- Weekday Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



Outdoor Yoga activations

Page 8

CREATING OUTSTANDING ENVIRONMENTS AND HUMANISING SPACES

Project Stream: Humanising Space with Running tours of Sculpture in the City.

How: Potential collaboration with https://www.cityjoggingtours.co.uk/corporate.

When: Every Tuesday evening (after work) during Spring / Summer.

Estimated Cost: COST NEUTRAL (TBD) + Fees £2,250.

Recovery Target Categories:

- Inclusion and Diversity
- Weekend Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



Sculpture in the City Running Tour activations

CREATING A VIBRANT OFFER IN THE CITY CLUSTER

Project Stream: Activating Space Through Food Markets.

How: Potential collaboration with various food market vendors.

When: Weekly Food Market for Lime Street Activation, Spring & Summer (Wednesdays).

Where: Sites across the City being explored in partnership with local stakeholders.

Estimated Cost: COST NEUTRAL (TBD) + Fees £3,389.

Recovery Target Categories:

- Inclusion and Diversity
- Lunchtime + Afterwork/Evening Economy
- City Workers
- Mental Wellbeing of Workforce
- Londoner's and Domestic Tourists



30 St. Mary Axe Lunch Markert and Spitalfields Music





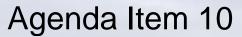


EXPERIENCE THE CITY:

Annual Programme For City Cluster Activation

Outline otions

Budget Summary Coversheet	
URBAN GREENING & HEALTHY LIVING	£69,000
MUSICITY LIVE - PERFORMANCE	£24,051
MUSICITY LIVE SILENT DISCO	£28,021
CITY SOUNDSCAPES ROOFTOP PROGRAMME "Wicked	£43,058
ARCHITECTURE + SPECIALIST GUIDE THROUGH SCULPTURE IN	£7,750
ANNUAL SUMMER SKIP GALLERY ART INTERVENTION	£28,798
OUTDOOR YOGA	£3,000
RUNNING TOURS OF SCULPTURE IN THE CITY	£2,250
FOOD MARKETS	£5,978
MARKETING	£18,000
ESTIMATED BUDGET SUB-TOTAL - DELIVERY	£229,905
COL - PROJECT COORDINATION	£35,000
DESIGN AND MONITORING FEES	£30,000
PERMITS-SURVEYS	£8,000
TOTAL IMPLEMENTATION COSTS - ANNUAL PROGRAMME	£302,905





COVID-19 Effects on the City of London's Built Environment - Final Report



January 2021





		Draft 1		Final				
	Name	Date	Signature	Name	Date	Signature		
Prepared by:	Emily Ellis	10/01/2021	E Ellis	Emily Ellis	19/01/2021	E Ellis		
Reviewed by:	Giles Perkins	13/01/2021	G Perkins	Giles Perkins	20/01/2021	G Perkins		
Approved by:	Giles Perkins	13/01/2021	G Perkins	Giles Perkins	20/01/2021	G Perkins		

WSP UK Limited 70 Chancery Lane London WC2A 1AF Tel: +44 20 7314 5000 Fax: +44 20 7314 5111

wsp.com



Contents

1.	Introduction	4
2.	Our Approach	5
3.	Key Findings from Task 1 Desktop Report	9
4.	Potential City Corporation Responses to Future Scenarios	.12
5.	Cross Cutting Themes From Workshops	. 14
6.	Potential Impact of COVID-19 on the City of London Transport Strategy	.19
7.	Conclusion	24
۸n	nondiy A - Sconario Dashboards	25





1. INTRODUCTION

WSP have been appointed by the City of London Corporation to undertake scenario development to consider the potential implications of the COVID-19 pandemic on the Square Mile's built environment; focusing on identifying impacts on the City Corporation's Transport Strategy. Particular consideration has been given to the medium to long-term effects of COVID-19 on travel and working patterns which could require a change in strategic approach to the design and management of the built environment.

Purpose of the Report

This short report presents the findings of "Task 1-4", as defined by the City Corporation, undertaken between October-December 2020.

The report outlines the scenario development approach, provides a summary of key findings from the Task 1 desktop review of key trends post-COVID 19 and analysis of three workshop outputs in the context of City of London Corporation strategies. The original outputs from the three workshops and the Task 1 desktop review are provided in the Supporting Documents, available upon request.



2. OUR APPROACH

The approach developed to address the four tasks intially outlined by the City of London involved:

<u>Task 1:</u> A high-level desktop review to identify potential trends in work and travel patterns for the City for London and central London, and the likely impacts of these trends.

The Task 1 working paper, summarised in Chapter Three and available in the Supporting Documents, provides a high-level summary of:

- Evidential findings from a desktop review of the current situation in the City of London
- The trends and trajectories driving changes in the Square Mile
- What the potential impacts of these changes may be in the context of established policy and strategy frameworks.

The work was undertaken to set the scene for scenario development and planning to consider the COVID-19 pandemic and the potential short, medium and long-term impacts on the Square Mile's built environment.

Potential impacts and opportunities of trends and trajectories affecting the City of London were considered in the context of:



<u>Task 2:</u> Workshop facilitation: Scenario Development & City Corporation's Scenario Response

Task 2 aimed to facilitate two workshops with the City of London Corporation in order to aid the development and discussion of four contrasting and thought-provoking future scenarios. Task 2 had three key elements:

1. City Corporation Scenario Input Workshop (workshop 1)

The first of the two Task 2 workshops occurred on Friday 20th November, with approximately 20 people in attendance from the City Corporation and WSP. Attendees were from a diverse range of departments within the City Corporation (from Planning & Policy to Environmental Enhancement teams) to ensure workshop input was varied.

The aim of the workshop was to understand what attendees consider to be the long to medium term impacts of COVID-19 on the City of London's built environment and ultimately map the key drivers of change so to inform the development of tailored future scenarios. The approach involved:

- A brief presentation to set the scene and display the evidential findings from Task 1
- Attendees were asked to undertake a PESTLE analysis to identify the political, economic, societal, technological, legislative and environmental drivers shaping the future policies in the City of London.
- Key drivers of change & influence were then mapped by attendees on an importance and uncertainty matrix according to their importance in relation to policies that impact the built environment in the City and how certain the outcome of each one is.
- Participants then voted on the drivers of change they considered to be most important in each PESTLE category, with regards to their impact on the future built environment in the City.
- Finally, participants had a discussion to agree on the underlying assumptions regarding the future COVID-19 situation t in the medium (3-5years) to long term (5+years) that would form the Page 91he scenarios. These were agreed to be:



- o There will be an effective vaccination programme in place
- o Developed treatment for COVID-19 will have improved survival rates
- Social distance measures will be eased but bay be different in different places

Outputs from Workshop 1 can be found in the Supporting Documents.

2. Scenario Development

Following Workshop 1, the outputs were collated and used to draw together four contrasting scenarios, each deliberately distinct from each other and ambitious in their aspirations. Specifically, the drivers of change that participants identified as the most important in each of the PESTLE categories were used to identify scenario 'levers' (as shown in Table 1). Note: legislative drivers were not included in the 'levers'. Low and high extremes were broadly defined for each lever (i.e. driver of change) so that these could be flexed to form a series of scenarios.

Table 1 Scenario Development 'Levers'

PESTLE	Lever	Lower Extreme (0)	Higher Extreme (10)
Social	Working from home	Ubiquitous traditional working patterns that limits worker flexibility (e.g. 9-5 for office workers).	Ubiquitous working from home that gives worker complete flexibility to work when and where suits their needs.
Economic	Change of building use	No change to existing City building use	Radical change to City building use
Technological	Data driven decision- making	No change to the decision- making process	Digitally connected city enabling data driven decision making
Environmental	Air quality focus	No change to pre-covid air quality levels as reversion to use of polluting vehicles offsets sustainable mode shift benefits	Radical air quality improvements from polluting vehicle restrictions, meaning sustainable modes dominate.
Political	Levelling up agenda	Maintaining of City position on national / international stage	Erosion of City position on national / international stage

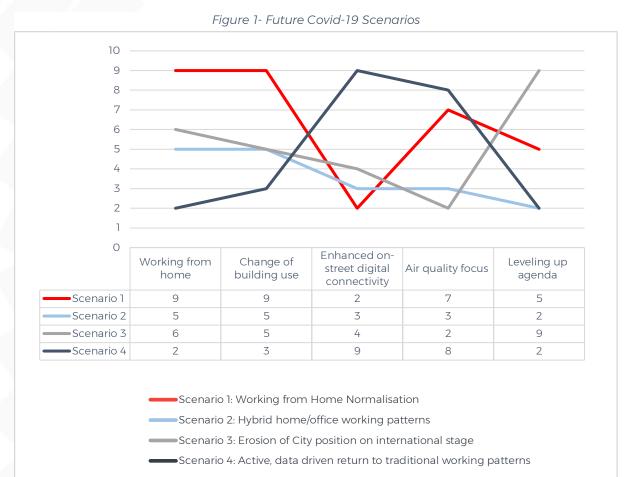
Using the 'levers' defined Table 1, a series of four scenarios were developed based on differing intensities of each 'lever':

- Scenario 1: Working from Home Normalisation
 - Work from home becomes the predominant way of working
 - Significant impacts on building use resulting in land use changes (e.g. office space becomes retail, residential or leisure space)
 - New form and function for the City
- Scenario 2: Hybrid home/office working patterns
 - More flexible work and travel patterns require office space to cater for both individual & collaborative working, as well as social space
 - Results in increased demand for office space
 - Reduced travel peaks & less crowded conditions on the UG and Rail make it difficult to shift people to active modes
- Scenario 3: Erosion of City position on international stage
 - Less political prioritisation of the City in national and regional policy Page 92



- o Focus on levelling up the UK erodes the preeminent position of the City
- Potential change to the City's core purpose & activities impacting working patterns
- Scenario 4: Active, data driven return to traditional working patterns
 - Pressures to return to 9-5 office working models that maintain property values
 - Enhanced on-street digital connectivity to facilitate prioritisation of active modes
 - Data-driven decision making ensures efficient and flexible use of the built environment

Figure 1 illustrates the numerical values applied to each scenario:



Each scenario was supported by a dashboard outlining a summary of the future vision, associated trend data, scenario levers, the hypothesised shape and scale of movements and potential outcomes for people and places in the City of London. The scenario

3. City Corporation's Scenario Response Workshop (Workshop 2)

dashboards can be found in Appendix A.

The second of the two Task 2 workshops occurred on Friday 4th December, with approximately 20 people in attendance from the City Corporation and WSP (mostly the same participants from Workshop 1).

The aim of the second workshop was to understand the City Corporation's response to potential future scenarios in the medium-long term as a result of COVID-19 and the workshop involved:

Page 93





- A brief presentation to recap what had been done in Workshop 1, explain how the outputs of Workshop I were utilised to develop four scenarios and provide a synopsis of the four scenarios using the scenario dashboards that would provide the basis of Workshop 2.
- Attendees were asked to undertake a SWOT analysis for each of the four scenarios to identify the potential strengths, weaknesses, opportunities and threats.
- Participant were then asked to identify broad City Corporation interventions needed for each scenario

Outputs from Workshop 2 can be found in the Supporting Documents.

<u>Task 3:</u> External Workshop Facilitation: External View of City Corporation's Scenario Response

Task 3 involved the facilitation of a third and final workshop. The workshop was effectively a repeat of Workshop 2 but with a different audience, comprising mostly of the Transport Strategy Board and DBE Users Panel.

The workshop was prefaced with a short introduction outlining the purpose of the project, a summary of work undertaken so far and the workshop's context in the wider project. Other than the introduction the approach was exactly the same as outlined in Workshop 2.

Outputs from Workshop 3 can be found in the Supporting Documents.

Task 4: A short report capturing the key findings of the desktop exercise and outputs from the workshops.

This report is Task 4.



3. KEY FINDINGS FROM TASK 1 DESKTOP REPORT

This section provides a summary of how COVID-19 has affected London and the City of London and the potential impacts of future trends as outlined in the Task 1 report (available in the Support Documents). It should be noted that this work was undertaken in October 2020 and therefore only includes insights and data up to this point.

How has COVID-19 affected the City of London?

Employment patterns in the City of London has been directly impacted upon by the COVID-19 pandemic, with the rapid move towards remote working and economic uncertainty having a significant effect on sectors in the Square Mile:

Industries and Office Occupancy

The City of London is resident to mostly white-collar professions with 70% of workers employed in high-skilled jobs, which were resilient to the pandemic thanks to their ability to mostly resume operations working from home. 1 However, this has greatly affected office occupancy rates in the Square Mile. As a result, some big companies that have long leases on space are looking to sublet it out.2

Businesses which have kept their office open have new demands of office space due to social distancing measures, requiring less hot-desking and more space per employee.

Retail & Hospitality

Retail and hospitality businesses located in the City have faced a triple hit to their customer base, with only a small resident population, a large reduction in commuters and visitor numbers being slashed. At its worst in late March, footfall was down to 89% of normal levels, recovering to only 69% by the start of September.³

Coronavirus Job Retention Scheme

Data from HMRC shows that the City of London was affected much less than the rest of the UK by the furlough measures put in place by the UK Government. Across Westminster and City of London, 26% of employees were furloughed, making it the lowest in the country. This was mostly due to the resident industries.⁴

Business Impact

Reporting shows that at least 143 companies either dissolved or liquidated in August 2020 and there were only 38 start-ups in the City of London, the joint lowest since the 2008 financial crash (the average usually being 82). London SMEs are particularly vulnerable in the sectors which are suffering.5

Travel Demand

- Car Use: DfT data shows that all modes of transport saw a decrease in use across London; car use dropped to 22% in April. In the City, as of October vehicle volumes were still 45% less than 2019 averages.6
- Public Transport: Public transport patronage has been the most affected and remains at lower levels in London; the Tube was running at around 35% of normal levels and buses at around 57% in October 2020.7 In the City specifically, public

¹ ONS, Business Register and Employment Survey, 2018 (2019 release);

https://www.ons.gov.uk/employment and labour market/people in work/employment and employee types/bulletins/business register and employment survey branches and the properties of the propertiesprovisionalresults/2018

^{👖 &}lt;sup>2</sup> City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020 , received 30 Oct 2020.

³ Financial Times, Cities count cost of lasting exodus from offices , https://www.ft.com/content/d5b45dba-14dc-443b-8a8c-e9e9bbc3fb9a

⁴ HMRC, Coronavirus Job Retention Scheme statistics: October 2020, https://www.gov.uk/government/statistics/coronavirus-job-retention-schemestatistics-october-2020

Simply Business, Survey: the impact of coronavirus on UK small business:, https://www.simplybusiness.co.uk/knowledge/articles/2020/05/newcoronavirus-survey-69-billion-cost-for-small-businesses/

⁶ City of London, Transportation Covid-recovery counts - Vehicular Traffic - October 2020

⁷ DfT, Covid-19 Transport use, https://www.gov.uk/government/statistics/transport-use-during-the-coronavirus-covid-19-pandemic Page 95



transport usage was recorded to be even lower, with tube station entries in October 2020 recorded to be at only 21% of pre-Covid levels.8

- Active Travel: DfT data on rates of cycling in London since mid-March have been on average 150% of baseline levels and rates on some days have been in excess of 300%.9 In the City, October 2020 traffic counts revealed that over a 24hr weekday period, the volume of cyclists was at 92% of pre-pandemic levels.. In the context of a substantial reduction in overall movements, this volume is significant.¹⁰
- Overall Movements: City data from October 2020, shows how the total volume of people in the city had flattened across the profile of a typical weekday, with less prominent peaks; potentially a result of workers in sectors that cannot work remotely (e.g. construction) continuing to travel into the City whilst other sectors continue with flexible working arrangements.11

COVID-19 City Streets¹²

The City has developed a package of measures to facilitate social distancing by providing extra space to help ensure the gradual and safe return of people who live, work and visit. These include:

- Changes to 35 streets to facilitate active travel and the managed use of public transport
- Additional seating and green areas to support F&B businesses and create an attractive environment
- 700 temporary cycle spaces

Air Quality

There have been significant improvements in air quality following the large reduction in traffic due to COVID-19. In just a few weeks, nitrogen dioxide levels dropped by 35% in the City of London compared to the average reading in January 2020.¹³

Potential Future Impact of COVID-19?

Workers

A shift away from full time office-based working

A September survey of businesses in the City of London, highlighted that respondents are expecting an increasing shift away from full time office-based working once the pandemic ends.¹⁴ Workers instead may continue to work remotely from home or local shared spaces, potentially from an enlarged commuter catchment or more regularly combine with extended staycations. Shifts however are likely to be sector specific.

Businesses

Active planning to reduce daily travel peaks but also needs to extend to combat

City of London survey results suggest that active planning by businesses is being undertaken to reduce rush hour travel peaks, enabling workers to work more flexibly. Management challenges around office attendance and capacity may continue. once pandemic restrictions are eased.¹⁵

Continued public transport concern

City of London, Tube Station Entries - October 2020

⁹ Department for Transport, Passenger Transport by Mode (TSGB0101), https://www.gov.uk/government/statistical-data-sets/tsgb01-modal-comparisons

¹⁰ City of London, Transportation Covid-recovery counts - Vehicular Traffic - October 2020

¹¹ City of London, O2 People Movement Data, October 2020

¹² City of London, Covid-19 City Streets, https://www.cityoflondon.gov.uk/assets/Services-Environment/covid-19-city-streets-explaining-the-changes.pdf

¹³ London.gov, Air quality press release, https://www.london.gov.uk/press-releases/assembly/covid-19-lockdown-and-its-impact-on-air-quality

¹⁴ City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020, received 30 Oct 2020. 15 City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020, received 30 Oct 2020.

Page 96



The September City of London survey also highlighted that 4 in 5 (83%) workers cite travel on public transport as their most important concern when returning to work. Although it may change over time, workers may not rely on public transport at peak hours as much after pandemic restrictions are reduced and in turn find other ways of making their journeys.

Changes to office space design and the way in which it is used

Shifts away from full time office working is likely to impact how office space for office-based businesses in the City is designed and the way in which they use the space. There may be new challenges in designing for different groups and attendance levels and a focus on flexibility.¹⁷

Residents

Enhanced sense of community

In the presence of a virus that does not discriminate and the resulting pandemic restrictions, people in the UK have been forced to spend more time in their local areas. As a result, it has been reported that 76% of people in London thought they were doing more things to help other people in their community since the pandemic.¹⁸

Escape to the country?

According to the London Assembly Housing Committee August survey, one in seven Londoners (14%) want to leave the city as a result of the pandemic. ¹⁹ If this exodus materialises in the City, it could have a substantial impact on the already small resident population.

Visitors

UK Staycationers avoiding cities

Despite a 236% increase in online searches for 'staycation' compared to 2019, UK holiday makers chose to avoid city breaks in the midst of pandemic uncertainty due to worries of overcrowded spaces.²⁰ If concerns linger relating to visits to urban areas, tourism in the City may not improve as soon as restrictions ease.

 Business travel could return in phases, depending on proximity, reason for travel and sector.

Meeting clients in person is fundamental in building trusting relationships and therefore business travel is likely to eventually return to the City. However, regional business travel followed by wider domestic travel may recover earlier than international travel. In person sales and client meetings followed by small meetings/training sessions may recover earlier than mass gathering events.²¹ In the long run international business travellers may be more likely to combine multiple meetings into one trip, particularly if the cost of travel increases. This could mean longer, less frequent visits to the City.

Places

The COVID-19 City Streets interventions have closed many of the roads, imposed time-based restrictions on vehicles and created more greenspace - reclaiming the City for people rather than cars. A permanent shift in the hierarchy of modes on the streets of the City could have lasting impacts on well-being and quality of life for workers, residents and visitors and facilitate economic recovery of the area.

¹⁶ City of London, CPAT Survey of businesses before and after being told to work at home, 11 Sep - 1 Oct 2020, received 30 Oct 2020.

¹⁷ JLL, The Future of Office Demand: Central London after Covid-19, UK Research. November 2020

¹⁸ ONS, Covid effects on communities and personal relationships,

https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandwellbeing/bulletins/coronavirusandthesocialimpactsonthecount riesandregionsofbritain/april2020#effects-on-communities-and-personal-relationships

¹⁹ London.gov, Escaping the city post-covid,

https://www.ons.gov.uk/people population and community/health and social care/health and well being/bulletins/coronavirus and the social impacts on the count ries and regions of britain/april 2020 #effects-on-communities-and-personal-relationships

²⁰ https://www.schofields.ltd.uk/blog/6079/city-breaks-impact-pandemic-uk-

²¹ McKinsey & Company, 2020. For Corporate Travel, A Long Recovery Perconagnical Travel, A Long Recovery Perconagnical Travel and Travel and





4. POTENTIAL CITY CORPORATION RESPONSES TO FUTURE SCENARIOS

As outlined in section two, workshop participants were asked to analyse potential future scenarios and postulate potential City Corporation responses to them. The potential City Corporation responses for each scenario are summarised below:

Scenario 1: Working from home normalisation

In this scenario, working from home is the predominant way of working for the City employees (where appropriate), having significant impacts on building use in the City and resulting in significant land use changes e.g. office conversion to retail, residential and leisure uses. This results in a new form and function for the Square Mile.

Potential City Corporation responses outlined by workshop participants included:

- A requirement to lobby for widespread flexible travel fares as a result of a huge potential reduction in demand for traditional season tickets and wider provisions to align with less traditional travel patterns.
- Active curation of public realm, retail, culture and entertainment with flexible planning policies to support new, innovative and adapted land uses e.g. flip frontages to support vibrancy through clustering of food, retail and cultural experiences - to attract people to City for reasons other than office-based work.
- Focus on becoming THE international travel hub in the region so remote workers use London as the place for meetings etc. by enabling the adaptation of workspaces to facilitate world-class social interaction and collaboration experiences.
- Capitalisation of new space available for environmental resilience measures with associated green standards.
- Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.

Scenario 2: Hybrid home/office working patterns

In this scenario, more flexible working and travel patterns means that office spaces need to offer both opportunities for individual working but also spaces designed for collaboration and social interactions. As a result, demand for office spaces increases in the City. Reduced travel peaks on the Underground and Rail makes it more difficult to shift people to active modes.

Potential City Corporation responses outlined by workshop participants included:

- Need for sophisticated data (real-time & anonymised) to understand new patterns
 of people and vehicle movements. This can then inform street/timed closures and
 how these might affect businesses when compared with pre-pandemic patterns.
 Potential for using personal and business incentives to spread commuting and
 business trips over the full working week as well as promoting/subsidising
 different modes of transport.
- Enable the adaptation of offices to create more space for meetings, events and creative collaboration: making the most of people's time at the office for productive and social purposes.
- Provide a high-quality leisure offer to attract workers into the City for noncommercial purposes e.g. opportunity for social interaction, exercise, retail/cultural lunchtime and evening activities that create vibrancy.

Page 98





Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.

Scenario 3: Erosion of City position on international stage

In this scenario, less political prioritisation of The City in national & regional policy/investment decisions due to agendas to level up UK erode preeminent position on national / international stage. This could change the City's core purpose and activities (consequently the form and function) and associated working patterns as a result.

Potential City Corporation responses outlined by workshop participants included:

- Prioritise accessibility and sustainability to safeguard to safeguard City reputation as relevant and responsible.
- Invest in digital and transport connectivity to better connect City business with other national and global cities
- Pro-active community focused interventions that address the dis-proportionate effect of levelling up on lower salaried workforce and lower socio-economic groups reliant on City-related employment and support.
- Active curation of public realm, retail, culture and entertainment with flexible planning policies to support new, innovative and adapted land uses and create a more diverse City.
- Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.

Scenario 4: Active, data driven return to traditional working patterns

In this scenario, pressures to return to traditional 9-5 office working models that maintain property values results in the City enhancing on-street digital connectivity to facilitates the prioritisation of active travel modes as workers return to offices. Data driven decision making ensures efficient and flexible use of the built environment that derives benefits in terms of business and asset management.

Potential City Corporation responses outlined by workshop participants included:

- Reallocate street space away from polluting, single occupancy vehicles to focus on infrastructure provision for active modes. Act as a test bed for innovative, low carbon transport, e.g. micromobility.
- Promote and facilitate agreements between landlords, tenants and City Corporation to maximise opportunities for smart systems for de-carbonisation e.g. sharing energy efficiency data, data driven last-mile logistics consolidation practices that reduce freight and servicing activity
- Ensure that principles for digital layer of City are realised e.g. protecting personal data, not let unconscious and digital bias exclude / impact minority groups etc.
- Capitalise upon new and existing channels of communication to publicise City changes and vision internationally.



5. CROSS CUTTING THEMES FROM WORKSHOPS

Analysis of the workshops with both the City Corporation and external stakeholders has also revealed a number of cross cutting themes that run through them. Upon considering the strengths, weakness, opportunities and threats that each future scenario poses for the City of London, common discussion points included:

1. Opportunity to realign City priorities

Despite the huge impact the COVID-19 pandemic has had on the City of London and UK, participants in the workshops stressed that it has provided a moment of enormous strategic opportunity to revisit and realign the ambition and priorities of the City. Participants acknowledged that the pandemic presents a window of opportunity to rethink the City from first principles, understanding people and their needs first and foremost to "change the status quo" and create meaningful change. Participants also highlighted how capitalising on the convergence of a multitude of accelerated trends has the opportunity to make the City more resilient to future shocks.

In recent years, there has been increased comprehension and support of the importance of physical and mental well-being in both work and home facets of life. Participants highlighted in the scenario analysis that a City of London that fails to promote wellbeing both in the City and within the workplace could suffer in its capacity to develop, attract, and retain talented people.

Example participant workshop inputs:

- "Chance to re-think the City from first principles"
- "Supports well-being, quiet time and busy time"
- "Lack of focus on ethics and unintended consequences if not continually interrogated by stakeholders"
- "Danger of data driven rather than people-focused, vision driven"

2. Land use diversity; more space for cross-sectoral businesses, culture and creativity

The theme of land use diversity also came out strongly in the workshops, with participants citing the ambition to make the City the natural home for a wider array of businesses in the future; particularly SMEs.

While it remains uncertain what the longer-term impacts of the COVID-19 pandemic will be, behaviours relating to flexible working (where it is possible) may remain to some extent. What is required of the built environment and in particular the demands for work and office space in highly commercial areas such as the City, are likely to change too. Thus, a key point raised by workshop participants was that the City should use these changing demands as an opportunity to broaden the economic base of the Square Mile. Encouraging the use of vacant spaces was highlighted as a particular prospect for attracting businesses to the area that have previously been excluded. The potential for vacant spaces to be rapidly transformed into affordable hubs for start-ups could in turn by a catalyst for innovation and facilitate the establishment of a more inclusive cross-sector business ecosystem that goes beyond the realm financial and professional services. In the context of the growing requirement for public sector professional services contracts to draw upon SME expertise, the opportunity for the City to extend SME sectoral breadth, potentially has wider benefits.

City land use beyond commercial purposes was also theme that was commonplace in the workshops, with participants citing that the City is likely to continue to be a growing visitor and cultural destination in the medium to long term and that space should be recrafted to higher value activities that capitalise of the unique cultural heritage of the Square Mile. Participants also note however that the City Corporation is keen to diversify the City's offer however there is uncertainty about what 'cultural' spaces means specifically in the context of the paper without who would bear the cost.



Although participants did also cite the changing commercial space demands as a potential opportunity for the conversion of more office space to residential uses, discussion was also highlighted that planning system changes likely to be seen elsewhere in London are improbable to be replicated in the City. However, attendee discussion did emphasise there may be a tension between choosing the new balance of land use function of City buildings in planning policies in the future.

Ultimately the workshops drew attention to the fact that there is an opportunity in the City to build resilience to future shocks and attract more talent from across the UK by diversifying land use; specifically, welcoming and enabling businesses outside financial and professional service sectors to thrive. However wider impacts of land use diversification on the City, such as a change in the way people use public realm or transport associated with different City destinations and uses should also be acknowledged.

Example participant workshop inputs:

- "Shift away from Financial Services provides opportunity for more diverse and interesting range of businesses"
- "Vacated stock provides more scope to broaden economic base"
- "Diversification supports night-time economy, hospitality, retail and culture as footfall retained"
- "Use City in conjunction with IT hub better links with Cambridge and Silicon Fens"
- "More promotion of cultural heritage""

3. Flexible office stock catering for different users and use cases

Another crosscutting theme that came through in the workshops was a recognition by participants of the need to transform office stock to suit the likely continuation to some extent of working from home behaviours.

As well as industries have adapted to working from home activities resulting from the pandemic restrictions, participants emphasised that certain business pursuits will always be fundamentally face-to-face. Innovative virtual mechanisms for collaborative exercises and relationship building have aided the continuation of regular pre-pandemic business practices and in some cases actually led to unintended business benefits, but many agree that they cannot replace physical interactions. Thus assuming that although numbers may fluctuate (by sector, age, day of the week, season amongst other things), there could likely be a large return to the workplace in the City in the medium to long term and therefore office spaces would need to adapt to the changes in the way people work in them.

Participants highlighted that the continuation of home working to some extent in all scenarios means that workplaces need to transform their offer in order to attract staff. The importance of spaces that cater for socialising, networking, meeting, collaborating and sharing was emphasised, citing that more emphasis needs to be placed on the ability of buildings to adapt and change, and for both new (e.g. SMEs) and established tenants to easily re-shape their spaces. As a result, in most scenarios participants concurred that the City would retain its vibrancy as a commercial centre, but maintain it in a different way, with a focus on changing how buildings are used rather than widespread total change of use.

- "Flexible floorspace designs"
- "Smarter use of office buildings = less traditional 'desk space', more spaces for creative collaboration and mental well-being / physical health"
- "More demand for flexibility in the provision of 'third spaces' where innovation, connectivity and new way age of a ctor working"





"Opportunity for lower building occupation density and more social space"

4. Importance of quality of experience

Expanding upon cross cutting theme number 1 (that emphasises the opportunity the pandemic has brought for the City to realign strategic built environment and transport priorities to put people first), participants also articulated the importance of the quality of experiences the City can offer in a post-pandemic world.

Differentiation between working from home environments and the working environment offered in the City is essential, capitalising on the understanding that collaborative environments facilitate innovation, networks and career progression in a way that solo homeworking cannot. In particular, participants conveyed the potential significant negative impacts of working from home trends for younger workers and graduates, who may lose out on the opportunity for side-by-side learning, exposure to senior business leaders, mentoring and experience sharing.

The quality of the built environment has a key role to play in ensuring the City is as attractive to workers and visitors as possible; bringing people together to create and add value. Interventions that can contribute to a person's overall well-being, for example through the removal of polluting, single occupancy vehicular movements to reclaim street space for enhancing public realm, rethinking green space and integrating last mile/metre active journeys, can revitalise the City experience in the new context and help bring back the City's 'buzz'.

Example participant workshop inputs:

- "Re-invent the City as a place of quality, experience and innovation"
- "Impetus by the City to radically enhance the attractiveness of the Square Mile to attract more use"
- "Want people to be so glad they schlepped into the City that they appreciate what they have been missing and are keener to 'get involved'"
- "Lack of appeal to young professionals reduced side by side learning, social interaction and lost 'buzz'"

5. Sustainability at the heart of City reactivation

Participant discussion of the four potential future scenarios also highlighted the opportunity for the City to continue its support for climate action and placing sustainability as the centre of the Square Miles' built environment. Opportunities for more sustainable agglomeration, reduction in carbon emissions from transport, uplift in green infrastructure, provision of more green space and commitments to sustainable redevelopment of flexible office spaces were a few of ideas highlighted.

- "Significant increase in open space and urban greening"
- "Huge uplift in green infrastructure, extensive SUD investment, and civic amenity"
- "Commitments to ensure new construction is held to high sustainability standards"
- "Reduced carbon emissions from transport, improved air quality"



6. Reclaiming of street space away from vehicles

Following on from number 5, a more specific sustainability theme that participants in the workshops identified, was the opportunity for the City to permanently reclaim street space away from vehicles, to support and prioritise active, shared and zero emission modes whilst further activating the City's streets.

Discussion in the workshops highlighted the opportunity the City has to rethink longer term street space allocations and the potential to significantly accelerate the delivery of elements of the City of London Transport Strategy. The City Streets package of measures that have been implemented in the City to facilitate social distancing by providing extra space for people walking and active travel modes during the pandemic have temporarily reclaimed street space for walking, cycling and public realm. Participants reasoned that making the changes that limit vehicular traffic permanent, would facilitate cleaner air, promote active travel and (re)activate/animate streets; providing the footfall to support a variety of land uses. It would also aid the continuation of the City's realignment of the transport hierarchy in the Square Mile, whereby human powered interventions (such as walking, wheeling, cycling and scooting) are prioritised above e-mobility and shared zero emission public transit, and private polluting vehicles given the least precedence. Incorporating innovative modes of transport in the hierarchy is essential to prevent modal shift away from non-motorised travel (e.g. walking, wheeling cycling and scooting).

Example participant workshop inputs:

- "Reclaim space and innovate with new transport modes e.g. micromobility"
- "Need for high quality public space as part of City's offer and attractiveness supports delivery of traffic reduction measures and pedestrian priority"
- "Reclaim street space for walking, cycling and public realm, including play"
- "Reduced vehicular traffic: cleaner air quality and opportunity to animate streets (with the footfall to support exciting uses e.g. arts, culture, experiential retail)"
- "Increased movement efficiency"

7. Data driven solutions for social utility

Another crosscutting theme that came through in the future scenario workshop analysis was a recognition by participants that the City of London should continue to pioneer data-driven initiatives that bring social utility but ensure that outcomes remain vision driven. Balancing City vibrancy and serendipity with data driven efficiencies is key.

The pandemic has proven on a large scale how important data is in enabling individuals and organisations to respond to changing circumstances. However, it has also revived discussions on the perceived compromises that need to be made between data privacy and data sharing. Both themes were highlighted by participants as a potential opportunity and threat to the City of London in the future across the scenarios, indicating that there is a requirement for the City to review what data may benefit the Square Mile in combating future challenges (e.g. climate change) but also revisiting safeguards and data transparency.

Weaknesses associated with the crosscutting data theme were also pointed to by participants, whereby increased data driven processes could for example increase the City's reliance on external data processing, increase the impact of cyberattacks and endure digital exclusion.

- "Open source data drives wider innovations"
- "Danger of data driven rather than vision driven"
- "Smart technology can help with variety of land management needs"
- "Still a way to go before we really become a data driven organisation"
 Page 103





8. Maintenance of the City's world-class business ecosystem

The final crosscutting theme that emerged from the workshops, was the importance of maintaining the City's world-class international status. Participants made it clear that the City should continue to capitalise on the 2000 years of history and globally academic and cultural institutions that are unique to this part of the world. Participants also stated that adaptation of City functions in line with post-pandemic trends (particularly work and travel behaviours) that are harmonised with revised communications and branding is essential for maintaining the City's international status.

As the City adapts to a post-pandemic situation, it should be noted that the definition of 'world-class' and how it changes to encompass and embrace trends that have resulted from COVID-19 (such as working from home patterns & workplace flexibility demands) is likely to have consequences for the City as a place and associated transport systems. Types of user may vary more significantly in the City and their needs and expectations of a first-class urban commercial hub may diverge from established pre-pandemic standards.

- "Ideas for future activation of the City are not necessarily unique and therefore others could potentially start pushing the access, innovation and well-being agenda faster"
- "Business survey showing City address still valued despite virtual working"
- "City could lose status and pull as global business centre, with knock on effects to wide range of City functions"
- "Threat to City Corporation as an entity if international status not maintained"



6. POTENTIAL IMPACT OF COVID-19 ON THE CITY OF LONDON TRANSPORT STRATEGY

This section of the report considers the potential impacts of the COVID-19 pandemic, as identified by the desktop review and workshop participants, in the context of the City of London Transport Strategy ahead of the 2022 revision exercise. Each of the ten Transport Strategy outcomes outlined by the City Corporation have been considered to examine the extent to which the pandemic has provided an opportunity to accelerate and 'lock in' positive changes, decelerate and delay the pursuit of certain outcomes or altered the nature of potential outcomes. This chapter provides an independent view of what actions the City Corporation should consider when re-examining the City of London Transport Strategy.

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

Needs / Possibility:

The COVID-19 pandemic could provide the impetus for the City Corporation to accelerate their pursuits in making more of the Square Mile's streets great places to walk and spend time in. The increasing importance of quality of experience has been cited by workshop participants across diverging future scenarios, as a key impact of the pandemic. There is now a greater importance on differentiating working from home environments and the environment offered in the City; and this extends to the City's streets. Streets that are places in their own right, where users can stop, rest, relax or socialise offer something beyond that available to most who work from home.

Action:

Accordingly, the City Corporation should facilitate, built environment improvements that rebalance space to focus on pavement users, reduce loud polluting vehicles and provide more quality green spaces that promote socialising and bolster well-being. This could help bring back the City's 'buzz' in the short term and revitalise the City experience in a new context in the longer term.

In conjunction with public realm improvements, should actively enable and promote increased flexibility and diversity in land use and working patterns in order to potentially to improve pedestrian comfort levels in the Square Mile. Any reduction in travel peaks, whether by time of day but also week and season, has the potential of making walking on streets in the City much more enjoyable.

Outcome: Street space is used more efficiently and effectively

Needs / Possibility:

The COVID-19 City Streets interventions have closed many of the roads, imposed time-based restrictions on vehicles and created more greenspace - reclaiming the City for people walking, cycling and travelling by bus, as well as commercial and community functions.

Action:

The pandemic has provided the City with a unique opportunity to pilot ways in which to push forward this outcome and therefore the City Corporation should consider maintaining street space reallocations in the long term. The importance of improving the quality of place and experience in the City to attract worker and visitors back, is likely to help provide support and impetus for these changes. Additionally, as people return to the City on a regular basis, a more permanent reallocation of street space has the potential to facilitate a more permanent shift away from private vehicles.

Any enduring and future street space efficiency improvements are likely to have lasting impacts on well-being and quality of life for all users and facilitate economic recovery of the area.

Page 105





Outcome: The Square Mile is accessible to all

Needs / Possibility:

Based on desktop review and workshop outputs, a number of the potential future impacts of COVID-19 on the City could change who works, visits and lives in the Square Mile (for example provision of more space for a larger proportion of cross-sectoral businesses, culture and creativity). Participants also cited that the pandemic gives the City of London the opportunity to realign Square Mile priorities that put users first and enhance their quality of experience.

Action

The City Corporation should ensure that the Square Mile is accessible to a wider breadth of people with different pain points and expectations when supporting accessibility for 'all' in Transport Strategy proposals. For example, the City Corporation could consider opportunities to aid and enhance the finding and understanding of the Cities assets, culture and heritage through fixed and digital wayfinding techniques.

The City should in turn capitalise upon the current opportunity to accelerate the implementation of interventions which enable easy, comfortable and confident travel to and around the Square Mile. In removing obstacles to walking, cycling, wheeling and using public transport through vehicles restrictions and reclaiming street space to improve public realm and create routes that are suitable for all including people using cycles as mobility aids, mobility scooters, power wheelchairs & prams.

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

Needs / Possibility:

Ensuring that people using the streets and public spaces in the City are safe and feel safe is crucial in creating a positive user experience that attracts workers and visitors back into the City post-pandemic. Based on workshop outputs, the potential for more flexibility and diversity in building and land uses as a result of pandemic trends, has the potential to increase footfall and street activity outside traditional 9-5 weekday working hours; enhancing the night-time and weekend economy of the Square Mile. These changes could alter perceptions of safety both positively and negatively depending on the circumstances.

Action:

The City Corporation should continue to reinforce a shift in modal hierarchy's post-pandemic as they have the potential to have a positive impact on the safety and security in the City. Interventions to reduce carbon emissions and improve air quality, could result in fewer vehicles on City streets and remaining vehicles could move at slower speeds. This could have positive impacts on perceived and actual road danger, aiding the City to deliver Vision Zero. Reclamation of street space for public realm renewal could also facilitate the incorporation of security features into the streetscape that could help make streets more attractive places to use and spend time.

Outcome: More people choose to cycle

Needs / Possibility:

The short term COVID-19 City Streets interventions that increased cycle parking provision, enhance cycle lanes, reduced speed limits and closed streets to through vehicular traffic all have the potential to have a longer-term positive impact on cycling and perceptions of cycling in the City.

Based on workshop outputs, the impacts of the pandemic have the potential to put sustainability at the heart of future City reactivation and provide further impetus of the



City Corporation to pursue ambitions to actively prioritise and promote active travel over other modes (through the reallocation of street space etc.).

The desktop review and workshop outputs also highlighted that a number of the potential future impacts of COVID-19 on the City could change who works, visits and lives in the Square Mile (for example provision of more space for a larger proportion of cross-sectoral businesses, culture and creativity).

Action:

The City Corporation should maintain pandemic initiated interventions that reduce traffic and speeds and provide an easily comprehensible network of cycle friendly streets, as they have the potential to accelerate the Transport Strategy aim to get more people to choose cycling as means to get around.

The City should ensure that cycle infrastructure and network (e.g. routes and parking) in the Square Mile caters for a wider array of cycles (e.g. cycles as mobility aids, (e-)cargo bikes), business models for access (e.g. short- and longer-term rentals) and use cases (e.g. commuting, leisure, deliveries).

It should also be noted that the City is due to participate in the London e-scooter trial that is scheduled to commence in Spring 2020. Subject to the outcome of the scheme, the City Corporation should consider enabling e-scooters alongside a growth in cycling. The accommodation of e-scooters as equivalent users of cycle infrastructure in the City thus may require the reframing of this outcome in a refreshed Transport Strategy.

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

Needs / Possibility:

Outputs from the workshops indicate that COVID-19 impacts on the City of London have the potential to aid the Corporation's ambition for the Square Mile to have the some of the cleanest urban air in the world and streets that are quieter more relaxing places.

As differing factors potentially become more pertinent in ensuring that the City maintains its world-class business ecosystem and international status as a result of changing work patterns (e.g. financial services firms choosing an office location with increasing attention paid to factors such as the quality of the surrounding built environment rather than to the City address), measures to improve the quality of the City environment are likely become more important.

Action:

The City Corporation should continue to adapt and enhance the City user experience through public realm and active travel space reallocations and temporal/geographical vehicle restrictions. Such interventions are likely to reduce polluting vehicle numbers and facilitate uptake of zero emission technologies in the Square Mile which in turn can reduce noise and air pollution and thus have positive impacts on the quality of place and health and well-being.

Outcome: Delivery and servicing are more efficient, and impacts are minimised

Needs / Possibility:

The City Corporation aims to meet delivery and servicing needs of the area using fewer, quieter, safer and cleaner vehicles. Whilst some impacts of the COVID-19 pandemic have the potential to accelerate achieving this outcome, other impacts may alter requirements, slowing the process down.

Action:

As a result of the pandemic, the City Corporation should consider maintaining its implementation of street space reallocation schemes to improve the quality and quantity of public realm and execute modal hierarchy priorities to improve wider user experiences. Such actions have the potential cage in the use of last mile delivery hubs and (e-)



cargo bikes for freight and delivery services, whereby access and loading restrictions limit other freight vehicles.

If the COVID-19 pandemic leads to increased diversity and flexibility in land and space use in the City however, the City Corporation should consider how diverging needs may make Transport Strategy proposals for improved consolidation and sustainable procurement practices more difficult to achieve. Continuation of temporal working flexibility however may reduce personal deliveries to workplaces (despite them already being banned in many cases).

Outcome: Our street network is resilient to changing circumstances

Needs / Possibility:

The COVID-19 pandemic has highlighted the importance of street resilience to changing circumstances and the crucial role streets play in facilitating resilience of the wider built environment. The pandemic however potentially broadens the definition of 'changing circumstances' in the specific context of this Transport Strategy outcome, to not only direct disruptions such as that caused by construction, breakdowns or severe weather but also disruptions that have indirect implications for the City's streets.

The pandemic also has proven on a large scale how important data is in enabling individuals and organisations to respond to changing circumstances and going forward highlights the potential that data may have in aiding the City Corporation combat future challenges effectively (e.g. climate change).

Action:

The City Corporation should aim to maintain and increase the level of granular monitoring of travel behaviour and asset use that has resulted from the pandemic as it has the potential to increase the resilience of the City's street network in the long term.

Consideration should be given to how the City understands movement (people walking and cycling and vehicles) in a near real-time manner to help with more agile planning to maximise the value of its infrastructure. Such an approach (with support flexibility through supporting TROs and parking) could allow for much more flexible city streets that could serve flexing needs.

The City Corporation should also consider how streets can be repurposed to support wider City functions and communities in future pandemics and other 'changing circumstances' within the Transport Strategy. Pre-emptive consideration of how the City could give more public space to support businesses for example, could help enhance the resilience of the Square Mile in future situations.

Outcome: Emerging transport technologies benefit the Square Mile

Needs / Possibility:

The pandemic has provided the City of London with a unique opportunity to fast-track the piloting of some emerging transport technologies. Potential future changes to the streetscape driven by the ambition to improve user experiences across a broadening array of use cases has the potential to accelerate the City's desire of becoming a testbed for urban transport innovation. Workshop outputs however stress that 'benefits' should not solely be driven by data-led efficiencies but instead be outcome driven so that City vibrancy is not impacted.

Action:

Given the ongoing and rapid changes in technology (ranging from "invisible" sensor technologies to help manage assets more effectively through to the on-demand forms of transport and ultimately, automated solutions) it is suggested that the City of London develops a future mobility strategates place and population needs and its





overarching vision and objectives for the City. This could provide context and a blueprint to aid the City's transportation objectives. Planning for the future, in terms of new modes, services and underlying technology could help deliver better places, improved asset resilience and agility. For example, identifying the potential of new modes to improve user experience or air quality in the City, or digitally enabled kerbside management to improve the efficiency and reduce impact of freight and deliveries.

Outcome: The Square Mile benefits from better transport connections

Needs / Possibility:

Based on workshop outputs and desktop trend review, the impacts of the COVID-19 pandemic have the potential to alter how the City endeavours to improve transport connections. The pandemic and the potential ensuing trends (such as the importance of the quality of place and experience, active travel priorities), has the potential to refocus the pursuit of the 'better transport connections' outcome towards accessibility, and in particular active modes, where networks are intrinsically linked to surrounding boroughs. There is also a need for the City Corporation to work collaboratively with Transport for London and businesses to help restore confidence in public transport and ultimately understand whether 'better transport connections' in the future should be considered against a modified set of intentions compared to that of today...

Action:

In light of opportunities for the City to capitalise upon COVID-19 street reallocations and enhancing the built environment user experience, the City Corporation should aim to support to similar interventions beyond the Square Mile's boundary. For example, the City Corporation should support and champion improvements to accessible walking, cycling and wheeling travel connections to the Square Mile from neighbouring boroughs. The delivery of high-quality infrastructure routes to and through central London is critical in building city wide resilience.





7. CONCLUSION

In conclusion, this report has presented the findings of a desktop study into the impacts of COVID-19 on the City of London and three scenario development workshops. Analysis has identified a number of key cross-cutting themes when considering how The City Corporation might respond to future situations and examined how these themes could impact the desired outcomes defined in the City of London's Transport Strategy.

When considering the analysis, the key insights gained are:

- The COVID-19 pandemic has had wide ranging impacts on the City of London and there is a consensus that these impacts have changed the future trajectory of the City. Behaviours, particularly travel and working patterns, are unlikely to return to the way they were before the crisis, in turn impacting how workers, businesses, residents and visitors use the Square Mile, thus presenting a range of challenges and opportunities for the City Corporation.
- The City Corporation recognises change is coming, however endeavours to use the Transport Strategy as a mechanism to ensure that change is facilitated in a controlled way and driven by an ambition to achieve strategic outcomes.
- Given the potential blending of home / remote and office-based working, the City Corporation needs to consider how to ensure the City remains an anchor for networking, events, cultural and leisure activities. This is particularly the case at the "shoulders" of the traditional working day to retain the socio-cultural link between businesses, their employees and the City's vibrancy and offer.
- Making the COVID-19 enabled street space reallocations permanent has huge potential to improve the quality and quantity of public realm and execute modal hierarchy priorities to improve wider user experiences.
- From a transport perspective, the existing strategic position and desired outcomes outlined in the City of London's Transport Strategy remains relevant in a post-pandemic context. The overarching approach to reduce private motorised transport and increasing the prominence of street space for people to walk and cycle continues to hold true. It is understood that there might be extremes in specific use cases and contexts but ultimately the impacts of COVID-19 have not hugely skewed the desired outcomes of the Transport Strategy; in turn in some cases they have provided the opportunity for the acceleration of interventions to achieve outcomes more quickly.
- The uncertainty surrounding the extent of future changes in the City of London has highlighted the importance of resilience and agility in accommodating and responding to changing circumstances. Thus, the Transport Strategy must not be a static document, but needs to be revisited regularly so that it is able to adapt and nimble in delivery in pursuit of desired outcomes. A review of the Transport Strategy is recommended every three years with systematic sprint reviews of KPIs more frequently.
- Having a clear vision for the future that is outcomes led, also creates an
 environment through which the City Corporation can make use of new modes,
 services and underlying technology to help delivery better places, improved asset
 resilience and agility.
- Ultimately the Transport Strategy should enable the City Corporation to capitalise upon assets in a flexible way which service business, employee, visitor and resident needs as circumstances change.

APPENDIX A - SCENARIO DASHBOARDS

Scenario 1: Working from Home Normalisation

-1-

Scenario Summary:

- · Work from home becomes the predominant way of working
- · Significant impacts on building use resulting in land use changes (e.g. office space becomes retail, residential or leisure space)
- · New form and function for the City

Associated Trend Data

- · 83% of City workers cite travel on public transport as their most important concern when returning to work
- · 71% of City employees work in the sectors with the highest propensity / ability to work from home (69.6% doing some homeworking before the pandemic)

Working from home Change of building use Data-driven decision making Air quality focus Levelling up agenda

Hypothesised Shape & Scale of Movements:









Scenario Levers:













Potential Outcomes



Residents

- · Office space could be repurposed as residential space
- Some people living in the City for proximity to work may choose move resulting in a new resident population



Businesses

- Unneeded office space could be sublet out at discounted rates leading to a new mix of potentially smaller businesses in the City
- New digital ways of working emerge



- Redefined workplace interactions create new demands for socialising
- Corporate culture becomes more laissez faire and offers more flexibility



Visitors

- Reduced need for business travel due to remote working
- · Arts and cultural spaces could replace space once occupied by offices, improving the tourism offering



· A reduction in vehicular traffic will improve air quality, allow road space to be reallocated as greenspace and create more room for travel by active modes



Scenario 2: Hybrid Home/Office Working Patterns

Scenario Summary:

- More flexible work and travel patterns require office space to cater for both individual & collaborative working, as well as social space
- Results in increased demand for office space
- Reduced travel peaks & less crowded conditions on the UG and Rail make it difficult to shift people to active modes

Associated Trend Data

- · 34% of companies surveyed said all staff were in the office for more than 3 days week, down to 12% after the pandemic
- 83% of City workers cite travel on public transport as their most important concern when returning to work

Scenario Levers:

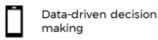


Working from home

Change of building use















Hypothesised Shape & Scale of Movements:























- 2 -

Potential Outcomes

Active Travel



Residents

- · Residents may move further out of the City to prioritise space at home over proximity to work with less frequent commutes.
- Commutes may be less stressful thanks to lower



Businesses

- More office space required with greater flexibility to cater for variable demands
- Businesses may face higher rents with less productive space



Workers

- · Workers are able to split their time between the home and office as is convenient
- Greater emphasis on social interactions when in the office



Visitors

 Meeting face-to-face may return as a renewed priority after reduced social interaction through the pandemic. encouraging more business travel



Places

More focus may be needed on promoting travel by active modes as public transport becomes more competitive



Scenario 3: Erosion of City Position on the International Stage

- 3 -

Scenario Summary:

- · Less political prioritisation of the City in national and regional policy
- Focus on levelling up the UK erodes the preeminent position of the City
- · Potential change to the City's core purpose & activities impacting working patterns

Associated Trend Data

- 14% of residents want to leave the City as a result of the pandemic
- · 15% of City businesses will be subletting out office space that is no longer need
- · Business travel in white collar sectors expected to return more slowly than sectors with more tangible outputs

Scenario Levers:



Working from home



Change of building use



Data-driven decision making



Air quality focus



Levelling up agenda





Hypothesised Shape & Scale of Movements:

























Potential Outcomes



Residents

· Fewer residents may be · prepared to pay the premium prices for central residences leading to a decline in the resident population



Businesses

Trends for company HQs • in northern cities may be accelerated, leading to a redistribution of labour markets away from the City



- Elevated London salaries may become eroded as opportunity moves elsewhere
- New roles may emerge in other sectors such as leisure and tourism



Visitors

- · The relocation of company HQs may means that meetings occur in other cities.
- The City's excellent international links may prevent this to some degree



Places

· A reduced standing on the international stage may mean the City becomes less busy, allowing space to be transformed for alternative purposes



Scenario 4: Active, Data-Driven Return to Traditional Working Patterns

Scenario Summary:

- · Pressures to return to 9-5 office working models that maintain property values
- · Enhanced on-street digital connectivity to facilitate prioritisation of active modes
- · Data-driven decision making ensures efficient and flexible use of the built environment

Associated Trend Data

- 44% of people in the UK reported worsened workplace interactions, rising to 50% among those who do not attend their usual place of work
- · In April, 32% of workers were struggling to fulfil their work commitments, compared to 24% in January before the pandemic.

Scenario Levers:



Working from home







Change of building use



Data-driven decision making



Air quality focus



Levelling up agenda



Hypothesised Shape & Scale of Movements:























Potential Outcomes



Residents

- · Residents to continue to want to live close to central locations
- · Renewed demand for premium residence in the City



Businesses

- Businesses will have to grapple with reigning in the freedom that working from home offered to workers
- Retail and hospitality will see a resurgence from increased footfall



- There may be reluctance amongst many workers to return to crowded commutes
- Workplace interactions will improve and as will worker's social lives as a result



Visitors

- · Business travel will return but perhaps only where necessary
- The leisure economy will benefit from greater numbers in the City



Places

· Digitally connected spaces will allow for dynamic management of the built environment to ensure that the return to work is managed to be safe as possible





This page is intentionally left blank

Transport Strategy Vision, Aims and Outcomes

As adopted in 2019 these are the Vision, Aims, and outcomes for the Transport Strategy.

Vision

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

Aims

- 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 and protect and enhance its unique character and heritage

Outcomes

- The Square Miles 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 street are safe and feel safe
- More people choose to cycle in the city
- The Square Mile's air and streets are cleaner and quieter
- Delivery and servicing needs are met more efficiently, and impacts are minimised
- Our street network is resilient to changing circumstances
- Emerging transport technologies benefit the Square Mile
- The Square Mile benefits form better transport connections

Transport Strategy Governance Structure

Streets & Walkways Sub Committee

- Make Member-level decisions relating to the project
- Scrutinise the project and provide feedback to officers
- Review policies and draft documents and advise officers on changes

1

Steering Group

- Make officer-level decisions relating to the project
- Oversight of project process and programme
- Scrutinise the project and provide feedback
- Review policies and draft documents and advise on changes

Policy & Resources Committee (Adoption only) Chief officer -Corporate Oversight Planning & lan Hughes - Project Transportation Assurance Committee Bruce McVean - Project Director Samantha Tharme -Streets & Walkways Sub Project Manager Committee Steering Group

Decision Making Process

Working Group

- Support development of Strategy and delivery of associated activities
- Ensure coordination with related projects and activities
- Review policies and draft documents and advise on changes as required

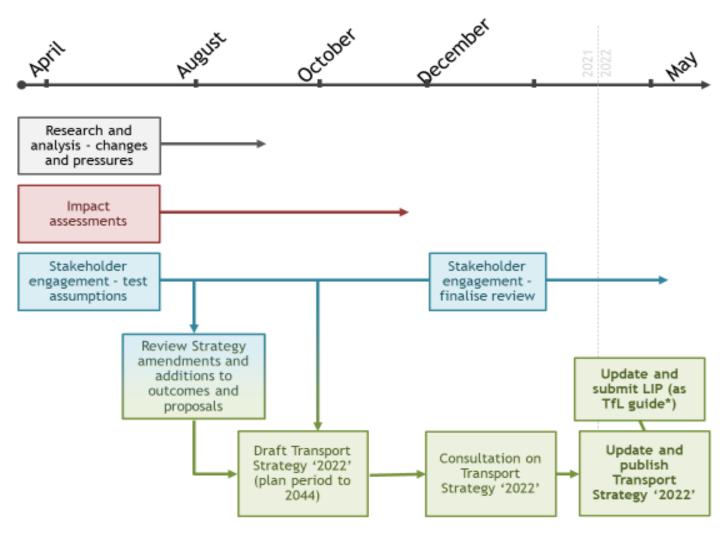
Strategy Board

- Act as sounding board for emerging policies and proposed decisions
- Advise on the likely stakeholder response to policy directions
- Act as a 'critical friend' challenging the project team on issues that may require further work

Decision/Information Body Advisory Body

Officer Working Body

Transport Strategy Programme



This page is intentionally left blank

Expenditure To Date Tables

Bloomberg Place Highway Changes S278 - 16800048/16100332			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	264,155	259,579	4,576
Fees	196,350	196,197	153
Staff Costs	469,710	457,870	11,840
Works	1,788,406	1,512,635	275,771
Contingency	70,522		70,522
TOTAL	2,789,143	2,426,281	362,862

Bloomberg Place Highway Changes S106 - 16100359			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Fees	10,000	5,521	4,479
Staff Costs	141,244	105,717	35,527
Works	541,220	291,679	249,541
Contingency	41,736	-	41,736
TOTAL	734,200	402,916	331,284

Bloomberg Place Highway Changes CIL - 16100360					
Description	Approved Budget (£) Expenditure (£) Balance (£)				
Works	425,000	182,324	242,676		
TOTAL	TOTAL 425,000 182,324 242,67				

Bloomberg Place Highway Changes S256 - 16100376			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Fees	2,750	2,750	-
Works	671,050	387,416	283,634
TOTAL	673,800	390,166	283,634

Bloomberg Place Highway Changes City's Cash - 55100004			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Works	70,000	42,277	27,723
TOTAL	70,000	42,277	27,723

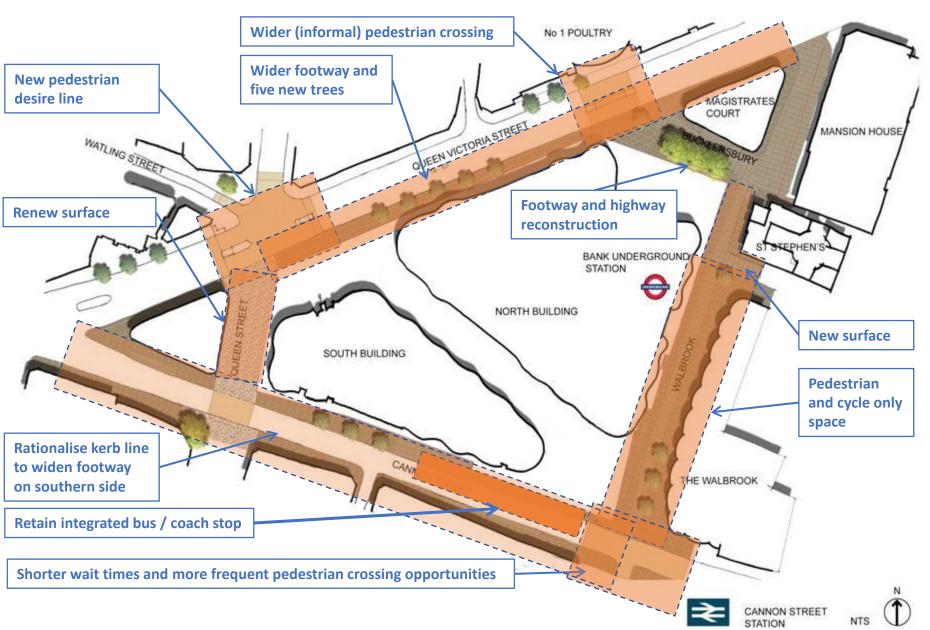
GRAND TOTAL 4,692,143 3,443,964 1,2

Funding source	Approved budget (£)	Expenditure (£)	Balance (£)
S278 Funding	2,789,143	2,426,281	362,862
S106 Funding	734,200	402,916	331,284
CIL	425,000	182,324	242,676
S256 Funding	673,800	390,166	283,634

Totals	4,692,143	3,443,964	1,248,180	
City's Cash	70,000	42.277	27.723	

Bloomberg Development Highway Works

Appendix 2









Bucklersbury and Walbrook







Queen Street and Cannon Street







Queen Street and Queen Victoria Street

This page is intentionally left blank

Project Coversheet

[1] Ownership

Unique Project Identifier: 11346 Report Date: 4th September 2020

Core Project Name: Shoe Lane Quarter Phase 2 – Public Realm Enhancements

(London Development s278)

Programme Affiliation (if applicable): n/a

Project Manager: Daniel Laybourn **Next Gateway to be passed:** n/a

[2] Project Brief

Project Mission statement: Public Realm and Highway Improvements surrounding the S106/278 London Development Project (Goldman Sachs).

Definition of need: Delivering public realm to meet the needs of the new development including enhanced footways and vehicle access, greening and security measures.

Key measures of success:

- 1) Creation of secure 'Stand-off' and security infrastructure to the appropriate British Standard
- 2) Reduce road danger
- 3) Creating usable additional public space from excess carriageway
- 4) Tree planting as climate change mitigation
- 5) Improved street appearance
- 6) Securing Goldman Sachs' commitment to this City location

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: Approximately £7.2m

Total potential project liability (cost) [£]: n/a - fully reimbursable

Total anticipated on-going commitment post-delivery [£]: n/a – Goldman Sachs are required to enter an Annual Maintenance Plan with the City to account for the uplift in post-implementation maintenance.

Programme Affiliation [£]: n/a

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£7.78m	n/a	n/a
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£7.78	Approx. £7.2m	Approx. £580,000
[G] Spend to Date	[H] Anticipated future but	udget requests
Approx. £7.2m	n/a	

Headline Financial changes:

Since 'Project Proposal' (G2) report:

- Required budget to next Gateway +£100k
- Total estimated cost of project Approximately £7m
- Estimated Programme dates Completion between Jan 2019 Jan 2020 to coincide with the occupation of the development.

Since 'Options Appraisal and Design' (G3-4) report:

- Required budget to next Gateway +£550k
- Total estimated cost of project Approximately £8m (+£1m)
- Estimated Programme dates Completion between Jan 2019 Jan 2020 to coincide with the occupation of the development.

Since 'Authority to start Work' (G5) report:

- Required budget to next Gateway (additional) £6.95m
- Total estimated cost of project Approximately £7.6m (-0.4m)
- Estimated Programme dates Construction between Jan 2018 to April 2019

At Project Closure (G6) report:

- Total estimated cost of project including commuted maintenance Approx. £7.2m
- Final Programme dates Construction between Jan 2018 to August 2019

Project Status:

Overall RAG rating: Green Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

- Gateway 5 (Approval to start Work) was approved in October/ November 2017
- An Issue Report that increased the overall project budget was approved in July 2019

[5] Narrative and change

Date and type of last report:

Issue Report - July 2019

Key headline updates and change since last report.

Work is now substantially complete. Please see the main report for more details.

Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report:

n/a

Since 'Options Appraisal and Design' (G3-4 report):

า/a

Since 'Authority to Start Work' (G5) report:

n/a

Timetable and Milestones:

Expected timeframe for the project delivery: n/a

Milestones:

- 1) On-site completion of the scheme in September 2019 (achieved)
- Practical completion of work on Farringdon Street with handover to TfL August 2018 (achieved)

3)

Are we on track for this stage of the project against the plan/major milestones? n/a

Are we on track for completing the project against the expected timeframe for project delivery? n/a

Risks and Issues
Top 3 risks: n/a

Top 3 issues realised

Issue Description	Impact and action taken	Realised Cost
Utilities Costs	Utility diversions are currently overbudget, but it's expected that the Utility companies will return a significant amount of this overspend once their works are complete. Until that point however, its difficult to say how much and when monies would be returned. These overspends have to date been accommodated within the approved budgets and the Developer has been requested to recontribute this overspend back to the project under the existing S106/278 legal agreement.	~£88,500
Developer Delays (and acceleration)	The City's highways contractor has been delayed by the Developer and their overrunning utility works, and this has resulted in increased costs. Also, the Developer wishes for the City to accelerate its work to ensure the work completes in time for their occupation of the new building. Therefore, the Developer has been requested to recontribute the increased costs, and pay additional funds for acceleration.	~£85,500
N/A	, ,	

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No.

Authoricod	Data
Authorised	Date

This page is intentionally left blank

Phase 1 – 1 New Street Square (Landsec/ Deloitte)

16100333 - 1 New Street Square Phase 1 S106			
G5 Approved Budget (£)	Expenditure (£)	Balance (£)	
27,791	27,744	47	
213,421	212,520	901	
241,212	240,264	948	
	G5 Approved Budget (£) 27,791 213,421	G5 Approved Budget (£) 27,791 213,421 Expenditure (£) 27,744 212,520	

16100339 - 1 New Street Square Phase 1 S278					
Description	G5 Approved Budget (£)	Expenditure (£)	Balance (£)		
Env Servs Staff Costs	32,209	50,460	- 18,251		
P&T Staff Costs	35,000	52,461	- 17,461		
Fees	20,000	2,500	17,500		
Works	247,339	204,296	43,043		
TOTAL	334,548	309,718	24,830		
GRAND TOTAL	575,760	549,982	25,778		

Phase 2 – The London Development Project (Goldman Sachs)

16100309 - London Development Phase 2 S106						
Description	G5 Approved Budget (£)	Expenditure (£)	Balance (£)			
Env Servs Staff Costs	76,211	72,314	3,897			
Open Spaces Staff Costs	4,725	104	4,620			
P&T Staff Costs	56,445	48,305	8,140			
Structures Staff Costs	779	-	779			
Fees	243,468	227,789	15,678			
Works	1,792,375	1,584,936	207,439			
Maintenance*	156,547	180,313	- 23,766			
TOTAL	2,330,550	2,113,761	216,788			

16100374 - London Development Phase 2 S278					
Description	G5 Approved Budget (£)	Expenditure (£)	Balance (£)		
Pre-Evaluation	131,418	131,418	0		
Env Servs Staff Costs	401,872	434,887	- 33,015		
Open Spaces Staff Costs	25,862	41,882	- 16,020		
P&T Staff Costs	229,767	228,124	1,643		
Structures Staff Costs	4,417	768	3,649		
Fees	112,328	102,892	9,437		
Works	4,269,875	4,208,196	61,679		
Maintenance*	102,459	22,039	80,420		
TOTAL	5,277,998	5,170,206	107,793		

^{* -} The maintenance sums have been clarified in conjunction with the S106/278 legal agreement since the last report. These sums have yet to be received from the Developer but it's been agreed with them that they be taken from the Phase 2 project savings by the City at the time of the final account. The Annual Maintenance payment by the building's occupier is accounted for separately.

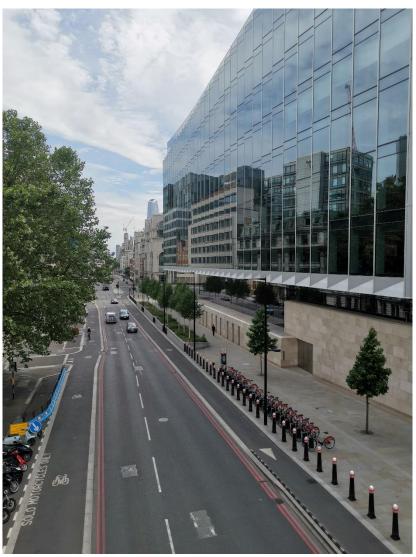
This page is intentionally left blank

Appendix 4 – Before and After Photos

(All 'before' photos come courtesy of Google Streetview)

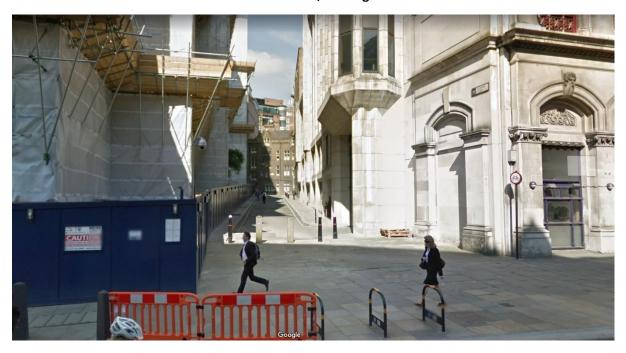
Farringdon Street, looking south





Page 135

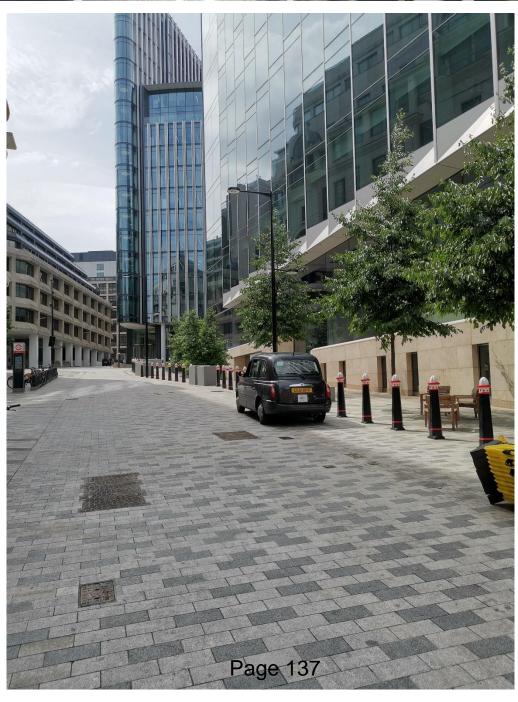
Plumtree Court, looking west





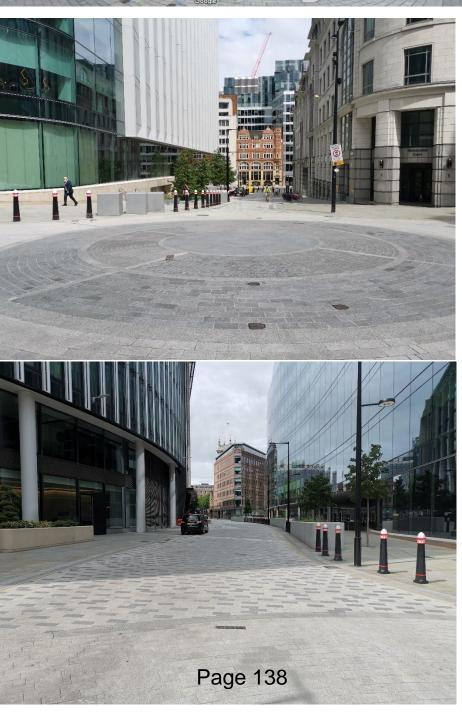
Stonecutter Street, looking west





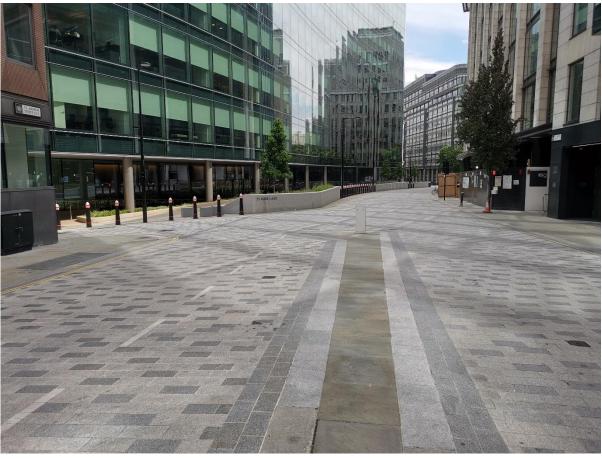
Shoe Lane, looking north-east



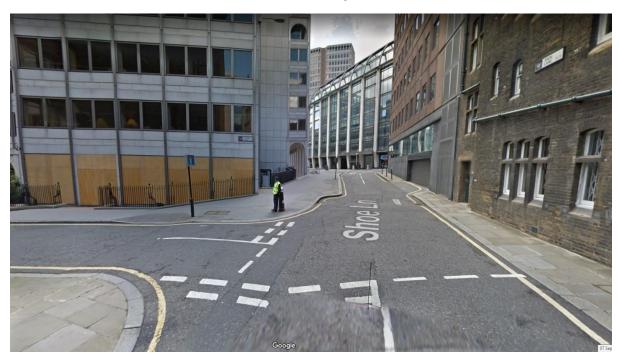


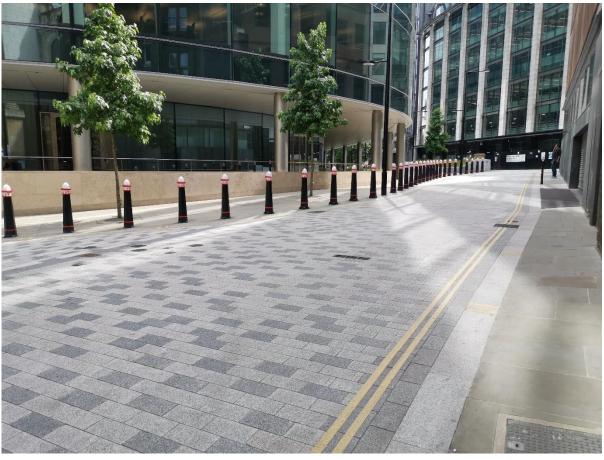
Shoe Lane, looking south





Shoe Lane, looking south



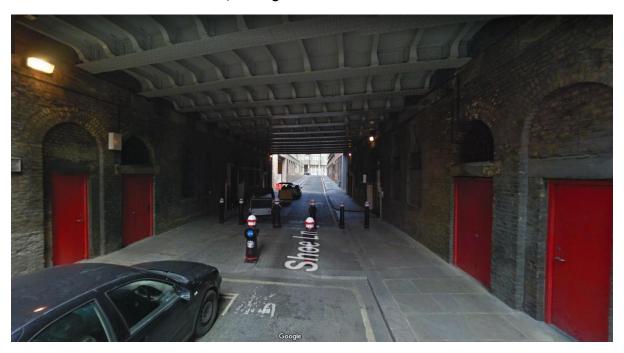


Plumtree Court, looking east





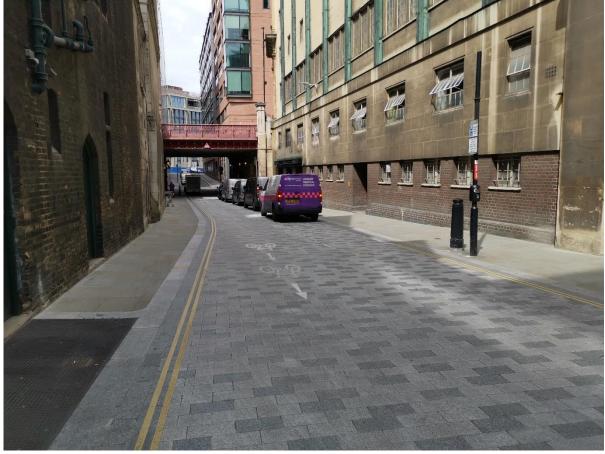
Shoe Lane, looking north under Holborn Viaduct





Shoe Lane, looking south (below looking north)





This page is intentionally left blank

Appendix . Funding tables.

	Table 1. Estimate	ed costs 2021-2024	
Programme	Indicative Programme Cost range	Funding sources	Notes
Traffic Reduction a	F14-F15 m	S106	Detailed scope of this programme will be developed following the completion of the Healthy Streets Plan.
		TfL	
		S106 security	
Well-being & Clim	+14-+15 m	External/other	Programme content and
change resilienc	nange resilience	S106	funding strategy is described in Gateway 4 report- Well-
ס ע 2		Cool Streets & greening programme	being and Climate resilience programme also on this
D 2 0 1 1 1		TfL	agenda For Decision
ת Activation and		S106	Programme content and detailed funding strategy is
engagement	£600 - £900k	External/other	described in Gateway 3 report- Activation and
			Engagement programme also on this agenda For Decision
Total estimated c	osts * £3.6 - £3.9 m		

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

Table 2. Summary indicative funding sources 2021- 2024	Total estimated cost
S106 agreements (allocated towards the delivery of	
the City Cluster Vision programme)	£1,660,000
External contributions (subject to confirmation and	
neighbourhood CIL bids being determined)	£900,000
TfL (Liveable Neighbourhoods grant)	£810,000
S106 security contributions (from developments in	
the area)	£125,000
Cool Streets and Greening CAS (subject to approval)	£255,000
TOTAL	£3,750,000*

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

This page is intentionally left blank

Agenda Item 14

Appendix 1 – Contract Award & Mobilisation Timetable

Stage	Date
Supplier engagement meetings - commence	16/03/2021
Procurement Initiation Notice issued	01/05/2021
Completion of tender documents - Highways	31/07/2021
Publish Contract Notice & all tender documents	12/08/2021
Return of Qualification & Tech responses deadline	17/09/2021
Evaluation - Completion	20/10/2021
Finalise shortlist of 6 contractors	21/10/2021
Publish ITT on the portal	25/10/2021
ITT - deadline (return of Technical + Commercial)	19/11/2021
Technical - Evaluation (Start)	23/11/2021
Completion of Technical Evaluation	14/12/2021
Start Evaluation - Commercial Envelope	15/12/2021
Completion - Commercial Evaluation	29/12/2021
Draft PT8 - Tender Award Report (Procurement)	04/01/2022
Committee Approvals - Award & Commence	12/01/2022
TUPE - Outstanding Issues	24/02/2022
Issue Contract Award Notice + 10 day Alcatell period	01/03/2022
Challenges - if none, issue letters to other bidders	14/03/2022
Legal - Contract Execution	14/03/2022
Mobilisation Period - TBC with contractor	04/04/2022
Commencement of contract	01/06/2022

Appendix 2 - Procurement Category Board (PT4) Report

PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

Introduction

City Procurement	20/394PS		
Project Reference:			
Project / Contract Title:	Highway Construction and Mainter	nance Contract	
Project Lead & Contract	Giles Radford Lead Department: DBE		
Manager:			
Category Manager:	Hirdial Rai	Other Contact:	Ian Hughes
Total Contract Value	£50m 5-year contract + 5-year	Contract Duration	5 years + 5-year extension
(excluding VAT and inc.	extension option £50m, total	(inc. extension options):	option
extension options):	£100m over 10-year period.		
Budget approved	Not Applicable	Capital Project reference (if	
Capital/Revenue:	Not Applicable applicable):		

Gateway Approval Process

Is this project subject to the Gateway process? Yes/No

If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval?

- Procurement Sub Committee For Decision
- Finance Committee For Decision
- Project Sub Committee For Information
- Streets and Walkways Sub Committee For Information

Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)? The is scope to undertake highway type of works for other departments should they chose to use this procurement route. This would be on a case by case basis.

Procurement Strategy Recommendation

City Procurement team recommended option

Option 1 – Highway Construction and Maintenance Contract based on Schedule of Rates with a bespoke Highway Maintenance Contract. The following helps to explain why this approach is recommended:

Economies of Scale

Matters of highway maintenance and scheme delivery clearly overlap in terms of plant, materials & labour, and the combined volume of maintenance & project work through the term contract delivers economies of scale in terms of material rates and management skills.

Taking this approach in 2012 and combining three previously separate term contracts (highway maintenance, highway resurfacing and highway drainage) and delivered efficiency savings of around 18% on revenue works and 22% on typical capital street scene works. As a result, it is thought uneconomic to unpick this approach and separate these contracts back out.

Quality of work

In addition to economies of scale, there is a risk to the City of using different contractors for different types of work. This is because of the City's difficult working environment, its use of high-quality materials that need particular expertise, and its desire for high quality finishes that better suit a regular, skilled and knowledgeable workforce.

Most of the construction gangs have worked in the City for many years, using TUPE to transfer across companies to remain here. As a result, they are used to working in the City's narrow streets with our difficult combination of traffic, cyclists, pedestrians, businesses, residents and visitors. They also have a proven track record of delivering high quality work with our specialist pallet of materials that has stood the test of time.

By comparison, other contractors can lack the experience of working in our challenging environment and gangs & supervisors can be unprepared for the City's local conditions.

Early contractor involvement

The City is sufficiently skilled in the process of delivering complex highway schemes that we develop the final design for the eventual scheme in parallel to how the scheme will be built. This allows the range of construction costs to be narrowed during the design process, with contingencies reduced and potential savings identified.

Key to this is the need for early contractor involvement, meaning the decision over the choice of contractor must be made early in the project. Having a term contractor actively involved early in the design and construction planning process allows them to advise on maintainability and buildability issues in the certainty that they will both be undertaking the work as well as maintain it going forward. Without a term contract in place, this would not be possible, and these benefits would be unrealised.

The risk of claims

Under a separate tendering arrangement for each major project, there would also be a much greater risk of claims as tenderers will be more likely to lack an adequate appreciation of how difficult a place the City is to work because of its narrow streets, high traffic and pedestrian density, high quality requirements and major subsurface utility infrastructure.

As a result, they are much more likely to request compensation events than under the City's current term contract arrangement, where such claims are virtually nil as the contractor is able to redeploy staff to other City work in the event of delays caused by unforeseen issues.

Route to Market Recommendation

City Procurement team recommended option

OJEU(FTS) Restricted process – We have researched into the market and the only alternative is really a Framework. A framework does not give us the breadth to open this up to the wider market.

Specification and Evaluation Overview

Summary of the main requirements:		
Much of the highways maintenance and construction activities are delivered through the CoL's core term maintenance		
contract. This contract has been in place since 2012 and is due to expire on the 30	h June 2022.	
Technical and Pricing evaluation ratio		
40% (Technical) / 60% (Price)		
Overview of the key Evaluation areas (if known at this stage):		
While this has been a very successful contract, CoL recognises that there is an opportunity to build upon these successes and take steps to identify and maximise the opportunities available to both the CoL and the appointed supplier. Our ambition is therefore to maintain these high levels of performance, whilst encouraging and supporting innovation. We are very keen to work with a supplier who is innovative in terms of how our core/continuing requirements are realised, in addition to discussing new ideas and ways of maximising the relationship. Our ambition is for this to create an exciting and new way of delivering highways services, whilst continuing to perform at the expected high levels.		
- The duration of the contract is 5 years, subject to the right of the City (at its so extend the Contract by up to 5 further years. The maximum length of the contract (5-year period) we £10 Million a year). However, this is an indicative figure only based on its curr the assumption that the contract would be in place for that duration. There we but this will be subject to performance and quality objectives being met. Any approvals from the City of London Committees.	ract is therefore 10 years. The CoL uld be in the region of GBP 50 000 000 (~ ent 'core' scope of requirements and on Il be the potential for a 5-year extension,	
Does contract delivery involve a higher than usual level of Health & Safety, Insura	ce, or Business risk to be allowed in the	
procurement strategy?		
 Principal Contractor is required to consider all health and safety risks that 	•	
of projects and the contract. SSIP approval is a minimum for our contract	rs but we drive a positive H&S culture to	
ensure best practice can always be maintained.		
And there are a company in a decompant with this years at 2 or DTO/s white advance		
Are there any accompanying documents with this report? e.g. PTO/outlined project plan identifying roles and responsibilities as appropriate	Yes □ No ⊠	
If yes, please include information in the appendices section below.		
Will this project require the winning supplier(s) to process personal data on our	Yes ⊠ No □	
behalf?	163 🖾 140 🗀	
Is there a requirement for a Performance Bond on this Project and if so, on what g	ounds?	
There is no requirement for a performance bond for this type of contract. The KPI		
standards drop financially penalties will occur for bad performance.		
Will the procurement process require a financial assessment? Yes ⊠ No □		
If yes, please indicate recommended assessment: Finance Check ☒ Financial Appraisal ☐		
Please indicate reasons for this recommendation (please include in this section information on project being rated low/not		
low):		
At SQ stage all bidders progressing to ITT will undergo a financial check to see if they meet the minimum turnover		
requirement.		
If yes, please make sure you've defined roles and responsibilities within your project specification. For more information		
visit <u>Designing Specifications under GDPR.</u> You may include your Privacy Impact Assessment or other relevant report as an		
appendix to this PT form when submitting to category board (for information).		
Evaluation Panel – Please enter Names and Departments below (if known)		
Giles Radford – Highways Manager (DBE) Ian Hughes – Asst	Director (DBE)	

<u>Procurement Strategy Options</u> This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.

Option 1: Highway Maintenance Contract – Based on Schedule of Rates

Advantages to this Option:

- Have set schedule of rates for works, which include labour, plant and materials
- Easy to estimate projects by build-up of these rates
- · Costs and time frames very clear
- Plan future projects with a pipeline of work
- Time to establish a working partnership over the period of the contract
- OJEU compliant contract
- Single contractor who has a reliable supply chain
- All costs can be predicted and standardised and easier to budget
- One main contractor carrying out all the works under MTC this negates the need to go out to tender saving a lot of
 officer time and cost in the process.
- Each order for work can begin much faster as you don't need to go through a tender process
- The use and investment in the latest innovations, techniques and methods of works
- Flexibility to meet and respond to emergencies
- Client can stop and start work at pace that might be determined by its funding
- Over the contract we can invest in innovation, new processes and social value and see these come to fruition during the term of the contract.
- Anyone winning such a large contract in this sector working for the City of London will be keen to impress and use this contract as their flagship.

Disadvantages to this Option:

- If no rate for new item(s) or similar work/item this would have to be a variation and the new rate negotiated and agreed
- No option to go to another supplier if main contractor is unable to carry out the works.
- Works outside of the contract's remit may need to be tendered
- Contract must be well resourced and managed with in house experienced staff to measure the work and certify payments

Please highlight any possible risks associated with this option:

• A new contractor may not perform to the levels we expect but the KPI process and officer engagement should allow for this to be managed accordingly.

Option 2: Create a Framework

Advantages to this Option:

- City's Own Framework
- The Framework is new, and suppliers are eager to impress

Disadvantages to this Option:

- Set rates could be assigned to the framework
- Larger Suppliers will subcontract the work as opposed to having employees working directly on the project
- Mini competition exercises will need to be carried out for each project and will be time consuming and require resources to manage this process
- Not all suppliers may take part in a mini competition exercise
- Reactive maintenance works would be severely delayed due to mini competition process

Please highlight any possible risks associated with this option:

• Costs will differ from the tendered amount to the actual amount.

Route to Market Options: Route to market is the way in which the City will invite suppliers to bid for the procurement.

Option 1: FTS

Advantages to this Option:

- Allows for a wider market and greater number of suppliers to respond.
- Creates an opportunity to contract with a new supplier.
- Increased probability that adequate competition will be realised.

Disadvantages to this Option:

- May result in large volumes of bidders expressing interest. which will require resources to manage the process eg Queries and evaluations (may result in delays) during the process.
- Higher level of resources required to deliver the procurement procedure which will require resources to manage the process eg Queries and evaluations (may result in delays) during the process.

Please highlight any possible risks associated with this option: Large response from the market could result in resource implications and delays in the process.

Option 2: External Framework

Advantages to this Option:

- Allows for a wider market and greater number of suppliers to respond.
- Creates an opportunity to contract with a new supplier.
- Increased probability that adequate competition will be realised.

Disadvantages to this Option:

- May result in large volumes of bidders expressing interest. which will require resources to manage the process eg Queries and evaluations (may result in delays) during the process.
- Higher level of resources required to deliver the procurement procedure which will require resources to manage the process eg Queries and evaluations (may result in delays) during the process.
- Less control on the performance of the contract and less time to build a working relationship and the associated innovations due to lack of cohesion.

Please highlight any possible risks associated with this option: Large response from the market could result in resource implications and delays in the process.

Price Mechanism

Option 1: Schedule of Rates

Advantages to this Option:

- Fixed Rates (first year fixed after which an annual uplift is applied) which include Labour, plant and material
- Can budget and plan future work with some certainty
- Rates can be used to negotiate new rates for new items of work

Disadvantages to this Option:

• If no similar rate for new item(s) exists, then this will have to be negotiated as a variation and agreed

Please highlight benefits and possible risks associated with this option relative to the specifics of the project: Hugh benefits in terms of fixed costs thus allowing us to generate estimates and manage costs independently of the contractors. All prices and known and pipelines of maintenance and capital works for developers can be planned and implemented successfully.

Form of Contract

Option 1: Bespoke Term Contract

Advantages to this Option:

- This has been written and amended over time and has worked in terms of its legal function and practically with the contractor in a partnership manner.
- The bespoke contract has specific/additional terms and condition clauses that other standard Engineering contracts do not contain
- The bespoke contract is more flexible than standard contracts and allows for a partnering ethos.

Disadvantages to this Option:

- The bespoke terms and condition clauses need to be revisited to amend and bring the clauses up to date over time with current legislation
- Bringing the bespoke contract terms up to date takes resources and time
- · Standard model engineering contracts, new versions (updated) are issued periodically over time
- The Standard Model Engineering contracts have been tested over time

Please highlight benefits and possible risks associated with this option relative to the specifics of the project: Further to the success of this contract, there is no risks at this moment in time.

Outline of appendices

- Please list appendices here or mark 'Not applicable' if there is none.
- Items to consider appending:
- o PT0 (Project Plan with Roles and Responsibilities)
- Data Protection Impact Assessment
- o risk matrix here

Report Signoffs

Senior Category Manager Chamberlain's Department		Date	Click here to enter a date.
Departmental Stakeholder Department	Ian Hughes	Date	23/03/2021

This page is intentionally left blank

Agenda Item 15

Committee	Dated:
Streets and Walkways Sub Committee	Delegated
Subject: Wireless Concession	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	9a, 9d
Does this proposal require extra revenue and/or capital spending?	No
Report of:	For Decision
City Surveyor, Director of Built Environment	
Report author:	
Simon McGinn, CPAT Manager	

Summary

In 2017 the City Corporation entered into a wireless concession with Cornerstone to deliver the deployment of a free Citywide WiFi network. As part of the agreement the concession partner was also required to deliver shared infrastructure on our highway assets for use by the mobile network operators (MNO's) in relation to providing small cell capacity for their 4G and 5G networks. In October 2019 the Streets and Walkways Sub Committee agreed to allow replacement of ten 3 metre columns with 8 metre columns for deployment of wireless infrastructure and granted delegated authority to the Town Clerk and Chairman and Deputy Chairman to approve further replacement columns in 150 locations to improve mobile coverage. The further 150 locations were considered necessary to support the future deployment of 4G and 5G networks in 2021.

The MNO's are now at a point where they need additional capacity in their network to support 4G/5G usage. The concession partner has been in dialogue with the four licensed MNO's about their technical and capacity requirements and each has agreed to participate in the trial of shared infrastructure. Subject to their being a satisfactory outcome of the trial all MNO's have expressed an interest in utilising a wider City network.

The proposal seeks to undertake a trial of the shared telecommunications infrastructure along Queen Victoria Street in ten locations and if this satisfies the requirements of the MNO's, to progress to the full City roll-out. This report provides an update on the proposals to deliver a Citywide 4G and 5G shared infrastructure network and seeks your agreement to install eight 8 metre columns to support the proposed trial. Following a successful trial, it is proposed to deploy the infrastructure across the whole of the City in four phases for completion by Q4 2022. Further reports seeking agreement to the locations of new eight metre columns will be provided in respect of these phases, following extensive discussions and agreement from technical officers in accordance with the process chart attached in Appendix 1. Wider deployment will only follow the concession partner obtaining contractual commitment from at least two MNO's to utilise the network infrastructure.

Without the deployment of the shared infrastructure the individual MNO's will seek to deploy their own cabinets and columns, each with their own fibre connections. In combination this could result in up to four times the number of assets in the highway to satisfy their customer demands. The proposed Citywide solution would see the deployment of circa 220 eight metre columns, to replace existing columns, which would have a much lesser impact than if the MNO's seek to deploy their own infrastructure.

The delivery of digital infrastructure is in line with outcomes 9a) and 9(d) of the Corporate Plan which seeks to champion and facilitate a world leading digital experience and the themes contained in the interim report of the Recovery Task Force considered at your January meeting which seeks to promote the delivery of outstanding environments.

This deployment would also provide infrastructure that the City Corporation could utilise to support development of smart city applications through deployment of IoT sensors. The concession partner has agreed that the City could utilise the fibre and power free of charge for any citywide roll out of IoT technology, reducing significantly costs associated to any deployment. Together the proposal accords with the requirement of the wireless concession agreement and through delivering world leading infrastructure that would enhance the City's reputation as a global financial and business services centre and would enrich the experience of workers, visitor and residents.

Recommendation(s)

- I. To note the update on the deployment of a citywide 4G and 5G network; and
- II. To agree the use of eight 8 metre columns along Queen Victoria Street to facilitate the trial of shared mobile infrastructure for 4G and 5G networks

Main Report

Background

- 1. In September 2016 the Planning and Transportation Committee resolved to approve the inclusion of street furniture assets as part of a Wireless Concession to deliver mobile internet connectivity through a WiFi, 4G and 5G network deployment. Cornerstone were awarded the Wireless Concession in March 2017 for a period of 15 years. At the time you were advised that the Concession would encourage greater investment from mobile operators to enable more comprehensive deployment of current networks (3g, 4g and WiFi) and new emerging technologies such as 5G, which will support agile working and future Smart Cities applications.
- 2. In October 2019 the Streets and Walkways Sub Committee agreed to allow replacement of ten 3 metre columns with 8 metre columns for deployment of wireless infrastructure and granted delegated authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to approve further replacement columns in up to 150 locations to improve mobile coverage. The

further 150 locations were considered necessary to support the future deployment of 4G and 5G networks in 2021.

Current Position

- 3. Cornerstone completed the roll out of the WiFi network in September 2017. To date, the City of London Wireless Concession has been successful in delivering a world leading, free to use, public gigabit WiFi network and establishing the City of London as the first UK city to be provided with a pervasive 4G Small Cell network. In total the current network consists of 146 WiFi Access Points and 202 Small Cells positioned on 227 street columns across the Square Mile.
- 4. At the time of deploying the 4G small cell network, only one MNO was actively deploying small cells in the UK. The three remaining MNO's were either not active in the small cell arena, or only running small scale trials and lab testing small cell equipment. In response, the initial small cell network was designed and deployed to specifically fit around the technical and budget requirements of a single MNO. The initial network was also not intended to serve 5G as the standards had not been fully developed at the time.
- 5. The most critical mobile data demand locations are city centres, and the City of London is the most demanding and concentrated location in the UK for mobile data connectivity. The four licensed MNO's all require significant additional capacity in the City for both their 4G networks and the roll out of 5G networks during 2021/2022. Cornerstone has been working with their infrastructure provider, Freshwave, and the MNO's to develop a world class wireless solution which will enable superfast, feature-rich connectivity for everyone in the City of London.
- 6. The Government is committed to supporting the deployment of gigabit broadband across the country, ensuring that every home and business in the UK can access gigabit broadband services as soon as possible. Next-generation fixed-line and mobile infrastructure brings fast and reliable connectivity and will drive faster local economic growth and greater social inclusion. In addition to financial investment, the Government is working to remove the barriers that slow down or prevent deployment of infrastructure, through a range of measures including legislative reform and regulatory reform and the provision of new digital services, such as the Barrier Busting Task force.

Proposals

7. Cornerstone and their technology infrastructure provider, Freshwave, are seeking agreement to undertake the role out of new shared infrastructure to provide for the need of the licensed MNO's to deliver the necessary capacity and resilience in their 4G and 5G networks to support the needs of workers, visitors and residents. This will take the form of an initial pilot along Queen Victoria Street which will demonstrate the technical solution works for licensed MNO's. Following agreement of the MNO's to the technical solution, it is then proposed to undertake a citywide roll-out of a further 200 installations to provide Citywide coverage. The proposed deployment would ensure the City has world leading

small cell infrastructure to provide for the City's needs, both now and in the future. Unique to the solution will be the provision of fibre to each of the cabinets which will deliver 40 times the current capacity and will allow each of the operator's sufficient bandwidth to support upgrades to their networks in line with projected demand.

- 8. The pilot seeks to deploy equipment on and adjacent to ten columns along Queen Victoria Street, that will allow them to trial the deployment of the infrastructure with all four of the MNO's. The MNO's have written to Cornerstone confirming their willingness to undertake the trial and have agreed commercial terms for the use of the pilot sites. There has been extensive technical discussion with the MNO's regarding their requirements and all are keen to progress at pace, as an acceptable shared solution would negate the need for them to undertake their own detailed planning to deploy additional capacity for their networks, saving considerable time and money.
- 9. The technical solution provides siting the equipment cabinets within six metres of a column. The cabinets will each have their own fibre connection and will house the 4G and 5G cells. The fibre will be linked to the columns below ground through coaxial cables. As a general principal, wherever possible the columns will replace existing columns to minimise clutter and the impact on the highway usage. Where existing columns are utilised, it will be necessary to add a small feeder box to the base of the column due to existing cable congestion in the columns. There will be no need for the feeder box where new columns are proposed. Two antennae will be installed on the main column in addition to potentially 5G cells where required by MNO's. The precise need for additional 5G cells will be determined during the trial. The dimensions of the equipment are as follows:
 - Equipment cabinet 1467mm x 1250mm x 230mm
 - Feeder box 600mm x 200mm x 120mm
 - Antennas 400mm x 200mm
 - 5g small cell 200mm x 213mm x 125mm

Both the cabinets and small cell infrastructure benefits from permitted development rights under the General Permitted Development Order and do not require planning permission or prior approval.

- 10. As part of the pilot your agreement is being sought for the following:
 - to replace seven existing columns with 8 metre columns,
 - install a new 8 metre column on Poultry adjacent to Bank junction.
 - Re-use two existing columns. One of the existing columns is a 10 metre column at the junction of Queen Victoria Street with White Lion Hill. The other column to be reused is an existing street light column opposite St Nicholas Cole Abbey which is to be relocated away from the church to the east.

Details of all the proposed locations together with photomontages to demonstrate before and after appearances have been provided and will be made available for your review.

- 11. The pilot locations have been reviewed with the relevant technical officers and locations have been determined to have minimal impact in terms of use of the highway. An equalities impact assessment has been undertaken and all locations will have at least a 2m clearance to allow safe movement.
- 12. Following the completion of the pilot a process flow chart (Appendix 1) has been drafted that sets out the stages of consultation in respect of agreeing future locations for the wider City roll out. If agreed the wider rollout would be delivered in four phases with completion programmed Q4 2022. Each subsequent phase will be subject to technical officer approval to agree locations for the equipment in advance of seeking your agreement for deploying new 8 metre columns. The success of the trial, and agreement to progress the wider roll-out will be measured by the MNO's agreeing to utilise the network, as the solution is bespoke for their specific use and will require significant capital investment by the wireless concession partner. Without the shared infrastructure solution each of the individual MNOs' will deploy their own infrastructure resulting in the possibility of there being up to four times the number of poles and cabinets in the highway to support the future needs of the four MNO's.
- 13. The Government has made it clear that local authorities should do all they can to offer their assets to MNO's and are in the process of consulting on a revision to the Electronic Communication Code to ease landlord blockages to roll-out of broadband infrastructure and are finalising amendments to the General Permitted Development Order to support rollout of 5G networks.
- 14. The existing wireless concession relates to the use of assets across the whole of the City's estate located in the Square Mile and is based on open access to all MNO's. The investment in upgrading the infrastructure to support the 4G/5G requirement of operators would only be financially viable as a model on the basis that the MNO's agree to utilise the infrastructure. The MNO's have all confirmed their interest in participating in the Pilot. As part of the trial the MNO's will be seeking assurance that the project meets key success criteria covering the design, ease of deployment, security, quality of service and that the technology is bringing overall coverage and capacity benefits to the network (and importantly the end customer) Cornerstone has confirmed that following a successful trial outcome the wider City rollout will not commence until at least two of the four MNO's have contractually committed to utilise the infrastructure across the Square Mile. This will demonstrate the acceptability of proposal both in relation to technical requirements and in commercial terms.
- 15. The concession partner will be responsible for the cost of installing new columns and deployment together with repairs and maintenance of the infrastructure and has identified service level agreements with the MNO's. Once deployed and it becomes necessary to redeploy infrastructure because of proposals to redevelop a property, the owner of the site will be expected to pay for the cost of relocation. Where in the future the City Corporation seeks to redesign highways for highway management / public realm purposes the concession partner has agreed to pay for

- the costs of up to five relocations per year. This exceeds request to relocate furniture to date and is considered sufficient.
- 16. The roll out of the network will provide the necessary infrastructure to support future deployment of IoT sensors which would in turn provide a platform for the City to develop smart City capabilities. The concession partner has confirmed that they will provide access to the dark fibre and power for each of the assets at no cost to the City Corporation. Access to fibre and power are normally the most expensive elements of any managed smart service and the free provision of this will be of benefit to the City Corporation in terms of supporting the future smart city agenda.

Options

17. The terms of the wireless concession obligated the concession partner to deploy shared infrastructure to support the future deployment of 4G and 5G networks. The Streets and Walkways Committee previously agreed that up to 150 new 8 metre columns could be deployed to support future roll-out of 4G and 5G networks subject to the agreement of the Chairman and Deputy Chairman. The precise location of the new 8 metre columns can be reviewed as part of the process. Failure to allow the columns to be sited would mean that the concession partner would not be able to deliver the shared infrastructure required as part of the concession agreement. The Concession Partner could choose to terminate the agreement which would mean the free public WiFi network that has currently been provided would no longer remain. Such a scenario would mean the reputation of the City as a place to do business would be adversely impacted and that key outcomes of the Corporate Plan could not be delivered.

Corporate & Strategic Implications

- 18. The deployment of world leading shared mobile 4G and 5G infrastructure would accord with Corporate Plan outcomes 9a and 9d
 - 9a Champion and facilitate a world leading digital experience
 - 9d Improve the experience of arriving in and moving through our spaces
- 19. Para 3.2 of the Draft City of London Local Plan 2036 set out the vision to support a thriving economy and reference "the City's continued economic success will be underpinned by world-leading digital connectivity and data services both within buildings and in the public realm."

Financial implications

20. The rollout, maintenance and management of the columns will be paid for by the wireless concession partner who will engage the highways term contractor (currently Riney's) to undertake the works. The wireless concession technical partner, Freshwave, will be responsible for the technical fit out of the columns. There will be no direct financial cost to the City Corporation

Resource implications

21. The Strategic Infrastructure Advisor in the CPAT team will be responsible for coordination of the internal technical review of proposals and for the wider deployment of the network in line with the process chart in appendix 1. The wider roll-out will be done over four phases completing in Q4 2022 and will require a technical officer group to work on the detailed locations in line with approved guidance. Whilst this will require some resourcing, given that the installations will be shared infrastructure, the overall level of resource will be less than if all the MNO were to deploy their own separate infrastructure.

Legal implications

22. The existing concession agreement provides for the use of City assets which are either owned by or leased or licenced to the City by third parties to which the supplier requires access to and/or use in order to provide the services. The proposed equipment to be deployed benefits from permitted development rights under S16 of the General Permitted Development Order.

Risk implications

23. The key risks associated with the project relate to the potential that the assets would not be utilised and that MNO's may seek to deploy their own infrastructure in the highway. The concession partner has confirmed that they will not progress to rollout of the wider City network without first agreeing contractual terms with at least two of the four MNO's to deploy their 4G/5G cells on the shared infrastructure. The MNOs have all committed to participating in a small cell trial in and provided the pilot successfully meet the requirements of the defined trial criteria they are seeking to move to City wide deployment. All MNOs have been engaged with the concession partner on the trial discussions and have communicated their desire to deploy following a successful pilot. Guidance contained in the Electronic Communication Code Regulations and Mobile UK's Good Practice Guide makes it clear that operators should be looking at solutions to share infrastructure where practicable. The pilot will demonstrate that the technical solution works for all the MNO's and the commitment to demonstrate that at least two MNO's have contracted to use the infrastructure, would demonstrate commercial terms are in accordance with market rates for this type of managed service.

Equalities implications

24. A Test of Relevance has been undertaken to determine whether a full equalities impact assessment needs to be undertaken in relation to the pilot locations. The proposals will all have more than two metre clearance in the footway and this will be key to ensuring all future locations are compliant. Provided this clearance is achieved there is not considered to be an adverse impact on the groups falling within the protected characteristics and a full Equalities Assessment will not be required. If the pilot does not proceed the risk of a proliferation of apparatus on the highway installed under telecommunications powers is increased. This would risk causing interference to highway users including users who are partially sighted or have wheelchairs or buggies.

Climate implications

25. The proposed shared solution will reduce the need for additional infrastructure being located in the highway and so will reduce the need to excavate. The proposed infrastructure will provide the opportunity for developing the smart city aspirations of the City Corporation including IoT sensors that can monitor and provide data on environmental impacts such as pollution.

Security implications

26. All the SmartPoles and also the Cabinets will have high security locks installed, these will be CPNI or equivalent approved (BS EN15684:2012 / BS EN1303:2008) electronically managed locks where access will be strictly controlled. The concession partner and their technical infrastructure provider, Freshwave will be primary key holders, access may also be provided to our highways term contractor or the City under strict controlled measures. Unsupervised access will not be granted to any third party.

Conclusion

- 27. The proposed trial of new shared 4G and 5G infrastructure requires the deployment of eight new 8 metre columns to support radio antenna and 5G cells. There will be associated equipment cabinets within six metres of the street columns that will house a fibre connection for each column together with the majority of 4G and 5G equipment needed to support the networks of each of the MNO's. These cabinets can be deployed under code operator powers and benefit from deemed consent under the General Permitted Development Order.
- 28. The Streets and Walkways Committee previously delegated authority to agree the locations of the new 8 metre columns to the Town Clerk in consultation with the Chairman and Deputy Chairman. The wireless concession partner has agreement from all four of the UK's licensed MNO's to participate in the trial and to utilise the network subject to the trial demonstrating that the infrastructure would deliver the necessary technical and performance levels required to support their networks. Subject to first achieving contractual agreement with at least two of the MNO's, the wireless concession partner will then deploy a City-wide network.
- 29. The locations of the street columns to be replaced as part of the wider City deployment will be agreed with a technical officer team in advance of seeking agreement from the Chairman and Deputy Chairman in accordance with the process chart in Appendix 1. The shared infrastructure solution would mean that the MNO's will not have to deploy their own individual cabinets and columns so would reduce the cumulative impact on the highway. The deployment would ensure the City has world leading 4G and 5G infrastructure by the end of 2022 and will support the needs of workers, residents and visitors

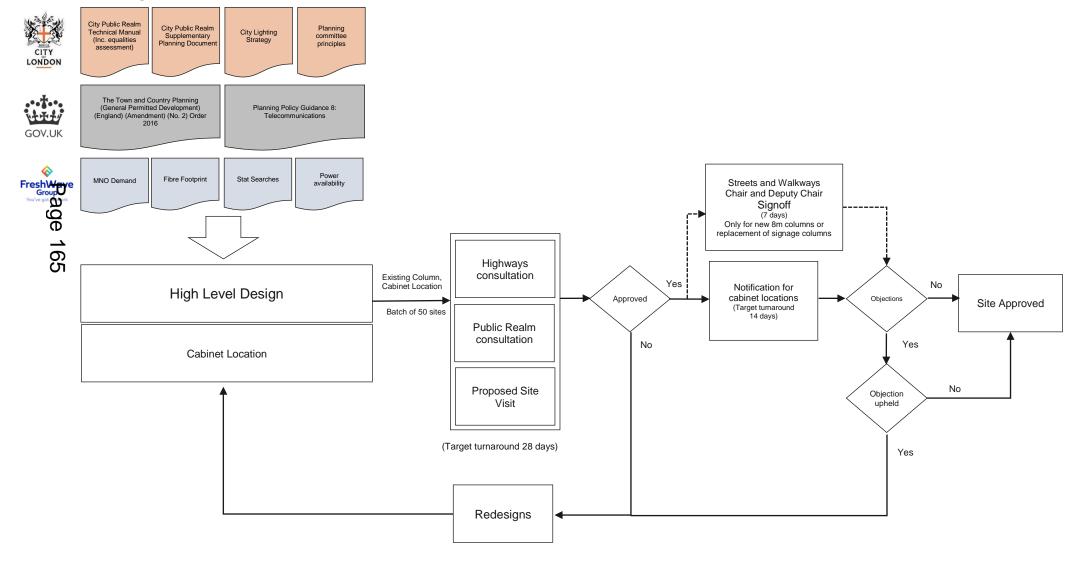
Report author

Simon McGinn, CPAT Manager, City Surveyors Department E:simon.mcginn@cityoflondon.gov.uk
T:020 7332 1226

APPENDIX 1

Site Selection Process

Design Requirements



This page is intentionally left blank



Using Standard Street Lighting Poles for Deploying Small Cells

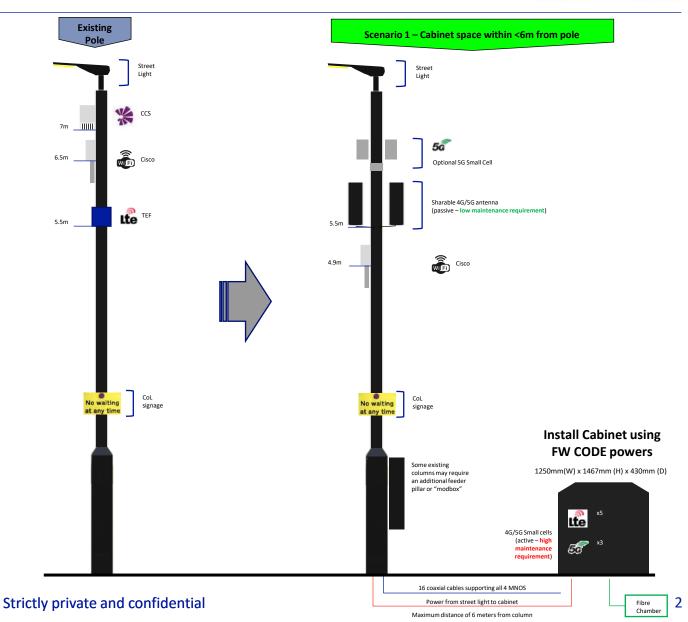
City of London Wireless Concession

24 March 2021 VERSION 2.0

City of London Small Cell Proposal Using Standard Street Lighting Columns



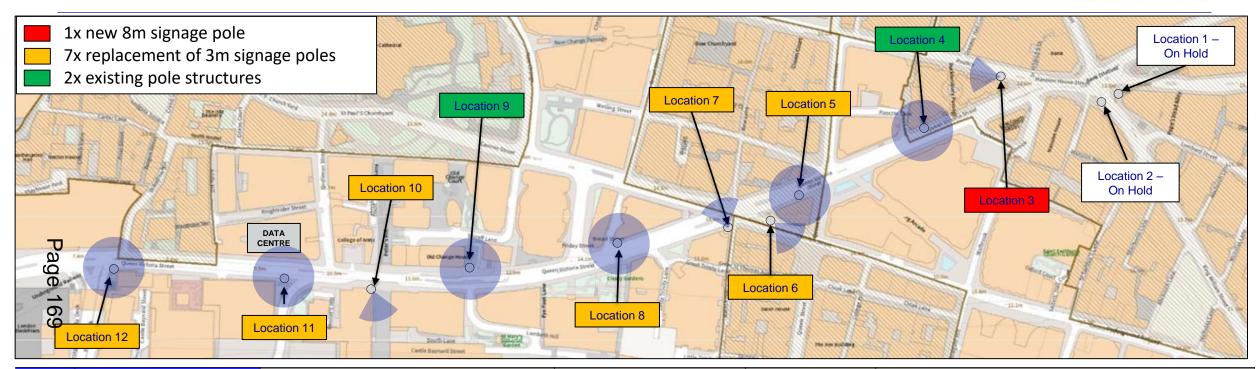
- Where possible use existing TEF/Cornerstone site
- Retain existing WiFi on pole
- Install two antennas (Dimensions circa 400mm height and 200 diameter)
 - Installation of a cabinet of dimensions (1467mm x 1250mm x 430mm) within 6 meters from pole location using Freshwave's CODE powers
 - At least one MNO has indicated that it may prefer to install the 5G unit up on the pole
- Flexibility to install a feeder pillar or a "Mod box" (200mm x 120mm x 600mm) to the base of existing selected columns in order to make space for coaxial cabling



Page 168



Trial Infrastructure Summary

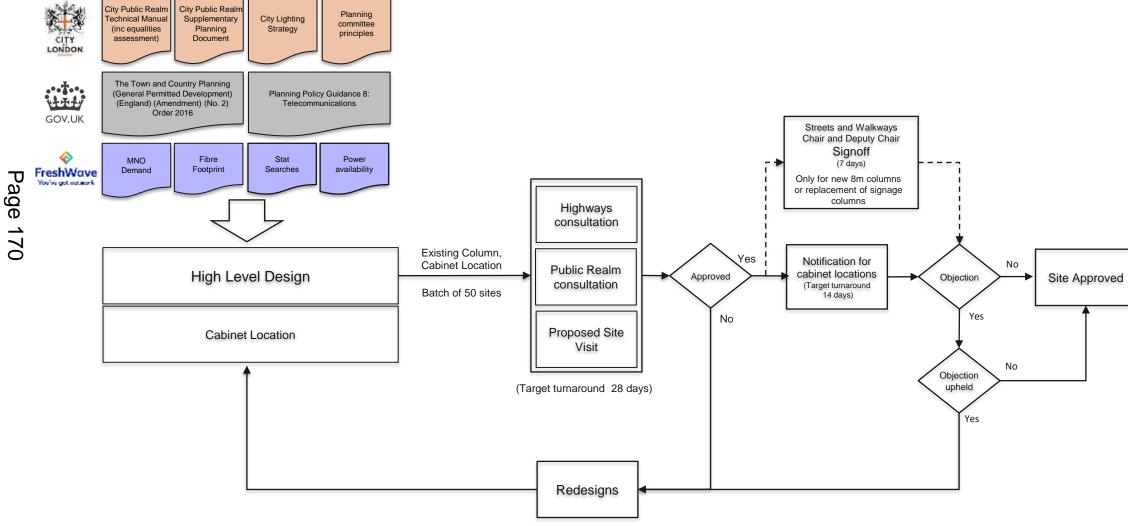


Site	Existing Structure	New Structure	Cabinet location	Conservation area	Comments
Location 1	On Hold				
Location 2	On Hold				
Location 3	New 8m Signage Pole with Butt Bin	New 8m signage pole	On footway against wall	Yes	Agreed by Public Realm and Highways
Location 4	Existing Wireless Pole	N/A	On footway against wall	Yes	Agreed by Public Realm and Highways
Location 5	Existing Signage Pole	Replace 3m signage pole with a 8m signage pole	On footway against wall	Yes	Agreed by Public Realm and Highways
Location 6	Existing Signage Pole	Replace 3m signage pole with a 8m signage pole	On footway against wall	Yes	Agreed by Public Realm and Highways
Location 7	Existing Signage Pole	Replace 3m signage pole with a 8m signage pole	On footway against wall	No	Agreed by Public Realm and Highways
Location 8	Existing Signage Pole	Replace 3m signage pole with a 8m signage pole	On footway against wall	No	Agreed by Public Realm and Highways
Location 9	Move existing lighting Pole	Move existing lighting pole to nearby location	On footway against wall	No	Agreed by Public Realm and Highways
Location 10	Existing Wireless Pole	Replace 6m wireless pole with a 8m pole	On footway against wall	No	Agreed by Public Realm and Highways
Location 11	Existing Lighting Pole	N/A	On footway against wall	No	Agreed by Public Realm and Highways
Location 12	Existing Signage Pole	Replace 3m signage pole with a 8m signage pole	Beside stairwell leading to subway	No	Agreed by Public Realm and Highways

Cabinet Approvals (City-Wide)

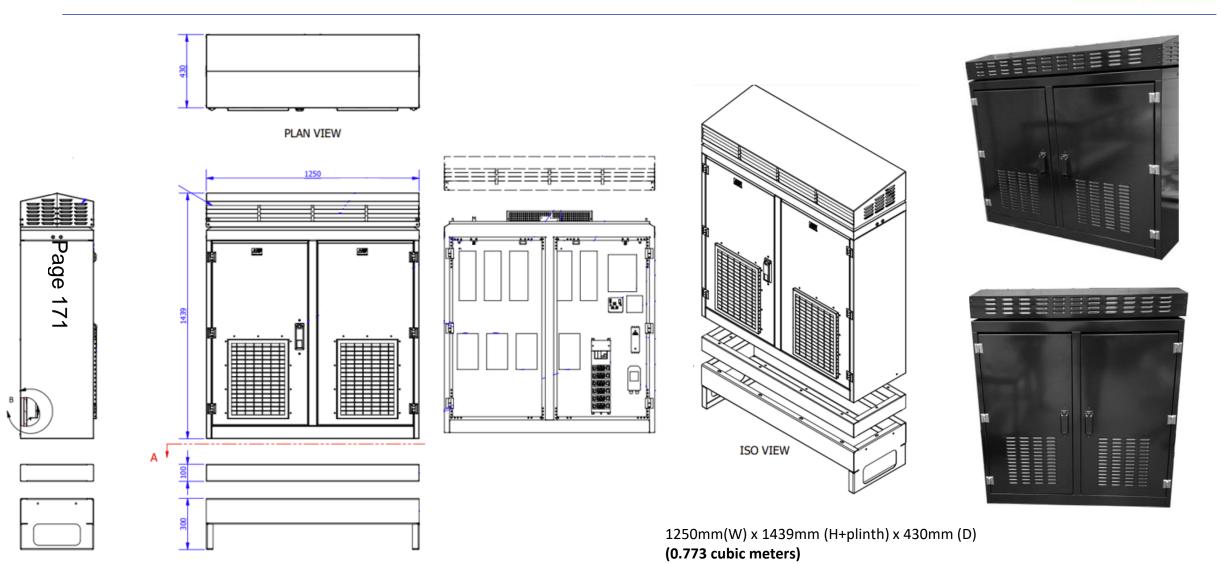


Design Requirements ity Public Realm City Public Realm City Public Realm Planning

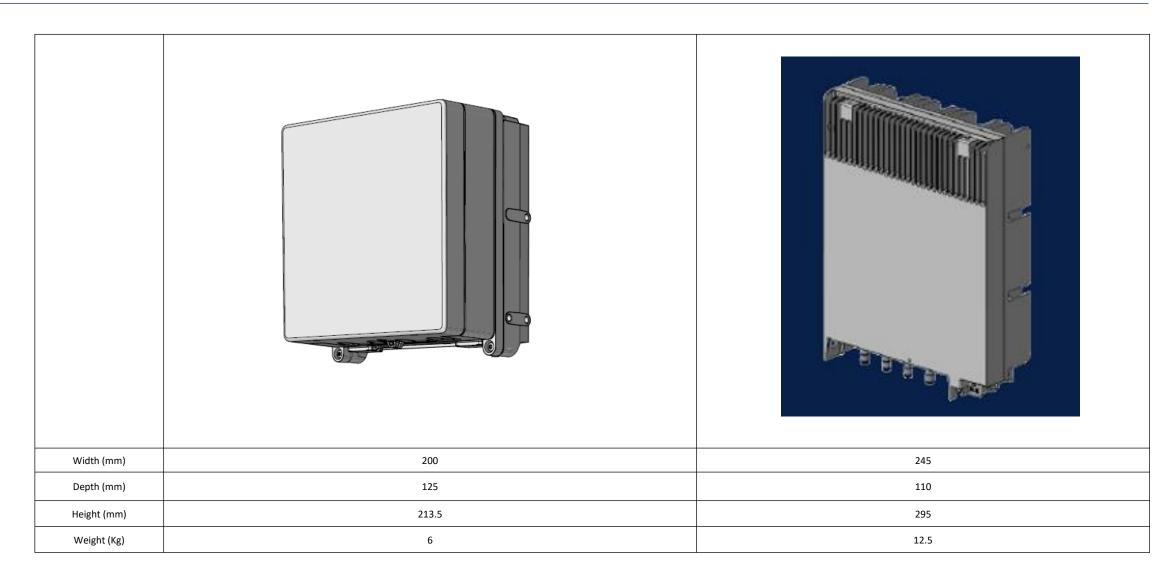


Proposed Cabinet





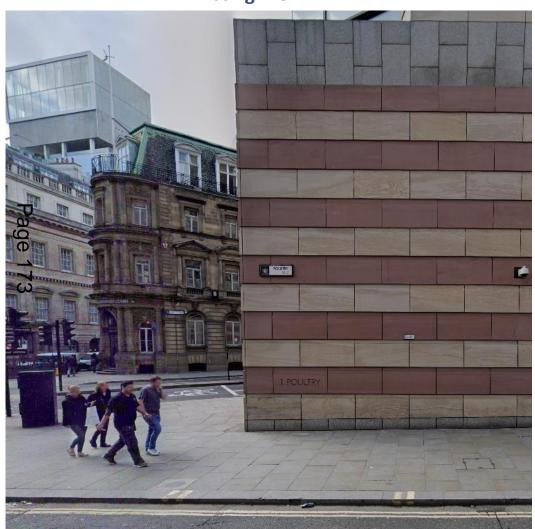




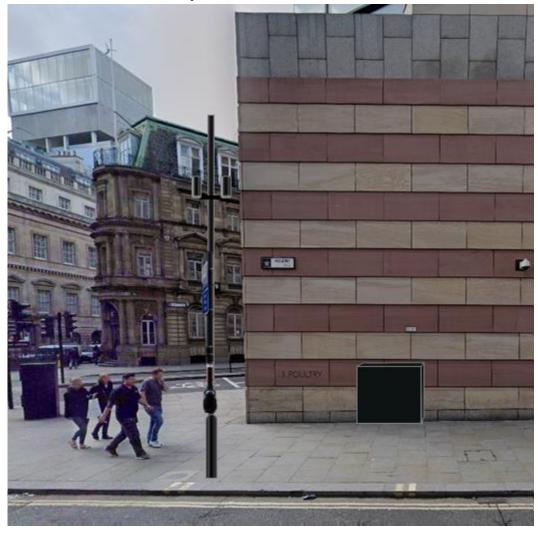








Proposed View



Pilot Location 3





Item	Distance (m)
Distance From Column to cabinet	4.04
Distance from Cabinet to BT Chamber	3.45
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	3.47

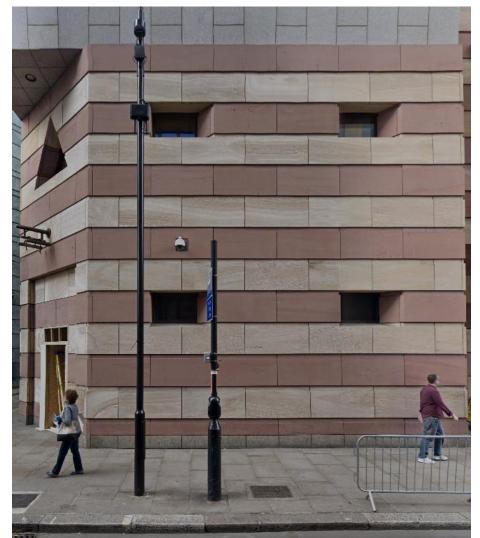
New Cabinet Location

Proposed Column Location

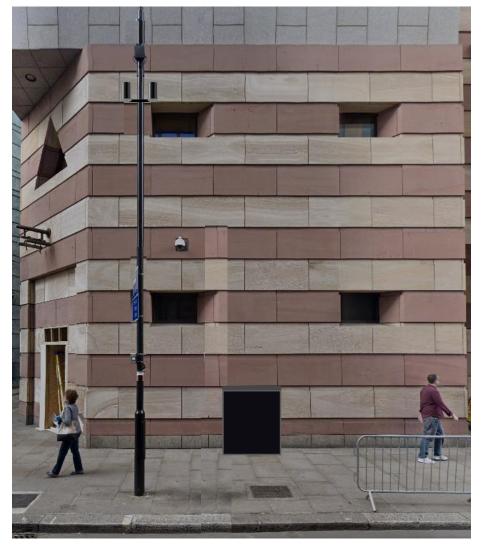
Pilot Location 4 - BG9 (utilising existing 8m column)







Proposed View



Pilot Location 4 - BG9







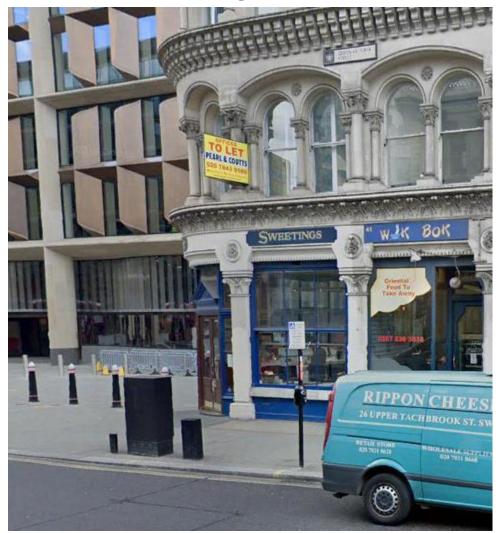
New Cabinet Location
Proposed Column Location

Item	Distance (m)
Distance From Column to cabinet	2.95
Distance from Cabinet to BT Chamber	18.22
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	2.95

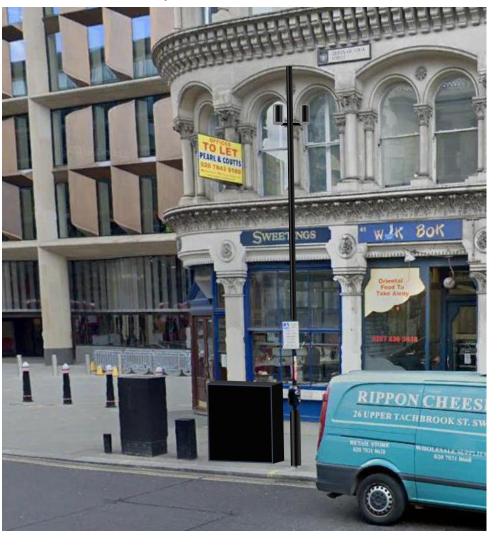
Pilot Location 5 - 442/EL20 (Replace existing 3m signage column with 8m column)







Proposed View



Pilot Location 5 - 442/EL20





Item	Distance (m)
Distance From Column to cabinet	<1
Distance from Cabinet to BT Chamber	9.43
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	N/A
Notes	May require 75x75mm trunking at low level from cabinet

New Cabinet Location

Proposed Column Location

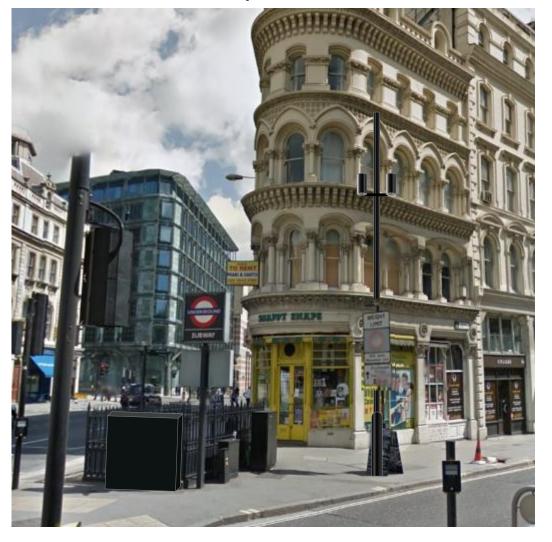
Pilot Location 6 (Replace existing 3m signage column with 8m column)



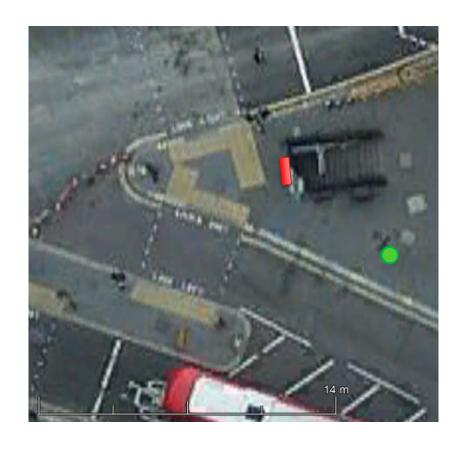




Proposed View







Item	Distance (m)
Distance From Column to cabinet	4.01
Distance from Cabinet to BT Chamber	8.63
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	N/A





Existing View



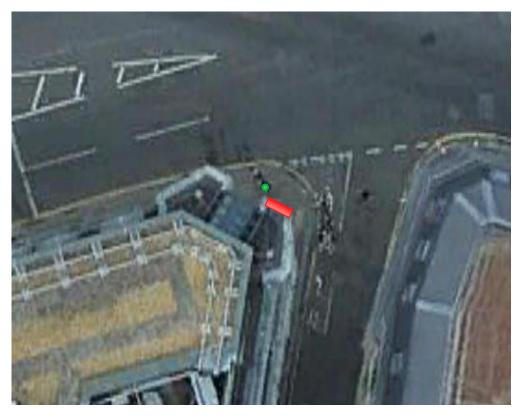
Proposed View





16





New Cabinet Location
Proposed Column Location

Item	Distance (m)
Distance From Column to cabinet	1.22
Distance from Cabinet to BT Chamber	6.67
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	2.00

Pilot Location 8 (Replace existing 3m signage column with 8m column)





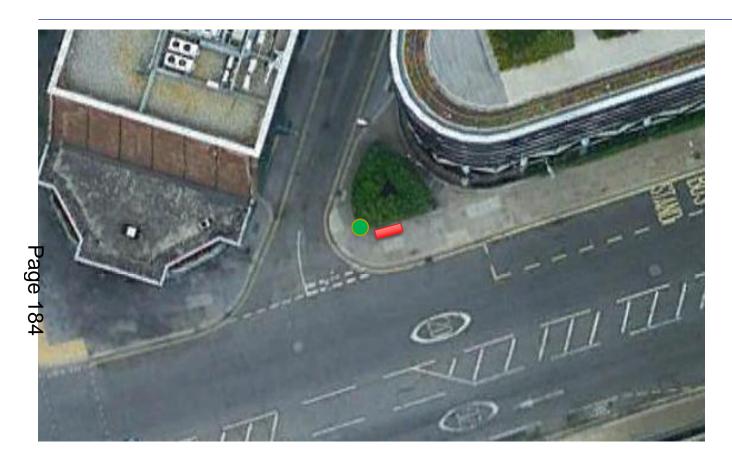




Proposed View

Pilot Location 8





Item	Distance(m)
Distance From Column to cabinet	1.64
Distance from Cabinet to BT Chamber	9.22
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	N/A

New Cabinet Location

Pilot Location 9 – 442/EL46 (Move existing lighting column)







Proposed View





Item	Distance(m)
Distance From Column to cabinet	2.7
Distance from Cabinet to BT Chamber	11.64
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	4.52

Pilot Location 10 – E8N16 (Replace existing 6m column with 8m column)





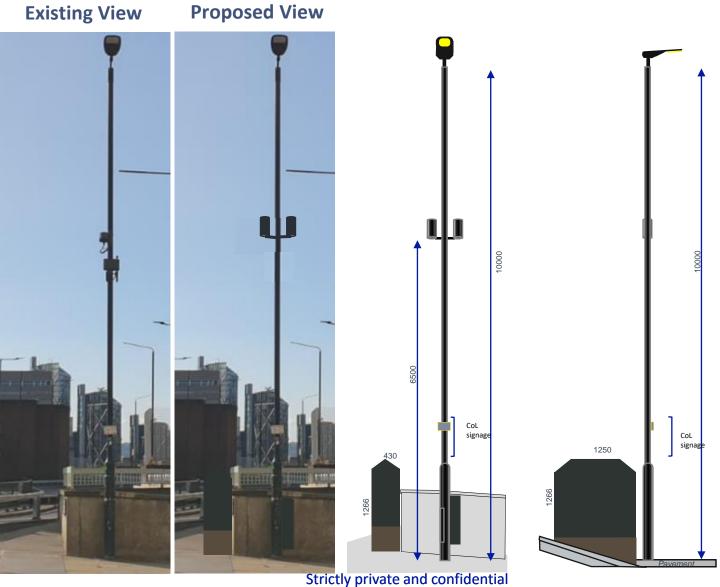




Item	Distance(m)
Distance From Column to cabinet	<1
Distance from Cabinet to BT Chamber	11.40
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	5.15

Pilot Location 11 – 442/EL62 (Use existing 10m column)









Item	Distance(m)
Distance From Column to cabinet	2.20
Distance from Cabinet to BT Chamber	22.29
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	2.57





Existing View



Proposed View



Proposed View (Cabinet)



Pilot Location 12





Item	Distance(m)
Distance From Column to cabinet	4.5
Distance from Cabinet to BT Chamber	<1
Distance from column to other columns (scenario 2)	N/A
Minimum Clearance	2.8

New Cabinet Location
Proposed Column Location



in Freshwave

y @freshwavegroup

freshwavegroup.com

This page is intentionally left blank