Public Document Pack

Streets and Walkways Sub (Planning and Transportation) Committee

Appendices Pack

Date: **THURSDAY, 8 JULY 2021**

Time: **11.00 am**

Venue: https://youtu.be/Sji-2F4949g

APPENDICES

4. **BANK JUNCTION IMPROVEMENTS PROJECT: ALL CHANGE AT BANK**
Report of the Director of the Built Environment

For Decision
(Pages 5 - 20)

5. **MOORGATE CROSSRAIL STATION LINKS**
Report of the Director of the Built Environment

For Decision
(Pages 21 - 30)

6. **LEADENHALL STREET TRAFFIC MANAGEMENT - EASTERN CITY CLUSTER**
Report of the Director of the Built Environment

For Decision
(Pages 31 - 40)

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

For Decision
(Pages 41 - 54)

8. **GREENING CHEAPSIDE: SUNKEN GARDEN (PHASE 1B)**
Report of the Director of the Built Environment

For Decision
(Pages 55 - 58)

9. **CITY PUBLIC REALM GUIDANCE REVIEW**
Report of the Director of the Built Environment

For Decision
(Pages 59 - 76)

11. **CITY CYCLEWAYS PROGRAMME - PHASE 1 (Q11 UPGRADE AND OTHER QUICK WINS)**
Report of the Director of the Built Environment

For Decision
(Pages 77 - 80)

13. **CITY CLUSTER HEALTHY STREETS PLAN**
Report of the Director of the Built Environment

For Information
(Pages 81 - 114)

John Barradell
Town Clerk & Chief Executive

Appendix 1

Project Coversheet

[1] Ownership & Status

UPI: 11401
Core Project Name: Bank Junction Improvements: All Change at Bank
Programme Affiliation (if applicable): Bank on Safety
Project Manager: Gillian Howard

Definition of need: The junction was Identified in the Bank area strategy in 2013, as a space that did not work well for anyone. It was seen as dangerous and polluted with a high collision rate. This project was initiated to investigate solutions to these issues, to simplify the movement at the junction to create less conflict, to reallocate space to assist with the growth of pedestrian numbers and to ensure that the 'Place' function for the centre of the Bank conservation area is enhanced

Key measures of success:

1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured.
2) Reduced NO_2 emission levels
3) Improved Pedestrian comfort levels
4) Improved perception of Place (as a place to spend time in, and not just pass through)

Expected timeframe for the project delivery: 3-4 years (following restarting it in January 2019)

Key Milestones:

~~1) Gateway 4 – September/October 2020 (was March/April 2020)~~
~~2) Gateway 4c December 2020/January 2021 (received February 2021)~~
3) Gateway 5 – September/October 2021 (was March April 2021)
4) Construction substantially complete by end 2022

Are we on track for completing the project against the expected timeframe for project delivery? N

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
With its close relationship with the Bank on Safety scheme – the longer-term project has had media interest which has been manged by the media team. The public are currently aware that more change is forthcoming at Bank.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

'Project Proposal' G1/G2 report (as approved by PSC 05/12/2013):

- Total Estimated Cost (excluding risk): 4-6 million
- Resources to reach next Gateway (excluding risk) £532,000
- Spend to date: £434,000
- Costed Risk Against the Project: N/A
- CRP Requested: N/A

- CRP Drawn Down:
- Estimated Programme Dates: G3 anticipated June 2015 - scheme completion estimated 2019/2020

Scope/Design Change and Impact: some slippage on timeframe for G3 with delays with consultant. Subsequently a fatality at the junction in June 2015 changed the approach to the project

'Options Appraisal and Design' G3 report (as approved by PSC 01/12/2015):

- Total Estimated Cost (excluding risk): 4-18 million
- Resources to reach next Gateway (excluding risk) £1,179,000
- Spend to date: £886,791
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 mid 2017; construction start late 2018 complete in 2020

Scope/Design Change and Impact:
The introduction of what became the Bank on Safety Scheme was initiated at the Gateway 3 stage of this project (in the same report). Intention to continue to work on both projects.

This project was formally put on hold in February 2018 in an issues report

An issues report in January 2019 sought to restart the project with changes to the project approach. Members agreed a strategic option to pursue rather than continuing with looking at 4 rigid options following the experience and lessons of delivering the Bank on Safety scheme.

Both Planning and Transportation and Streets and Walkways Sub Committee changed the recommendation in the January 2019 Issues report to read:

"Proceed with feasibility design of Strategic Option 2 (semi pedestrian priority with some vehicle movement) to a Gateway 4 report, on the basis that the proposed timescales for the project be tightened, and that Strategic Option 1 be retained as the Corporation's longer-term aspiration for the junction. The next phase of work will investigate different options for highways alignment, design of public realm and vehicle mix to inform the Gateway 4 report;"

The April 2019 issues report sought approval to the proposed project approach to achieve the strategic aim agreed in the January 2019 report with a request for further funds.

Due to the introduction of the organisations fundamental review the funding element of the April report was not confirmed until June 2019 following changes being made to the source of funding to be S106 and not OSPR.

A further Capital Funding Bid as part of the new annual process was submitted and £4m has been allocated from this process in addition to the existing £1.5m of S106 and TFL funding already secured.

Appendix 1

A second Gateway 3 was submitted:

'Options Appraisal and Design' G3 report (as approved by PSC 27/05/2020):

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk) £1,583,457
- Spend to date: £1,190,861
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 Sept/Oct 2020; construction start late 2021 complete in 2023

Scope/Design Change and Impact
3 options out of 20 were agreed to proceed for further design.

'Options Appraisal and Design' G4 report: *(as approved by Projects Sub 23/10/20)*

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (excluding risk): 541,935*
- *Spend to date:* 1,381,474
- *Costed Risk Against the Project: 95,000*
- *CRP Requested: 95,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: G4c December 2020/January 2021*

1 option chosen for detailed design to continue

Options Appraisal and Design' G4b report: (as approved by Court of Common Council 3/12/20)

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (excluding risk): 541,935*
- *Spend to date:* 1,381,474
- *Costed Risk Against the Project: 95,000*
- *CRP Requested: 95,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: G4c December 2020/January 2021*

Detailed Design G4c report: (as approved by Projects Sub 23/02/2021**)**

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 541,935*
- *Spend to date: 1,475,110*
- *Costed Risk Against the Project: 95,000*
- *CRP Requested: 95,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: Progress report on consultation findings – June/July 2021 followed by G5 October 2021.*

Agreement of the design option to be proceed to Public consultation.

Appendix 1

Issues report: (presented now).

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 693,258*
- *Spend to date:* 1,613,003
- *Costed Risk Against the Project: £253,500*
- *CRP Requested: 93,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: Progress report on consultation findings – September 2021 followed by G5 October 2021.*

Scope/Design Change and Impact: the change to programme following more time needed to fully analyse the consultation results means that we will no longer be able to substantially complete the work by the end of 2022 as planned. It is still possible to complete a large area before the LM show 2022 but a substantial area will need to be completed after LM show.

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]: Value to TBC but there is a likely change to cleansing and maintenance costs of the area with additional greenery and seating.

Programme Affiliation [£]: with Bank on Safety Scheme up to 7.4 million

City of London: Projects Procedure Corporate Risks Register

Project name: *All Change at Bank*
Unique project identifier: *11401*
Total est cost (exc risk) *£5600000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**7.0**
Avg risk post-mitigation	**2.0**
Red risks (open)	**1**
Amber risks (open)	**8**
Green risks (open)	**5**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£257,500.00	5%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£257,500.00	5%	*" "*
Costed risk post-mitigation (open)	£194,000.00	3%	*" "*
Costed Risk Provision requested	£93,000.00	2%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Service Delivery/ Performance	5	6.0	£114,000.00	0	5	0
(1) Compliance/Regulatory	1	16.0	£100,000.00	1	0	0
(2) Financial	3	4.0	£24,000.00	0	0	3
(3) Reputation	1	8.0	£2,000.00	0	1	0
(4) Contractual/Partnership	2	3.0	£7,500.00	0	0	2
(4) Legal/ Statutory	1	6.0	£5,000.00	0	1	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	1	6.0	£5,000.00	0	1	0

		Extreme	Major	Serious	Minor
Issues (open)	0	**Open Issues**	0	0	0	0
All Issues	0	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name:	*All Change at Bank*	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 93,000	**Average unmitigated risk**	7.0	**Open Risks**	14
Unique project identifier:	11401	**Total estimated cost (exec risk):**	£ 5,600,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	2.0	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	4	(2) Financial	Inaccurate or Incomplete project estimates, including baxters/ inflationary issues leads to budget increases	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Unlikely	Serious	4	£2,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Undertake regular cost reviews via the highways team.	£0.00	Rare	Minor	£1,000.00	1	£0.00	Costs for highways team to review estimates.	14/09/2020	Leah Coburn	Ben Bishop		
R2	4	(4) Contractual/Partnership	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned.	Unlikely	Serious	4	£4,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Ensure early engagement with TfL buses in the design phases so they can consult internally * Design the measures to help minimise impacts on the bus network	£0.00	Unlikely	Minor	£3,000.00	2	£0.00	Costs to cover TfL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Neil West		not quite at the point where we could close this risk,
R3	4	(4) Contractual/Partnership	LUL engagement and their requirements on a project.	Further time and therefore resource may be required to satisfy LUL that the design is fit for purpose.	Unlikely	Minor	2	£3,000.00	Y - for costed impact post-mitigation	A – Very Confident	* Ensure early engagement with LUL in the design phase to ascertain their requirements for working near their infrastructure.	£0.00	Rare	Minor	£2,000.00	1	£0.00	Costs to cover LUL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Neil West		
R4	4	(4) Legal/ Statutory	Issue(s) with external engagement and buy-in	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned due to the national restrictions preventing the usual level of interaction.	Possible	Serious	6	£5,000.00	Y - for costed impact post-mitigation	A – Very Confident	As restrictions ease make contact with busiensses that have not been engaging these last few months to ensure theyunderstnad the proposals	£0.00	Rare	Minor	£3,000.00	1	£0.00	Costs to cover staff time	14/09/2020	Leah Coburn	Gillian Howard		reworded this risk to better represent this time period - also recognising that as lockdown eases there is a risk that a stakeholder may not have been engaging with us to date as they had other priorities. Increased the mitigation cost
R5	4	(2) Financial	Funding constraint/ conditions implications	Further resources may be required to identify additional funding or make alternative arrangements if constraints/ conditions that came with existing funding we're originally unforeseen, unappreciated or have subsequently changed.	Unlikely	Serious	4	£2,000.00	N	B – Fairly Confident	* Track and locate other possible additional funding streams * In co-operation with City Highways staff, strive to make efficiency savings where possible during detailed design phase.	£0.00	Rare	Minor	£1,000.00	1	£0.00	Costs to cover staff time	14/09/2020	Leah Coburn	Gillian Howard		
R6	4	(2) Financial	Accessibility and/ or security concerns lead to project change	Further changes to the project's design and scope may be required if accessibility/ security concerns are raised.	Unlikely	Serious	4	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* On-going dialogue with the accessibility/ security workstreams	£0.00	Rare	Minor	£2,000.00	1	£0.00	Costs to cover staff and/ or consultants time	14/09/2020	Leah Coburn	Neil West		decreased the likelihood
R7	4	(1) Service Delivery/ Performance	Unforeseen technical and/ or engineering issues identified	Identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Possible	Serious	6	£35,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	* Work closely with the highways team to help identify any unforeseen technical or engineering issues at an early stage.	£0.00	Unlikely	Minor	£22,000.00	2	£0.00	Costs to cover staff and/ or consultants time	14/09/2020	Leah Coburn	Ben Bishop/ Neil West		
R9	4	(10) Physical	Trial holes/ utility investigations lead to further information being required and an increase and time.	Delays could oocur which result in unplanned costs if utility companies don't engage as expected or utility surveys are required.	Possible	Serious	6	£5,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaise closely with design engineers to work out an approach to cover utiliy delays or site discoveries. Trial holes to be undertsken once security measures have been developed further.	£0.00	Rare	Minor	£2,000.00	1	£0.00	Costs to cover highways team	14/09/2020	Leah Coburn	Ben/ Bishop/ Neil West		have requests out for utility costs - but still a risk we don't get the information required. The complexity of some sections of hihgway have increased the risk request to cover additional staff time if needed.
R10	4	(3) Reputation	Expectation of the look and feel of the scheme is higher than what can be achieved with the budget available.	It is possible that we lose support for the proposed changes whilst still having a need to make functional change to support the growth in pedestrian numbers.	Likely	Serious	8	£2,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaise closely with design engineers to maximise public realm opportunites that can be included, subject to site and budget constraints.	£0.00	Rare	Minor	£1,000.00	1	£0.00	Costs to cover highways team	14/09/2020	Leah Coburn	Ben/ Bishop/ Neil West		
R11	4	(1) Service Delivery/ Performance	Additional investigations or surveys may be required by internal/ external parties to further validate the design.	Delays could occur to the programme if validation of the design is delayed.	Unlikely	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Liaiase with internal/ external parties at an early stage to agree the scope of any additional investigations/ surveys.	£0.00	Rare	Minor	£15,000.00	1	£0.00	Costs to cover staff time and/ or consultants time	14/09/2010	Leah Coburn	Neil West		decreased the likelihood

R12	4	(1) Service Delivery/ Performance	We may need to cover more of the costs for TfL/ consultants fees for the Eastern Cluster project.	Delays could occur to the programme if funding isn't avaialble to cover costs associated with the Eastern Cluster project.	Possible	Serious	6	£40,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ongoing dialouge with Eastern Cluster Team to understand budget constraints.	£0.00	Rare	Minor	£30,000.00	1	£0.00	Costs to cover TfL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Gillian Howard/ Neil West		
R13	4	(1) Service Delivery/ Performance	Some of the temporary schemes implemented as part of the City Transportation's and TfL's response to COVID-19 may be made permanent and could impact on the proposals at Bank Junction.	Making some of the temporary measures permanent could impact on the viability of proceeding with the project.	Possible	Serious	6	£15,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Ongoing monitoring and further sensitivity testing will be undertaken to help identify which temporary schemes could be made permanent.	£0.00	Rare	Minor	£10,000.00	1	£0.00	Costs to cover staff time and/ or consultants time	14/09/2020	Leah Coburn	Gillian Howard/ Neil West		confirmed that City schemes being progressed to be made permenant would have to show that they worked wih the Bank proposlas reducing the risk for City scheems - but still awaiting TfL bishopsgate outcomes...
R14	5	(1) Compliance/Regulatory	legal challenge regarding the decsion to proceed with an agreed scheme	significant staff cost and legal fees in defending any legal challenge as well as no longer able to meet the project timeframe	Likely	Major	16	£100,000.00	N	B – Fairly Confident	ensure a transparent considered scheme, linked to policy andthat all pocesses are followed accordingly	£0.00	Possible	Major	£100,000.00	12	£0.00		01/02/2021	Leah Coburn	GillianHoward		
R15	4	(1) Service Delivery/ Performance	Delay to the TfL statutory bus consultation, dealys the G5 submission	delay to programme - cannot guarentee progression of the scheme without the bus reroutings being approved by TfL.	Possible	Serious	6	£4,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	continue working with TfL to ensure they have all the information they need to progress the consutaltion in good time	£0.00	Unlikely	Serious	£2,000.00	4	£0.00	Costs to cover staff time	24/05/2021	Leah Coburn	Gillian Howard/ Neil West		

Appendix 3

Table 1: Expenditure to date

	Latest Budget	Expenditure	Committed	Balance
Highways Staff cost	135,846	57,883.20	-	77,963
P&T Staff Costs	690,625	646,345.20	-	44,280
Legal Staff Costs	5,000	-	-	5,000
DBE Structures Staff Costs	4,000	-	-	4,000
Open Spaces Staff Costs	1,000	376.44	-	624
Air Quality Team Staff Costs	-	-	-	-
Fees	1,009,576	839,585.38	88,057.09	81,934
Surveys	67,363	67,363.00		-
				-
Sub total	**1,913,410**	**1,611,553**	**88,057**	**213,800**
Revenue	**10,000**			
Total	**1,923,410**			

Table 3: Funding Sources for approved and requested budget.	
Description	**Amount (£)**
TfL LIP FY 2014/15	250,909
TfL LIP FY 2015/16	154,000
TfL LIP FY 2016/17	200,000
TfL LIP FY 2017/18	114,268
S106 - 04/01005/FULEIA - 125 Old Broad Street - Transport	150,000
S106 - 05/00653/FULEIA - Mondial House - Transport	156,835
S106 - 06/00500/FULL - 1 Lothbury - Transport	34,410
S106 - 06/01123/FULEIA - The Pinnacle - Transport	60,755
S106 - 04/01005/FULEIA - 125 Old Broad Street - Transport	10,000
S106 - Cheapside underspend	20,000
S106 - 11/00935/FULEIA - Bucklersbury House - LCE	75,138

S106 - 14/00860/FULMAJ - King William Street - LCE	264,929
S106 - 14/00860/FULMAJ - King William Street - Transport	92,213
Capital Funding (approved or requested to date)	491,276
TOTAL	**2,074,733**

Appendix 4: All Change at Bank and links to relevant strategy and policies.

Corporate Plan 2018 - 2023

Table 1. Links to the Corporate Plan

Bank Junction Improvements Project Objectives	Corporate Plan Aim	Corporate Plan Outcome	Corporate Plan High-level activity	How
A - To continue to reduce casualties	Contribute to a flourishing society	**1** – People are safe and feel safe	**C** – Protect consumers and users of building, streets and public spaces.	Simplifying the junction layout,
B - To reduce pedestrian crowding levels	Shape outstanding environments	**9** – We are digitally and physically well-connected and responsive	**D** – Improve the experience of arriving in and moving through our spaces.	Increasing footway widths and prioritising pedestrian movement
C - To improve air quality	Shape outstanding environments	**11** – We have clean air, land and water and a thriving and sustainable natural environment	**A** – Provide a clean environment and drive down the negative effects of our own activities.	Reduced number of vehicles by reducing the number of 'open' arms and creating new wide pedestrian spaces
D - To improve the perception of place as a place to spend time in rather than to pass through.	Shape outstanding environments	**12** – Our spaces are secure, resilient and well maintained	**A** – Maintain our buildings, streets and public spaces to high standards.	Improved public realm including greening, seating and quieter environment in a historic location.

Climate Action Strategy 2020 - 2027

City Transportation and Public Realm projects will primarily support the Climate Action Strategy, directly or indirectly, through reducing air pollution. The Climate Action Strategy refers to the action of 'reducing air pollution through implementing our ambitious air quality and transport strategies'. How 'All Change at Bank' aligns and helps to deliver the City's Transport Strategy and Air Quality Strategy is set out in Table 3 and 4 respectively.

Other actions that the 'All Change at Bank' project will support are shown in Table 2 below.

Table 2. Links to the Climate Action Strategy

Climate Action Strategy Aims	**2020 -2027 Actions**	**How**
Support the achievement of net zero	Embed circular economy principles into our capital projects and reduce carbon intensity by using life cycle carbon and cost assessment techniques and design specifications	Reuse of yorkstone paving slabs wherever possible. The concrete paving slabs from the interim footway can either be reused elsewhere or they can be compacted to create type 1 material.
Build climate resilience	Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials	Introducing planting and greenery Investigating if there is an opportunity for a SUDS in an inground planting bed
	Ensure that we continue to protect the residents, critical assets, infrastructure and heritage of the Square Mile	Improving the public realm in an area with buildings of significant historical and architectural importance. The design will protect and enhance the Bank setting
Champion sustainable growth	Reduce pollution and increase the resilience of the Square Mile Reduce air pollution through implementing our ambitious air quality and transport strategies	Alignment to Transport Strategy, see Table 3 Alignment to Air Quality Strategy, see Table 4
	Enhance greening and biodiversity across our public realm and open spaces	More greenery and planting will be incorporated into the design

Transport Strategy 2019 – 2044

Bank junction and the streets within scope of the 'All Change at Bank' project are identified within Proposal 2 of the Transport Strategy as a key walking route where improvements are needed. How the project will support the delivery the Transport Strategy outcomes and proposals is set out in Table 3 below.

Table 3 Links to Transport Strategy

Bank Junction Improvements Project Objectives	**Transport Strategy Outcome**	**Transport Strategy Proposal**	**How**
A - To continue to reduce casualties	People using our streets and public spaces are safe and feel safe	**Proposal 20**: Apply the safe system approach and the principles of road danger reduction to deliver vision zero.	Redesigning the junction to a more simplified layout to reduce the likelihood and severity of collisions
		Proposal 22: Ensure on street security measures are proportionate and enhance the experience of spending time on our streets	Including appropriate and proportionate on-street security measures into the design
B - To reduce pedestrian crowding levels	The Square Mile's streets are great places to walk and spend time	**Proposal 2**: Put the needs of people walking first when designing and managing our streets	Implementing pedestrian priority streets Widening pavements, increasing crossing widths Key walking routes through Bank junction decreasing crossing distances
C - To improve air quality	Street space is used more efficiently and effectively *which directly helps to support*	**Proposal 11:** Take a proactive approach to reducing motor traffic.	Introducing access restrictions and other measures to reduce through traffic in line with City of London street hierarchy Reduced number of vehicles by reducing the number of 'open' arms

	The Square Mile's air and streets are cleaner and quieter	**Proposal 12:** Design and manage the street network in accordance with the City of London Street Hierarchy	designing Bank junction and approaching arms into Local Access streets
		Proposals 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time in	Timed restrictions to support pedestrian priority
D - To improve the perception of place as a place to spend time in rather than to pass through.	The Square Mile's streets are great places to walk and spend time	**Proposal 7**: Provide more public space and deliver world-class public realm	Creating new public spaces by reallocating carriageway Improving the public realm in an area where there are buildings and structures of significant importance. Protecting and enhancing the setting
		Proposal 8: Incorporate more greenery into the City's streets and spaces	Incorporating greenery and planting into the public realm design

Air Quality Strategy 2019 – 2024

Table 4. Links to Air Quality Strategy

	Action	**How**
Reducing Emissions from Road Transport	**29** - Ensure that Healthy Street Plans have air quality improvement targets and that the air quality impact of major transport and public realm schemes are measured.	The project will be assessed for local air quality improvements
	31 - Implement a wide range of action through the City Corporation Transport Strategy to reduce the exposure of pedestrians to transport generated air pollution in the Square Mile	See Table 3 for alignment of Transport Strategy
	35 - Implement a range of actions through the City Corporation Transport Strategy and City Local Plan to support and encourage cycling.	Encouraging a modal shift away from motorised transport by improving the experience for cycles
	38 - Ensure that improving air quality and reducing exposure is an integral part of all major transport and public realm schemes and that all schemes incorporate greening where possible.	Reducing the level of exposure by reducing the number of operational arms, providing more

		space further away from the carriageway. Monitoring air quality improvement Incorporating greenery and planting

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Project Coversheet

[1] Ownership & Status

UPI: 113781
Core Project Name: Moorgate Crossrail Station Links (Phase 2)

Programme Affiliation (if applicable): Crossrail Urban Integration Projects

Project Manager: George Wright

Definition of need: Crossrail is to be operational by 2022 and will result in a significant increase in pedestrians to the area. New developments, located close to the station, will further place pressure on the existing highway network in terms of increased footfall and vehicle movements. The Moorgate Crossrail station links project (MSCL) will seek to create an enhanced pedestrian and cycling environment, bring together key stakeholders to ensure highway designs are appropriate and improve safety at key junctions.

Increased numbers of pedestrians moving to and from the new Crossrail station and other developments in the area, require improved footways and crossing facilities in order to disperse safely. There is also an expected increase in cycling activity along Moorgate which needs to be considered.

Key measures of success:

1)	Improved pedestrian and cyclist environment, which allows for enhanced connectivity and accessibility throughout the wider area and, in particular, to Crossrail.
2)	Reduction in the likelihood and severity of collisions between motor vehicles and pedestrians and cyclists by way of improved junction designs.
3)	Improved pedestrian comfort levels on footway and crossing areas.

Expected timeframe for the project delivery: The immediate area around the new Moorgate Crossrail station (Phase 1) was largely completed in 2021. The intention of MCSL (Phase 2) was to introduce improvements prior to the opening of the station. However, the work has experienced significant delays.

Key Milestones: Pedestrian and cycle improvements introduced to better accommodate the expected increases in footfall after the opening of Moorgate Crossrail station (2022/23).

Are we on track for completing the project against the expected timeframe for project delivery? No.

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved by SWC and PSC 11/13):

Previously combined with the Phase 1 work and, therefore, difficult to disaggregate.

G3 Under Urgency Report (as approved by SWC and PSC 2/09/14):

- Total Estimated Cost: £2m - £3.5m
- Spend to date: £20,513
- Resources to reach next Gateway: £380,000
- Costed Risk Against the Project: n/a
- Estimated Programme Dates: 2018 (for Crossrail station completion)

Scope/Design Change and Impact: Enhanced development of public realm improvements around the Moorfields/Moorgate entrance of the Crossrail station, including additional funding for these improvements.

G4 Issues Report (as approved by PSC 19/07/19 and SWC 22/07/19):

- Total Estimated Cost: £3.6 million (Phase 1 and 2)
- Resources to reach next Gateway: £182,952 (Phase 2)
- Spend to date: £1,092,026 (Phase 1)
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: 2020/early 2021 (for Crossrail station completion)

Scope/Design Change and Impact: To return to a Gateway 3/4 from the existing Gateway 4 position, as well as extend the project area by including the Finsbury Circus western arm.

Total anticipated on-going commitment post-delivery [£]: Routine highway maintenance is expected.
Programme Affiliation [£]: n/a

Gateway 3/4 Issues Report (not yet agreed, SWC 08/07/21 and PSC 28/07/21):

- Total Estimated Cost: £3.88m (£2.5m for Phase 1 reinstatement works and £1.49m for MCSL Phase 2 works)
- Resources to reach next Gateway: None requested, as there is adequate resource within the existing budget
- Spend to date: £1.2m for Phase 1. £85k for Phase 2.
- Costed Risk Against the Project: £25,700
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates: The Moorgate Crossrail station is currently expected to open in 2022.

Scope/Design Change and Impact: Members are requested to approve the revised approach to meeting overall project objectives, including agree to the identified way forward at the Moorgate/Ropemaker Street junction and to agree to allow for further exploration of pedestrian enhancements at the Moorgate/London Wall junction. .

Table 1 - Spend to Date: Crossrail Moorgate Phase 1 - 16800284/16100284			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Evaluation	193,125	193,124	1
Env Servs Staff Costs	203,500	169,636	33,864
Legal Staff Costs	5,000	4,803	197
P&T Staff Costs	181,160	121,333	59,827
P&T Fees	138,317	66,805	71,512
Highway Construction	1,134,793	557,669.03	577,124
Utilities	455,000	115,956	339,044
Works Contingency	152,007	-	152,007
Revenue - Communications	5,040	-	5,040
TOTAL	**2,467,942**	**1,229,325**	**1,238,617**

Table 2 - Spend to Date: Moorgate Crossrail Station Links - Phase 2 - 16100413			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Cost	16,800	6,275	10,525
P&T Staff Costs	96,152	54,186	41,966
P&T Fees	70,000	24,585	45,415
TOTAL	**182,952**	**85,046**	**97,906**

Table 3 - Spend to Date: Moorgate Crossrail Station Links - Phase 2A - 16100414			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	10,155	4,805	5,350
Open Spaces Staff Costs	300	294	6
P&T Staff Costs	10,500	8,956	1,544
P&T Fees	9,045	-	9,045
Works	50,000	11,284	38,716
TOTAL	**80,000**	**25,340**	**54,660**

Table 4 - Adjustment Required: Moorgate Crossrail Station Links - Phase 2A - 16100414			
Description	**Approved Budget (£)**	**Adjustment Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	10,155	-	10,155
Open Spaces Staff Costs	300	-	300
P&T Staff Costs	10,500	1,500	9,000
P&T Fees	9,045	(1,500)	10,545
Works	50,000	-	50,000
TOTAL	**80,000**	**-**	**80,000**

Table 5 - Funding Sources	
Funding Source	**Amount (£)**
Local Risk Cary Forward FY 2013/14	30,000
TfL - LIP 2016/17	35,000
On Street Parking Reserve	60,000
S106 - 07/00092/FULL Telephone Exchange - LCEIW	68,125

Crossrail - Invoice No. 4229199	2,274,817
S106 - 03-3297AS Basinghall Street 35 - Transportation	18,520
S106 - 03-3297AS Basinghall Street 35 - LCEIW	300
S106 - 10/00832/FULEIA London Wall Place - Transportation	118,892
S106 - 10/00832/FULEIA London Wall Place - LCEIW	69,771
S106 - 07/00092/FULL Telephone Exchange - LCEIW	521,488
S106 - 07/00092/FULL Telephone Exchange - Transportation	327,136
S106 - 12/00811/FULMAJ River Plate House - LCEIW	47,366
S106 - 04/00958/FULL Austral House - LCEIW	3,473
S278 - Utilities Works Payment - Invoice No. 4275147	312,850
TOTAL	**3,887,737**

Appendix 3: MCSL - Key Corridor and Junction Issues

Moorgate Corridor Improvements

1.1 Moorgate corridor optioneering has been undertaken to investigate how the pedestrian environment can be improved while trying to balance the traffic need for the Moorgate corridor and London Wall. The corridor investigations focused on both footway and crossing options to accommodate the forecast pedestrian growth. The corridor options align to the Transport Strategy, which states that City footways and crossing should achieve a Pedestrian Comfort Level of B+.

1.2 The work looked at providing improved PCL levels along the Moorgate Corridor, which concluded that to provide the sufficient PCL for people walking meant that it would not be possible to provide the cycle improvements along this corridor without a significant reduction in traffic volumes. With current volumes of traffic, segregated cycleways are recommended.

1.3 Given the existing high volume of pedestrian flows throughout the area and the anticipated growth, the following scenarios have been worked through:

Pedestrian enhancements

1.4 To enhance the pedestrian environment and move towards a PCL of B+ on the footways along Moorgate, the footways would need to be widened along most of the length of the corridor to avoid pedestrian pinch points.

1.5 To enable this widening of the footways, there would then be limited opportunity to accommodate cycling improvements in both directions. We would be unable to provide segregated facilities which TfL cycling design standards would expect with the existing volume of traffic on the corridor.

1.6 Within this scenario, footway widening to meet the recommended comfort level would likely result in the need to redesign the police security checkpoint at the northern section of the corridor and assess whether the median island could be removed in order to retain the volume of traffic.

Cycle Superhighway 1 Moorgate connection

1.7 There was an initial desire to link Cycle Superhighway 1, located north of the MCSL project, through Moorgate and southbound through the City.

1.8 Due to the high vehicle flows along the corridor, the TfL cycle design standards indicate that segregated cycle lanes would be required. Segregated cycle lanes would limit footway widening for pedestrians. The challenge therefore is to develop designs that balance the competing needs of road users.

1.9 The inclusion of a segregated cycle lanes would result in the need to redesign the police security checkpoint and the central median to accommodate this.

1.10 As part of the Phase 2 COVID-19 temporary plus works programme, Moorgate has seen the introduction of a section of northbound cycle lanes These areas are segregated by the use of wands but are not continuous.

1.11 There is some footway widening north of London Wall as part of this temporary scheme. However, the footway widening at this location is minimal and illustrates that under 'normal' pedestrian conditions, limited improvement to pedestrian comfort levels would be achieved.

1.12 At the time of writing, the temporary plus measures at Moorgate will remain in place, but are not considered permanent and will be reviewed for applicability at a later date.

Junction enhancements

1.13 Work undertaken by the TfL Pedestrian and Traffic Modelling Teams focused on identifying whether crossing enhancements could be undertaken as 'quick-wins'. Quick-

wins included a review of existing signal timings and crossing layouts to better accommodate pedestrian flows at crossings.

1.14 Between the nine crossing arms assessed (Ropemaker Street/Moorgate junction and London Wall/Moorgate junction and the London Wall/Coleman street crossing) all but one arm registered a peak hour PCL of either D or E as the existing state. Without intervention, the forecast increases the number of PCL values of E to seven of the nine arms, which will result in very uncomfortable conditions for pedestrians.

1.15 A review of crossings at the junctions indicated that changes to signal timings would not provide the desired enhanced pedestrian benefits. With keeping the volume of traffic at the junctions, taking the time away from vehicle movements to give to pedestrians would cause significant impacts to traffic whilst not proving a suitable uplift in pedestrian comfort.

1.16 It was also determined that to improve the crossings to adequately accommodate forecast pedestrian flows, the crossings would need to be widened. This would involve redesigning and rebuilding the crossings to provide the additional crossing capacity. It is assumed that to achieve this the traffic signal infrastructure would need to be moved, which is likely to be expensive as a short-term measure. If this is the case, then this money would be better spent as part of a comprehensive junction redesign.

1.17 Changes to vehicle turning movements were also explored at both the London Wall/Moorgate junction and the Ropemaker Street/Moorgate junction. For the London Wall and Moorgate junction, it was determined that there was little to no scope of banning certain turns without impacts on the wider network that are also likely to be unwelcome. Whilst banning a turn would provide some extra time for pedestrians to cross in the signal phase, this still would not result in significant pedestrian comfort benefits around the junction.

1.18 There is more opportunity to explore turning movement changes at the Ropemaker Street and Moorgate junction, which could provide the opportunity for improved crossing times for pedestrians at this location. This would require further traffic modelling work to assess the impacts and benefits and further discussions with Islington Council.

<u>Modelling scenarios</u>

1.19 The modelling work undertaken focused on identifying differing traffic scenarios at the Moorgate/London Wall junction and the Moorgate/Ropemaker Street junction. The overall aim of this modelling exercise was to determine the scale of the likely impact on traffic flows and the scale of uplift for pedestrians of various traffic arrangements.

1.20 The scenarios reviewed ranged from a reduction in approach lanes to banned vehicular turning movements, including:

- Scenario 1: Single lane on all approaches to both junctions
- Scenario 2: Banned turning movements at both junctions
- Scenario 3: A combination of single lane approaches and banned vehicular turning movements at both junctions

1.21 For scenario 1, it was found that there was potential for enhanced footway widening and an improved PCLs at the Moorgate/Ropemaker Street junction. This junction would also operate within expected traffic capacity. However, the Moorgate/London Wall junction was found to operate over capacity, with initial traffic modelling results indicating increased vehicular congestion and queue lengths.

1.22 The modelling results further showed that bus journey times would be slowed with a single lane approach at the Moorgate/London Wall junction.

1.23 Banned turning vehicular turning movements, as shown in scenario 2, offers the opportunity to increase pedestrian crossing times at both junctions. The primary

constraint within this scenario was found to be traffic reassignment to different routes, thereby impacting junctions outside of the project study area.

1.24 The final scenario demonstrates benefits to the Moorgate/Ropemaker Street junction, with the opportunity to enhance footways and offer shorter crossing distances, as well as improve PCLs. The junction would also operate within capacity.

1.25 The Moorgate/London Wall junction already operates very close to capacity in the PM peak under normal operation. erefore without change sTherefore, without changes to the volume of traffic any change to favour pedestrians will force the junction to operate at over capacity which will result in an increase in traffic congestion and queue lengths and impact bus journey times.

1.26 Overall, there is more opportunity to explore traffic arrangement changes at the Ropemaker Street and Moorgate junction and improve the pedestrian experience at this location. This would require further traffic modelling work to assess the impacts and benefits.

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City of London: Projects Procedure Corporate Risks Register

Project name: *Moorgate Crossrail Station Links phase 2*
Unique project identifier: *11381*
Total est cost (exc risk) *£1419795*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**6.1**
Avg risk post-mitigation	**3.3**
Red risks (open)	**0**
Amber risks (open)	**10**
Green risks (open)	**2**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£58,075.00	4%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£58,075.00	4%	*" "*
Costed risk post-mitigation (open)	£25,500.00	2%	*" "*
Costed Risk Provision requested	£0.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	**0.0**	£0.00	0	0	0
(2) Financial	0	**0.0**	£0.00	0	0	0
(3) Reputation	2	**2.5**	£5,500.00	0	0	2
(4) Contractual/Partnership	5	**6.4**	£33,375.00	0	5	0
(5) H&S/Wellbeing	0	**0.0**	£0.00	0	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	1	**6.0**	£1,200.00	0	1	0
(9) Environmental	1	**6.0**	£1,500.00	0	1	0
(10) Physical	3	**8.0**	£16,500.00	0	3	0

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Moorgate Crossrail Station Links phase 2	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	6.1	**Open Risks**	12
Unique project identifier:	11381	**Total estimated cost (exc risk):**	£ 1,419,795	**Total CRP used to date**	£ -	**Average mitigated risk score**	3.3	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	3	(4) Contractual/Partnership	Opening of the Moorgate Crossrail station is delayed further.	Delay to overall project and programme.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Regular enagement with Crossrail from now to opening. This should allow for alternative arrangements to be made should there be a delay in the delivery of Crossrail.	£0.00	Unlikely	Minor	£0.00	2	£0.00		25/05/21	Leah Coburn	GW		Ongoing communications with TfL to understand timeframes from Crossrail's opening in the City.
R2	5	(4) Contractual/Partnership	The Riney highways contract is due to expire in the summer of 2022. Any slippage in starting the construction programme may mean we have to consider a new Principal Contractor for the later stages of delivery.	Could delay the remaining construction programme and impact on budget while a new Principal Contractor is introduced.	Likely	Serious	8	£10,000.00	N	B – Fairly Confident	Discussions to take place internally should this risk look more probable on how work would be transferred to a new contractor- or not.	£0.00	Rare	Minor	£4,000.00	1	£0.00		25/05/21	Leah Coburn	GW		
R3	3	(10) Physical	Delays to the major developments surrounding the Moorgate Crossrail station delay the final delvery phases of the MCSL project.	Delay to overall project and programme.	Possible	Serious	6	£5,000.00	N	B – Fairly Confident	Regular enagement with developers from now intil the completion of the developments. This should allow for alternative arrangements to be made should there be a delay in the delivery of the developments and mean that we find out as early as possible about any delays.	£0.00	Possible	Serious	£2,500.00	6	£0.00		25/05/21	Leah Coburn	GW		Working Group to resume in the summer, where development updates will be shared and development timeframes to be reassessed.
R4	4	(10) Physical	Infrastructure and utilities difficulties at the Moorgate junction with London Wall and with Ropermaker Street, make it difficult/too expensive to design and transform the space, as well as enhance safety.	Inability to deliver significant changes at the junctions and risk a lower quality improvement than needed.	Possible	Major	12	£11,500.00	N	B – Fairly Confident	Set expectations at the earliest stage possible where it is discovered that there are major physical constraints. Work closley with internal and external stakeholders to identify design solutions to bring the work forward that might not require such extensive physical changes	£0.00	Possible	Serious	£8,000.00	6	£0.00		25/05/21	Leah Coburn	GW		Ben Bishop has undertaken a full survey of al underground utilities.
R5	3	(4) Contractual/Partnership	Key stakeholder(s) do not endorse design options at feasibility stage.	Delay to programme and will need to reconider designs.	Possible	Serious	6	£13,125.00	N	B – Fairly Confident	Ensure that Stakeholder Working Group is suitably chaired and that key stakeholders are aware of	£0.00	Unlikely	Serious	£5,000.00	4	£0.00		25/05/21	Leah Coburn	GW		Working Group to resume in the summer.
R6	4	(10) Physical	Delays/changes to dependency projects, such as Beech Street/Bishopsgate.	Delay to overall project and programme.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Elements of projects paused awaiting outcome of JR at Beech St and appeal for Bishopsgate.	£0.00	Possible	Serious	£0.00	6	£0.00		25/05/21	Leah Coburn	GW		
R7	4	(4) Contractual/Partnership	Breakdown in engagement with key stakeholders, such as Islington Council.	Delay to overall project and programme.	Possible	Serious	6	£6,250.00	N	B – Fairly Confident	Ensure coherrt communications with stakeholders and ensure stakeholders are communicated with at strategic points throughout the project. Particularly proposed boundary solutions	£0.00	Unlikely	Minor	£2,000.00	2	£0.00		25/05/21	Leah Coburn	GW		A communications plan has been developed to ensure staekholder communications is managed correctly.
R8	3	(4) Contractual/Partnership	Ongoing TfL restructure/impacts of Covid-19 may mean that no dedicated scheme sponsor / resource can be allocated to progress any required TfL approvals.	Likely delay to programme as external appovals would be delayed, particualrly for the junciton modifcation work.	Possible	Serious	6	£4,000.00	N	B – Fairly Confident	Officers will seek to establish resources as early aspossible and keep close contact to understand the extent of the restructure, seeking reassurance of resource if needed.	£0.00	Possible	Serious	£3,000.00	6	£0.00		25/05/21	Leah Coburn	GW		
R9	3	(3) Reputation	There is a potential that the proposed scheme could impact negatively on some protected characteristics under the Equalities Act, 2010.	Reputational impact leading to poor publicity and possible legal action.	Rare	Serious	2	£2,000.00	N	B – Fairly Confident	Meetings with representative groups will be conducted regularly to design out issues of concern. The EA Team will be engaged regaularly for design feedback. An EA plan will be prepared as part of the project.	£0.00	Rare	Minor	£0.00	1	£0.00		25/05/21	Leah Coburn	GW		Any design impacts that reduce accessibility will be designed out in the first instance.
R10	4	(9) Environmental	Requirement to keep the ability for resilience/flexibility through the area in traffic terms, restricts the options that can be developed.	Impact to project scope and design options.	Possible	Serious	6	£1,500.00	N	B – Fairly Confident	Seek to ensure that an appropriate level of resilience is allowed for when desiging Moorgate junctions at London Wall and Ropemaker Street.	£0.00	Unlikely	Minor	£0.00	2	£0.00		25/05/21	Leah Coburn	GW		

Appendix 1 Project Briefing

Project identifier			
[1a] Unique Project Identifier		**[1b] Departmental Reference Number**	
[2] Core Project Name	Leadenhall Street Enhancement		
[3] Programme Affiliation	• Eastern City Cluster Programme: Priority pedestrian priority streets that are located within this area will be delivered through this existing programme. • Cycling Programme: Pedestrian priority streets that require significant cycling improvements will be delivered through this existing programme.		

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

Description and purpose

[7] Project Description

Delivery of traffic management changes to Leadenhall Street in order to deliver the asiprations of the adopted Eastern City Cluster vision, and the outcomes of the Transport Strategy and Climate Action Strategy. The project will look to address impacts on the street network arising from new developments by providing more space for people walking and cycling.

[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 implcations 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.

The Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050.

The Eastern City Cluster Vision was adopted in April 2019. The vision shows two options for significant change on Leadenhall Street providing greater space for people walking and cycling and opportunities for greening. This proposal is also included in the Eastern City Cluster Programme reporting received regulary by Committees

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 apply:

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	N	**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 change to the City's streets. Permanent change will potentially come as a later phase of the project and 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: £480,000 Upper Range estimate: £500,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
There may be some costs associated with camera enforcement if chosen at a later stage in the project but this is usually met through the Parking account.
[16] What are the expected sources of funding for this project?
Part of the costs are to be covered by Re-Veal funding which is European funding to deliver air quality projects.This funding can cover staff costs. As set out the ECC Programme report, funding for Traffic Reduction and Pedestrian Priority is a combination of S106 and Transport for London Liveable Neighbourhood funding. As we are currently waiting on TfL to reconfirm available funding for this year we are proposing utlitising the S106 funding to deliver this phase but will readjust at future gateways if possible.
[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: July 2021 – Summer 2023 Upper Range estimate: December 2021 – Autumn 2023 <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?	
This proposal is a continuation of one of the temporary Covid measures, and the first step towards delivering transformational change in Leadenhall Street. It is likely to generate some public and potentially media interest which will be managed through the usual processes.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Olumayowa Obisesan
Chamberlains: Procurement	N/A

IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	Department: DBE
Supplier	Department: DBE
Supplier	Department: DBE
Project Design Manager	Department: DBE
Design/Delivery handover to Supplier	Gateway stage: N/A

City of London: Projects Procedure Corporate Risks Register

Project name: *Leadenhall Street traffic management*

Unique project identifier: *TBC*

Total est cost (exc risk) *£480000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**3.5**
Avg risk post-mitigation	**1.1**
Red risks (open)	**0**
Amber risks (open)	**3**
Green risks (open)	**8**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£0.00	0%	*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*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	2	**3.5**	£0.00	0	1	1
(2) Financial	1	**6.0**	£0.00	0	1	0
(3) Reputation	2	**2.5**	£0.00	0	0	2
(4) Contractual/Partnership	3	**2.3**	£0.00	0	0	3
(5) H&S/Wellbeing	0	**0.0**	£0.00	0	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	1	**3.0**	£0.00	0	0	1
(9) Environmental	0	**0.0**	£0.00	0	0	0
(10) Physical	2	**5.0**	£0.00	0	1	1

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Leadenhall Street traffic management	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	3.5	**Open Risks**	11
Unique project identifier:	TBC	**Total estimated cost (exec risk):**	£ 480,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	1.1	**Closed Risks**	0

General risk classification										Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	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 slack to account for likely low impact events		Unlikely	Minor	£0.00	2	£0.00	n/a	20/06/21		Leah Coburn		26/06/21- 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/Regulatory	GATE 1 TO 6 - Issues or delays in any required consents which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, TfL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Rare	Minor	1		N	B – Fairly 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 approval procedures.		Rare	Minor	£0.00	1	£0.00	n/a	20/06/21		leah Coburn		28/06/21- This scheme may require 3rd party approvals by Transport for London and potentially from adjacent boroughs.
R3	2	(1) Compliance/Regulatory	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	5	£0.00		20/06/21		Leah Coburn		Although we can ensure all due proceses are followed, a JR can occur during the traffic order process and will need to go through the Court process for determination. Fully compliant processes which are documented and made public may reduce the likelyhood of an individual or organisation making a JR claim
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	4	£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	2	£0.00		20/06/21		Leah Coburn		
R5	2	(4) Contractual/Partnership	GATE 1 TO 5 - TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned. Also, they may change their requirements for a project.	Possible	Minor	3	£0.00	N	B – Fairly 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	2	£0.00		20/06/21		Leah Coburn		
R6	2	(8) Technology	GATE 1 TO 4 - Modelling issues (results and implications, issues with the delivery, buy-in, 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 design changes needed.	Possible	Minor	3	£0.00	N	B – Fairly 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		20/06/21		Leah Coburn		As this is an experimental traffic the requirements for modelling should be modest
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		20/06/21		Leah Coburn		New framework in place to cover resource requirements
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 using the ECC Programme Stakeholder Engagement plan and established ocmmunication routes * Consider specific working groups should it be required.	£0.00			£0.00	2	£0.00		20/06/21		Leah Coburn		

R9	2	(4) Contractual/Partnership	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	20/06/21		Leah Coburn		
R10	2	(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. *Quite minor construction works required for this project so risk should be limited.		Rare	Minor	£0.00	1	£0.00	n/a	20/06/21		Leah Coburn		
R12	5	(4) Contractual/Partnership	GATE 1 TO 6 - Third party delays impacts negatively on project delivery (time & costs)	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.	Possible	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	20/06/21		Leah Coburn		

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tables for committee report - Appendix FUNDING TABLES G4 - 12/APRIL/2021 - last edited MH

Appendix 4. Funding tables

Table 1. Section 106 contributions allocated towards the delivery of the City Cluster Vision

Allocation	HOT	Status	Development	Balance	Project	Total additional funding
City Cluster Vision Implementation - Phase 1 (Approved by committees* in Summer 2019, through the "Review of projects within the Built Environment Directorate" report)	LCEIW	No VAR	06/01123/FULEIA Pinnacle 30/11/2007	£257,531.00	St Andrew Undershaft/wider tree plantng and other meaures	£1,119,934.28
	LCEIW	No VAR	09/00450/FULMAJ Bevis Marks 6 25/06/2010	£53,000.00	Jubilee Gardens	
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£16,749.22	Jubilee Gardens	
	Transportation	No VAR	11/00332/FULEIA Bishopsgate 100 23/11/2011	£17,939.00		
	LCEIW	No VAR	06/01123/FULEIA Pinnacle 30/11/2007	£774,715.06	Programme 2-3: projects,coordination, management and engagement.	

*** Approved in 2019 by:** Corporate Priorities Board (19 June)
Corporate Projects Board (28 June)
Resource Allocation Sub Committee (4 July)
Project Sub Committee (19 July)
Streets and Walkways Sub (22 July - for information)
Planning and Transportation Committee (30 July)

Table 2: Additional Section 106 contributions allocated for the delivery of the City Cluster Vision

Allocation	Heads of terms	Status*	Development	Balance	Project	Total additional funding
City Cluster Vision Implementation - Phase 1	Transportation	No variation required	11/00854/FULEIA Fenchurch Street 120 30/03/2012	£99,993.17	Jubilee Gardens	£237,462.17
	LCEIW-Greening/engagement		13/01082/FULMAJ Mitre Square 09/06/2014	£137,469.00		

*Deposits have been confirmed for use in the City Cluster area and no deed of variation is required.
Developer liaison has taken place to notify on intended use of funds.

Total S106 funds*		**£1,357,396.45**

* The available Section 106 sums shown above do not inlcude interest calculations, which will be appplied to

Table 3. City Cluster area - estimated costs for the delivery of the 2020-2023 programme

Programmes	Indicative Programme Costs	2021-22	2022-23	23-24	Funding allocation from existing sources		Notes
Traffic Reduction and Pedestrian priority	£1,410,000				£500,000	S106 (120 Fenchurch St)	Detailed scope of this programme will be developed following the completion of the Healthy Streets Plan.
					£785,000	TfI	
					£125,000	S106 security	
Well-being & Climate change resilience	£1,447,218	£400,000	£600,000	£447,218	£0	External/other	Programme content is described in Gateway 4 report.
					£1.167.218	S106	
					£255,000	Cool Streets and greening	
					£25,000	TfL	
Activation and engagement	£900,000	£300,000	£300,000	£300,000	£0	S106	Initial stages are progressing and full extent of programme to be confirmed as the programme gets
					£0	TfI	
					£900,000	External/other	
Total*	**£3,757,218**				**£3,757,218**		

NOTE*: At this stage costs are indicative and are subject to change as individual programmes are developed and funding sources are confirmed,

TABLE 4. Summary table of funding structure for Programmes.

Funding sources (as per table 3)	Total estimated cost
S106 agreements (allocated towards the delivery of the City Cluster Vision programme)	£1,667,218
External contributions (stakeholders and subject to CIL BID being determined)	£900,000
TfL (Liveable Neighbourhoods grant)	£810,000
S106 security contributions (developments in the area)	£125,000
Cool Streets and Greening CAS (subject to approval)	£255,000
TOTAL	£3,757,218

NOTE: Sufficient funds are currently secured for the delivery of the initial 3 years of work. However, as programmes get developed it is likely that additional requests will be made to increase programme budgets.

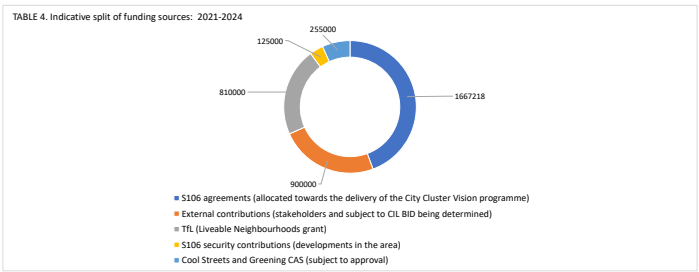

TABLE 5. Additional funds

Funding sources	Total unallocated funding	2019-20	2020-21	2021-22	2022-23	total TFL grant
TfL allocation (Y1 confirmed - 2019-20, subsequent Y2-4 subject to TfL gateways, in principle agreed.)	TBC	£110,000	£200,000	£2,000,000	£1,000,000	£3,310,000
S106 - security contribution 6-8 Bishopsgate 22 Bishopsgate 1 Leadenhall Street 100 Leadenhall Street 130 Fenchurch Street	£225,000					
S106 renegotiations	£475,797					
S106 - 40 Leadenhall Street, LCEI	£3,268,951					
S106 - 40 Leadenhall Street, Transport contributions	£980,685					
New S278 contributions to be negotiated	TBC					
aAdiditional contributions	TBC					
TOTAL	£4,950,433					

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Appendix 1

Project Coversheet

[1] Ownership & Status

UPI: PV ID 12267
Core Project Name: Cool Streets & Greening
Programme Affiliation (if applicable): Climate Action Strategy
Project Manager: Janet Laban
Definition of need: Climate Resilience in the Square Mile
Key measures of success: Implementation of climate resilience on 4-7 sites in year 1of the programme

Expected timeframe for the project delivery: 2021/22
Key Milestones: Design July 2021, Construction design Oct 2021, construction Jan-March 2022
Are we on track for completing the project against the expected timeframe for project delivery? Y
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
N/A

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 14/04/21):

- Total Estimated Cost (excluding risk): £6.8M
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:2021-2025

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 14/04/2021:

- Total Estimated Cost (excluding risk): £320K
- Resources to reach next Gateway (excluding risk) £320K
- Spend to date: 10K
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: N/A

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk): £713K
- Resources to reach next Gateway (excluding risk £713K
- Spend to date: £0
- Costed Risk Against the Project:N/A
- CRP Requested: N/A
- CRP Drawn Down:N/A
- Estimated Programme Dates:N/A

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]:<Current Range>
Programme Affiliation [£]:<(If applicable) What is the estimated total programme cost including this project:>

City of London: Projects Procedure Corporate Risks Register

Project name: *Cool Streets & Greening*
Unique project identifier: *PV12345*
Total est cost (exc risk) *£320000*

PM's overall risk rating	Low
Avg risk pre-mitigation	1.9
Avg risk post-mitigation	1.0
Red risks (open)	0
Amber risks (open)	0
Green risks (open)	7

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£0.00	0%	*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*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	3.0	£0.00	0	0	1
(2) Financial	1	1.0	£0.00	0	0	1
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	2	1.5	£0.00	0	0	2
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	3	2.0	£0.00	0	0	3
(10) Physical	0	0.0	£0.00	0	0	0

		Extreme	Major	Serious	Minor
Issues (open)	0	**Open Issues**	0	0	0	0
All Issues	0	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Cool Streets & Greening	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	1.9	**Open Risks**	7
Unique project identifier:	PV12345	**Total estimated cost (exc risk):**	£ 320,000	**Total CRP used to date**		**Average mitigated risk score**	1.0	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(2) Financial	Funding not available	Project will not progress	Rare	Minor	1	£0.00	N	A – Very Confident	Climate Action Strategy funding identified	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R2	2	(1) Compliance/Regulatory	Delays due to governance & sign off procedures	Project will be delayed	Possible	Minor	3	£0.00	N	A – Very Confident	Steering Group governance structure	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R3	2	(4) Contractual/Partnership	Contract or partnership problems	Project will be delayed	Rare	Minor	1	£0.00	N	A – Very Confident	Procurement and comptrollers will oversee contracts and partnership arrangements	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R4	2	(4) Contractual/Partnership	Skills shortage	Project quality compromised	Unlikely	Minor	2	£0.00	N	A – Very Confident	Skills available for this phase	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R5	2	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	Future phases of the project will need to be revisited	Unlikely	Minor	2	£0.00	N	A – Very Confident	Carry out this phase as preparation avoiding costly design for individual sites	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R6	3	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	It may not be possible to implement resilience measures due to unforseen underground structures	Unlikely	Minor	2	£0.00	N	A – Very Confident	Close liaison with project managers will enable early redesign before costs are incurred	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R7	4	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	It may not be possible to implement resilience measures due to unforseen underground structures	Unlikely	Minor	2	£0.00	N	A – Very Confident	Close liaison with project managers will enable early redesign before costs are incurred	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		

Appendix 3: Cool Streets & Greening Site Prioritisation Spreadsheet

This spreadsheet provides a mechanism Cool Streets & Greening site prioritisation

Sites have been prioritised using the following hierarchy

Priority 1	Date of construction (estimated start date)
Priority 2	Benefits score - taken from the City Resilience Measures Catalogue (Buro Happold for the City Corporation April 2021)
Priority 3	Cost per benefit
Priority 4	Benefits per square metre

Contacts:	Janet Laban	Janet.Laban@cityoflondon.gov.uk
	Holly Smith	Holly.Smith@cityoflondon.gov.uk
	Tim Munday	Tim.Munday@cityoflondon.gov.uk

Project	CSG elements	Programme / Notes	Public realm contact	Highways contact	Transport contact	Open Spaces contact	Housing contact
Bevis Marks / Dukes Place SuDS scheme	SuDS including raingardens, channels, permeable paving and re-profiling footway, trees, Climate resilient planting	Detailed design – July 2021 Construction design - Oct 2021 Construction Jan - March 2022	Melanie Charalambous	Jessica Frith Ben Manku			
Jubilee Gardens Re-landscaping	SuDS, Green wall, Climate resilient planting, trees The main climate resilience element here is the green wall and climate resilience planting to replace the box hedge	Detailed design – autumn 2021 Construction design Feb 2022 Construction spring 2022	Melanie Charalambous	Ben Manku			
Greening Cheapside	SuDS, re-profiling footway, permeable paving, Climate resilient planting	Detailed design – July 2021 Construction design Oct 2021 Construction Jan- March 2022 *note: need to confirmCSG funding by June '21 in order to progress design*	Melanie Charalambous				
Little Trinity Lane	SuDS including raingardens, channels and re-profiling footway, trees, Climate resilient planting. Trial of pollution mitigation green screen/ climbing plants	• Detailed design – Dec 2021 Construction design - March 2022 Construction Summer 2022 *Note: could start later depending on CSG fundng*	Melanie Charalambous				
Crescent	SuDS, Climate resilient planting, trees, permeable paving	Detailed design Nov 2021 Construction design Spring 2022 Construction Summer 2022 *Note: could start later depending on CSG funding confirmation*	Melanie Charalambous	Ben Manku Neil Blackson			
Bank	Rain gardens, Climate resilient planting	Detailed design – Sept 2021 Construction design Dec 2021 Construction start tbc (early 2022)	Melanie Charalambous	Ben Bishop			
Moor Lane	Rain gardens, channels and re-profiling footway, other elements TBC	Consultation – July 21 Detailed design - Sept / Oct 2021 Construction - late 2022/ early 2023	Melanie Charalambous				
Finsbury Circus –	Channelling the gullies into soakaways within the garden is a perfect solution – massive catchment area as well.	tba		Giles Radford		Jake Tibbetts	
St Dunstan's Hill/ Harp lane	Opportunity to introduce more Greenery next to the Transport for london Road network (TLRN).	tba		Giles Radford			
Breams Buildings junction with Chancery Lane	This area needs the re-designing and SUDs could be introduced by Santander bikes	tba		Giles Radford			
Barbican Podium Phase 2	Opportunity for SuDS, rainwater harvesting, resilient planting	Preliminary design & consultation March - Sept 2021 Listed Building Planning application Sept 2021 Detailed technical design Jan- March 2022 Construction Sept 2022				Bradley Viljoen	Michael Gwyther-Jones
Smithfield Public Realm / Culture Mile	Research looking into 'best practice' for sustainable public realm design in the context of Cultural Districts	tba	Helen Kearney				
Pedestrian priority programme - Chancery Lane between Carey Street & Southampton Buildings	Opportunity to test resilient planting	Measures to be retained for next 18 months	Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	
Pedestrian Priority Programme - Cheapside east of Bread Street	Opportunity to test resilient planting	Measures to be retained for next 18 months	Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	
Pedestrian Priority Programme Coleman Street & Kings Arms Yard	Opportunity to test resilient planting	Measures to be retained for next 18 months	Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	

Pedestrian Priority Programme Leadenhall Street	Opportunity to test resilient planting	Measures to be retained for next 18 months	Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	
City Transport - Major Projects 35 Vine Street	Opportunity to trial different tree species - 5-6 trees	Construction 2021-22			George Wright	Jake Tibbetts	
City Transport Major Projects Crossrail Phase 2 Moorgate & Moorfields	Opportunity arising from redesign of space to improve navigation and maintenance near Crossrail Station	Completion end 2022 - Crossrail opening			Leah Coburn		
City Transport Major Projects Healthy Streets Eastern City Cluster	Opportunity for greening	High level designs City Cluster Vision gateway 1-2 July 2021			Leah Coburn		
City Transport Major Projects Barbican Golden Lane HSP	Opportunity to create pedestrian, cycle, community friendly environment with associated resilience measures				Leah Coburn		
St Paul's Gyratory	Redesign options to include resilience measures	Options being drawn up for Committee Oct 2021			Leah Coburn		
Riverside planters City of London School for Boys	Climate resilient planting	Planting planned for winter 2021	Melanie Charalambous			Jake Tibbetts Patrick Heggarty	
Guildhall Members' car park entrance	Climate resilient planting, possible SuDS	Options 2021-22 Construction 2022-23	Melanie Charalambous			Jake Tibbetts Patrick Heggarty	

Project	CSG elements	PRIORITY 1 Date (approx start) - score	Area of site (m2)	Innovative?	Benefit analysis score	PRIORITY 2 (Risks &) benefits	PRIORITY 3 cost per benefit (£100s)	PRIORITY 4 benefits per m2		Assessment comment	Total project cost			Funding required (CSG)	Programme / Notes	Highway Comments	Opportunities	Public realm contact	Highways contact	Transport contact	Open Spaces contact	Housing contact
		work done this year - 5, work done 22/23 - 4 etc	Note these are estimated areas		refer to resilience catalogue		needs to include cost breakdown per measure	Estimated (Link to UGF in future)				Resilience measures installation	Resilience measures maintenance & monitoring @10%	plus maintenance & monitoring								
Bevis Marks / Dukes Place SuDS scheme	SuDS including raingardens, channels, permeable paving and re-profiling footway, trees, Climate resilient planting	5	430					0			£300k	250000	25000		Detailed design – July 2021 Construction design - Oct 2021 Construction Jan - March 2022	• Not sure about this one. Depends where and we		Melanie Charalambous	Jessica Frith Ben Manku			
	Raingarden (with channels and reprofiled footway)		200	0	10	10		2000														
	Permeable paving		350	0	4	4		1400														
	trees		75	0	9	9		675														
	Climate resilient planting shrub provision		200	0	9	9		1800														
Bevis Marks Summary			430	0	32	32	86	14	24	43		250000	25000	275,000								
Jubilee Gardens Re-landscaping	SuDS, Green wall, Climate resilient planting, trees The main climate resilience element here is the green wall and climate resilience planting to replace the box hedge	5	430					0			£550K	150000	15000		Detailed design – autumn 2021 Construction design Feb 2022 Construction spring 2022	Jubilee Gardens/ Houndsditch has the UKPN/piped subway which may present some problems		Melanie Charalambous	Ben Manku			
	SuDS soakaways		50	0	1	1		50														
	Green wall		50	0	11	11		550														
	Climate resilient planting shrub provision		200	0	9	9		1800														
	trees		75	0	9	9		675														
Jubilee Gardens Summary			430	0	30	30	55	7				150000	15000	165,000								
Greening Cheapside	SuDS, re-profiling footway, permeable paving, Climate resilient planting	5	720					0			£296k-£515k	180000	18000		Detailed design – July 2021 Construction design Oct 2021 Construction Jan- March 2022 *note: need to confirmCSG funding by June '21 in order to progress design*	• Greening Cheapside is the perfect location and we might want to explore the		Melanie Charalambous				
	SuDS soakaways including reprofiling footways		200	0	1	1		200														
	Permeable paving		300	0	4	4		1200														
	Climate Resilient planting shrub provision		250		9	9		2250														
Greening Cheapside Summary			720	0	14	14	141	5				180000	18000	198,000								
Riverside Planters City of London Boys' School	Climate resilient planting, retain existing trees, remove artificial irrigation	5									tba	tba	tba		Planting winter 2021/22			Melanie Charalambous			Jake Tibbetts Patrick Heggarty	
	Climate resilient planting Shrub provision			0	9	9		0														
	Remove artificial irrigation Rainwater harvesting			0	2	2		0														
	Retain existing trees			0	9	9		0														
Riverside Planters summary			720	0	20	20	#VALUE!	0				tba	tba	#VALUE!								
Climate resilient planting																						
Pedestrian priority programme - Chancery Lane between Carey Street & Southampton Buildings	Opportunity to test resilient planting shrub provision	5	400	0	9	9	17	2		I have used the Shrub Provision measure as the nearest thing to climate resilient planting Funding required 10K for monitoring only	tba	5000	10000	15,000	Measures to be retained for next 18 months			Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	
Pedestrian Priority Programme - Cheapside east of Bread Street	Opportunity to test resilient planting shrub provision	5	400	0	9	9	17	2		I have used the Shrub Provision measure as the nearest thing to climate resilient planting Funding required 10K for monitoring only	tba	5000	10000	15,000	Measures to be retained for next 18 months			Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	
Pedestrian Priority Programme Coleman Street & Kings Arms Yard	Opportunity to test resilient planting shrub provision	5	150	0	9	9	17	6		I have used the Shrub Provision measure as the nearest thing to climate resilient planting Funding required 10K for monitoring only	tba	5000	10000	15,000	Measures to be retained for next 18 months			Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	
Pedestrian Priority Programme Leadenhall Street	Opportunity to test resilient planting shrub provision	5	1000	0	9	9	17	1		I have used the Shrub Provision measure as the nearest thing to climate resilient planting Funding required 10K for monitoring only	tba	5000	10000	15,000	Measures to be retained for next 18 months			Clarise Tavin		Leah Coburn	Jake Tibbetts Bradley Viljoen	
City Transport Major projects																						
City Transport - Major Projects 35 Vine Street	Opportunity to trial different tree species - 5-6 trees	5	600	0	9	9	17	2		Funding Required 10K for monitoring only	tba	5000	10000	15,000	Construction 2021-22					George Wright	Jake Tibbetts	
													Total funds required YEAR 1	#VALUE!								

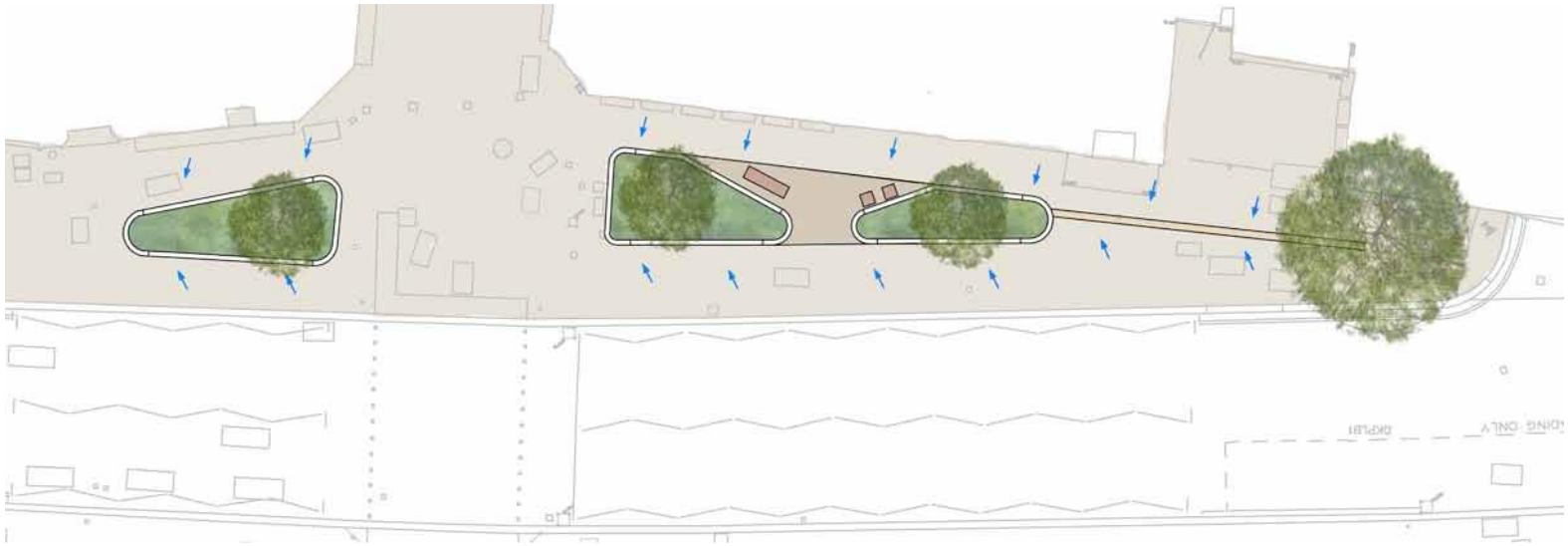
Red text - shows nearest resilience measure from the catalogue
Blue numbers are estimates subject to confirmation

Project	CSG elements	PRIORITY 1 Date (approx start) - score	Area of site (m2) estimated	Innovative?	Benefit analysis score	PRIORITY 2 (Risks &)benefits	PRIORITY 3 cost per benefit (£100s)	PRIORITY 4 benefits per m2	Assessment comment	Total project cost			Funding required (CSG)	Programme / Notes	Public Realm Comment	Highways/ Transport comment	Open Spaces comment	Opportunities	Public realm contact	Highways contact	Transport contact	Open Spaces contact	Housing contact
		work done this year - 5, work done 22/23 - 4 etc			refer to resilience catalogue		Need to include cost breakdown per measure				Resilience measures installation	Resilience measures maintenance & monitoring - 10% of installation cost	plus maintenance & monitoring										
Little Trinity Lane	SuDS including raingardens, channels and re-profiling footway, trees, Climate resilient planting. Trial of pollution mitigation green screen/ climbing plants	4	1020											• Detailed design – Dec 2021 Construction design - March 2022 Construction Summer 2022 *Note: could start later depending on CSG fundng*	This would be a good location subject to stats. It's at the bottom of the slight incline so would achieve a good catchment				Melanie Charalambous				
	Raingarden (including channels and reprofiling footway)		250	0	10	10		2500															
	Trees		75	0	9	9		675															
	Climate resilient planting shrub provision		450	0	9	9		4050															
	Green screen / climbing plants		95	0	12	12		1140															
Little Trinity Lane Summary			1020	0	40	40	41	8		£450K	150000	15000	165000										
Crescent	SuDS, Climate resilient planting, trees, permeable paving	4	860					0						Detailed design Nov 2021 Construction design Spring 2022 Construction Summer 2022 *Note: could start later depending on CSG funding confirmation*	• Minories?? – There is a shallow tube line directly underneath this space therefore SUDS and				Melanie Charalambous	Ben Manku Neil Blackson			
	SuDS Soakaways		200	0	1	1		200															
	Permeable paving		400	0	4	4		1600															
	Climate resilient planting shrub provision		450	0	9	9		4050															
	Trees		75	0	9	9		675															
Crescent Summary			1125	0	23	23	96	6	Detailed redesign of Crescent may increase these scores	£600K	200000	20000	220000										
Bank	Rain gardens, Climate resilient planting	4	4200						I have used the Shrub Provision measure as the nearest thing to climate resilient planting					Detailed design – Sept 2021 Construction design Dec 2021 Construction start tbc (early 2022)	• Massively restricted due to the structure's underneath. I			Leah Coburn has designed for similar space in Southwark - can provide	Melanie Charalambous	Ben Bishop			
	Rain gardens		1000	0	10	10		10000															
	Climate resilient planting shrub provision		1000	0	9	9		9000															
Bank Summary			2000	0	19	19	87	10		£5.5M	150000	15000	165000										
Moor Lane	Rain gardens, channels and re-profiling footway, other elements TBC	4	3100						TBC – c.£50-100k					Consultation – July 21 Detailed design - Sept / Oct 2021 Construction - late 2022/ early 2023	• This location is perfect and aligns with the S278				Melanie Charalambous				
	Raingarden (including channels and reprofiling footway)		1000	0	10	10		10000															
	Other measures TBA					0		0															
Moor Lane Summary			1000	0	10	10	110	10		£1.2M	100000	10000	110000										
Barbican Podium Phase 2	Opportunity for SuDS, rainwater harvesting, resilient planting	4	16000											Preliminary design & consultation March - Sept 2021 Listed Building Planning application Sept 2021 Detailed technical design Jan- March 2022 Construction Sept 2022					Melanie Charalambous			Bradley Viljoen	Michael Gwyther-Jones
Measure 1	SuDS Geocellular storage systems		6000	0	2	2		12000															
Measure 2	Rainwater harvesting		8000	0	2	2		16000															
Measure 3	Resilient planting (shrub provision)		8000	0	9	9		72000															
Barbican Podium Phase 2 Summary			22000	0	13	13	0	5		£12.5M	0	0	0										
Finsbury Circus –	Channelling the gullies into soakaways within the garden is a perfect solution – massive catchment area as well	4	3600				#DIV/0!	0		tba				Timetable and costs not available						Giles Radford		Jake Tibbetts	
	SuDS soakaways		3600	0	1																		
	Other measures TBA																						
Finsbury Circus Summary			3600	0	1	1	0	0		tba	0	0	0										
City Transport Major Projects Crossrail Phase 2 Moorgate & Moorfields	Opportunity arising from redesign of space to improve navigation and maintenance near Crossrail Station	4	*900*											Completion end 2022 - Crossrail opening							Leah Coburn		
Measure 1	*Brief description of measure - use resilience catalogue measures if possible*		*Area covered by this measure*			0		#VALUE!															
Measure 2	*ditto*		*ditto*			0		#VALUE!															
Measure 3	*ditto*		*ditto*			0		#VALUE!															
Measure 4	*ditto*		*ditto*			0		#VALUE!															
Moorgate & Moorfields Summary			0	0	0	0	#DIV/0!	#VALUE!			0	0	0										
City Transport Major Projects Healthy Streets Eastern City Cluster	Opportunity for greening	4	*Site area*											High level designs City Cluster Vision gateway 1-2 July 2021							Leah Coburn		
Measure 1	*Brief description of measure - use resilience catalogue measures if possible*		*Area covered by this measure*			0		#VALUE!															
Measure 2	*ditto*		*ditto*			0		#VALUE!															
Measure 3	*ditto*		*ditto*			0		#VALUE!															
Measure 4	*ditto*		*ditto*			0		#VALUE!															
Healthy Streets Eastern City Cluster Summary			0	0	0	0	#DIV/0!	#VALUE!			0	0	0										
Guildhall members' car park entrance	Climate resilient planting Possible SuDS	4	*Site area tba*											Options 2021-22 Construction 2022-23									
Measure 1	Climate resilient Planting Shrub provision		*Area covered by this measure tba*		9	9		#VALUE!															
Measure 2	SuDS soakaway		*ditto*			1		#VALUE!															
Guildhall Members' car park entrance summary			0	0	9	9	#VALUE!	#VALUE!			*Installation cost tba*	*Maintenance & monitoring cost tba*	#VALUE!										
												Total Funds required YEAR 2	660,000										
TEMPLATE - COPY AND COMPLETE																							
Site name	*Summary of resilience measures*	4	*Site area*											*Estimated timetable for design & construction*									
Measure 1	*Brief description of measure - use resilience catalogue measures if possible*		*Area covered by this measure*			0		#VALUE!															
Measure 2	*ditto*		*ditto*			0		#VALUE!															
Measure 3	*ditto*		*ditto*			0		#VALUE!															
Measure 4	*ditto*		*ditto*			0		#VALUE!															
Site name Summary			0	0	0	0	#VALUE!	#VALUE!			*Installation cost*	*Maintenance & monitoring cost*	#VALUE!										

Project	CSG elements	PRIORITY 1 Date (approx start) - score	Area of site (m2)	Flooding	Overheating	Water Stress	Natural Capital	Pests and Disesases	Food and Trade	Innovative?	Risks addressed score	Benefit analysis score	PRIORITY 2 (Risks & benefits	PRIORITY 3 cost per benefit (£100s)	PRIORITY 4 benefits per m2		Assessment comment	Total project cost			Funding required (CSG)	Programme / Notes	Highway Comments	Opportunities	Public realm contact	Highways contact	Transport contact	Open Spaces contact	Housing contact
		work done this year - 5, work	Note these are estimated areas	refer to resilience catalogue								refer to resilience catalogue		needs to include cost breakdo	Estimated (Link to UGF in				Resilience measures installatio	Resilience measures maintena	plus maintenance & monitori								
St Dunstan's Hill/ Harp lane	Opportunity to introduce more Greenery next to the Transport for london Road network (TLRN).		1100									0	0.00	#VALUE!			tba	tba				tba	The bottom end of St. Dunstan's Hill and Harp Lane – at the bottom of a steep incline and dead ends next to TLRN.			Giles Radford			
Breams Buildings junction with Chancery Lane	This area needs the re-designing and SUDs could be introduced by Santander bikes		350									0	0.00	#VALUE!			tba	tba				tba	Santander bikes would need relocating or reducing in size, which is doable. Politically would help to improve this area along with works in Chancery Lane and Curistor St.			Giles Radford			
City Transport Major Projects Barbican Golden Lane HSP	Opportunity to create pedestrian, cycle, community friendly environment with associated resilience measures											0	#DIV/0!	#VALUE!			tba	tba								Leah Coburn		
St Paul's Gyratory	Redesign options to include resilience measures		7000									0	0.00	#VALUE!			tba	tba				Options being drawn up for Committee Oct 2021				Leah Coburn		
Smithfield Public Realm / Cultu	Research looking into 'best practice' for sustainable public realm design in the context of Cultural Districts		14000									0	0.00	#VALUE!			tba	tba				tba			Helen Kearney			

Appendix 4: Visuals for Year 1 priority sites- Cool Streets & Greening

Indicative option for Bevis Marks

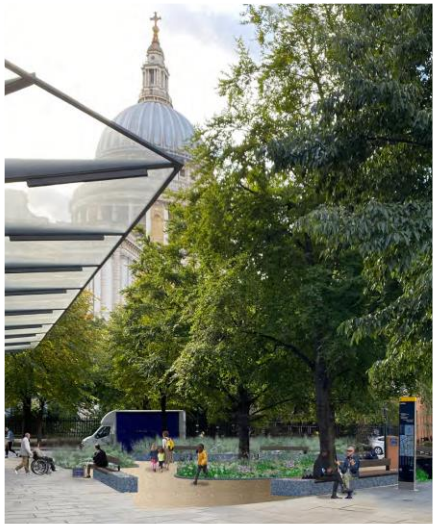


Indicative option for Jubilee Gardens

Indicative option for Greening Cheapside

View within the Sunken Garden (daytime)

View within the Sunken Garden (night time)



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Appendix 1: Project Coversheet

[1] Ownership
Unique Project Identifier: 10991 **Report Date: 8 July 2021** **Core Project Name:** Greening Cheapside **Programme Affiliation:** NA **Project Manager:** Leila Ben-Hassel **Next Gateway to be passed:** Gateway 4/5 – Phase 1B (Sunken Garden)

[2] Project Brief
Project Mission statement: The Greening Cheapside Project aims to enhance the local environment of St Paul's station environs and improve air quality through new greening strategies. Phase 1B of the project looks to improve the area of the Sunken Garden (junction of New Change and Cheapside) through improving greening, sustainable tree planting, biodiversity, visibility and accessibility. **Definition of need:** The environs of St. Paul's Tube station is currently congested with poor wayfinding and movement throughout the area, as well as a lack of seating within close vicinity of St. Paul's conservation area. The adoption of the Climate Strategy also calls for a greater focus of public realm on delivering environmental and sustainability credentials. This phase of the project looks to introduce SuDs and more biodiverse and lower maintenance planting in the Sunken Garden. **Key measures of success:**

1)	Provide a high quality and sustainable public realm whilst complementing the City's heritage assets
2)	Delivery of environmental measures e.g. SuDs
3)	Improved lines of sight and accessibility
4)	Enhanced greening and biodiversity

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: 393,698-548,000 (Phase 1B), including spend to date, maintenance and monitoring as part of the Cool Streets and Greening Programme evaluation framework.

Total anticipated on-going commitment post-delivery [£]: anticipated to be minimum through use of low maintenance planting and materials. This will be fully estimated by the next Gateway (G4/5).

Programme Affiliation [£]: Cool Streets and Greening Programme

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£100,000	0	£100,000
[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)**
£200,000 ** (** based on former scope and on £200,000 external funding secured)	£393,698-£548,000	Increase of £97,603 for the low end and £33,000 for the top end of the estimated cost range since last report

[G] Spend to Date	[H] Anticipated future budget requests
£48,698	To be established once design is finalised – outline costs: £300,000-£445,000

Headline Financial changes:

Since 'Project Proposal' (G2) report:
The estimated cost at Gateway 2 was £200K based on former scope tailored to the £200,000 external funding secured

Since 'Options Appraisal and Design' (G3) report:
▲ £393,698-548,000 (Phase 1B), including spend to date, maintenance and monitoring as part of the Cool Streets and Greening Programme evaluation framework.
The increase is due to seizing opportunity of further external funding secured and ability to deliver more environmental benefits to meet objectives of the newly adopted City Climate Action Strategy. This is a shared ambition by all key internal and external stakeholders.

Project Status:
Overall RAG rating: Green
Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

Not applicable / Gateway 4/5

[5] Narrative and change

Date and type of last report: Gateway 3 (Phase B – Sunken Garden)
Key headline updates and change since last report.
Following Gateway 3 approval, officers have worked on the funding strategy and successfully secured an additional £50,000 from the Cheapside Business Alliance. Officers also engaged with the City's Climate Action Strategy Cool Streets and Greening Officer Board, who identified Greening Cheapside Phase B Sunken Garden as a pilot project in their programme and are recommending an allocation of £198,000 towards the capital costs, maintenance, evaluation and monitoring. Monitoring of the scheme would enable informing future schemes in the City. This is the subject of a report for consideration at the same committee.

Officers are therefore seeking approval to resume development of option 2 ("silver option") instead of option 1 ("silver option") as it is the preferred option of the project steering group, external funders (C Hoare & Co. and Cheapside Business Alliance), CoL Access team and the Cool Streets and Greening Programme Board and funding for the delivery of that option is fully deliverable.

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

Since 'Project Proposal' (G2) report:
Additional funding has been secured and identified to enable progression of design option preferred by all internal and external stakeholders.

Timetable and Milestones:
Expected timeframe for the project delivery: Phase 1B – Sunken Garden: works are expected to be completed by the May/June 2022.
Milestones:

1) Design development, incl. construction package: July-September 2021
2) Pre-construction activities: November-December 2021

3) Start works on site: January 2022
4) Complete works on site: May/June 2022

Are we on track for this stage of the project against the plan/major milestones? Yes
Are we on track for completing the project against the expected timeframe for project delivery? Yes

Risks and Issues
Top 3 risks Phase 1b:

Risk description	Scope of design and environmental benefits limited by underground conditions
Risk description	Programme delay if design development impeded by design changes needed in response to underground constraints currently unknown
Risk description	Objection from local occupiers

Top 3 issues realised
None for now

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

Appendix 2: Location plan

space
place

A Public Realm Vision for the City

PLAZA SQUARE MARKET LANE PASSAGE RIVERWALK WAY COURTYARD
WALKWAY POCKET PARK CHURCHYARD LANE YARD ALLEY RIVER LANE
CLOSE ALLEY STREET MARKET PASSAGE SQUARE YARD MARKET CLOSE
PLAZA CHURCH YARD COURT RIVER CLOSE ROOF TERRACE ALLEY LANE
CHURCHYARD STREETS QUARE LANE ALLEY YARD CHURCHYARD PLAZA
POCKET PARK STREET MARKET PLAZA GARDEN SQUARE WALKWAY LANE

CITY OF LONDON

growthindustry

Stage 1
Executive summary

Date: 25th June 2021
Version: 1.4

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Best practice and comparator cities 9

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Version 1.4
Date: 25th June 2021

Prepared by:
growthindustry
www.growthindustry.co.uk

Introduction

This summary report has been prepared by Growth Industry landscape architects, who were commissioned in March 2021 to undertake an initial Stage 1 assessment and strategic response to the proposal to develop a public realm vision for the City.

In order to refine an outline brief for the public realm vision, this initial Stage 1 review has considered the many varied and great urban spaces that currently exist and contribute to the rich and unique sense of place that defines the City of London. It has also explored the process of creating places required to deliver and extend the legacy of great City spaces. The challenges such spaces currently face have been explored as well as the opportunities which both existing and new places can offer to an evolving city in a changing climate.

Ultimately it is the intention that the future public realm vision will set out how tangible, design-led outputs, as transformative moves and key projects, can guide, shape and deliver successful places within the streets and spaces of the City. It is envisaged that the vision will be presented as a design-led visual document envisioning a series of future scenarios for the City's places, made up of its streets, spaces, lanes, courts and alleyways - scenarios intended to anticipate, provoke, and to lead in the face of a rapidly changing City on the world stage.

Following review of a range of key strategic documents affecting the City's development in the short term (Covid recovery,Culture and Commerce) and medium to long term (City Vision 2036, Climate action strategy,Transport strategy), it is clear that there is great expectation placed upon the public realm of the city to assist and in some cases lead on delivering the required levels of change. Realising many of the ambitious targets set out in the various plans will undoubtedly have an impact on the spaces and places offered within the City for the practical day to day use and social enjoyment of its many users.

The Stage 1 process has involved the following workstreams summarised within this brief report:

- An extensive literature review of key corporate documents, to produce a summmary of their collective impacts on public realm design and influence over the making of places.

- The identification of a series of overarching themes, distilling corporate goals and polices, that may inform the final vision.

- A consideration of the existing spatial typologies that exist within the City and an exploration of the pressures and conflicts that impact public realm design.

- A series of internal consultation workshops in order to test scenarios of future places, review potential conflicts and opportunities and refine vision objectives and opportunities.

- Prepare a summary outline brief outlining the scope for the public realm vision for the City.

Literature Review

A number of relevant strategic documents affecting public realm have been reviewed in order to distill those goals and ambitions that may affect the use of the City's public realm going forward - ultimately affecting the quality and sense of place and placemaking within the City.

Stage 1 Strategic documents reviewed:

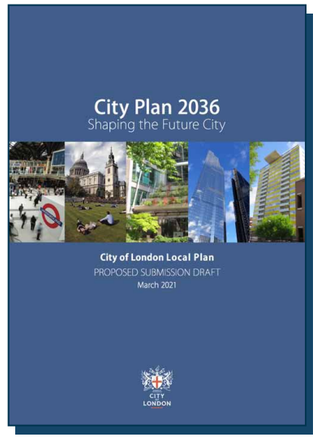
City Plan 2036 Shaping the Future City, City of London Local Plan
Climate Actions Strategy 2020-2027, City of London Corporation
The Square Mile: Future City, April 2021, City of London Corporation/Oliver Wyman
Culture and Commerce: Fuelling Creative Renewal, Culture and Commerce Taskforce
Transport Strategy: City Streets: Transport for a changing Square Mile, May 2019, City of London
London Recharged - Our Vision for 2025 February 2021, City of London Corporation/Oliver Wyman/ARUP
Tackling Racism Taskforce, January 2021
City Streets: Transportation response to support Covid-19 recovery (Phase 1 and 2)

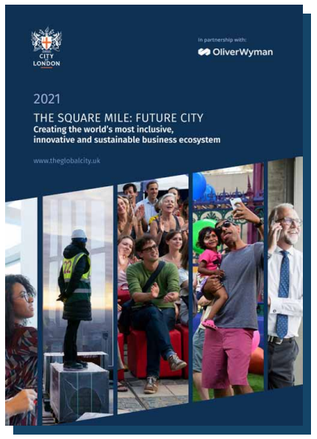
Key Policy Documents:

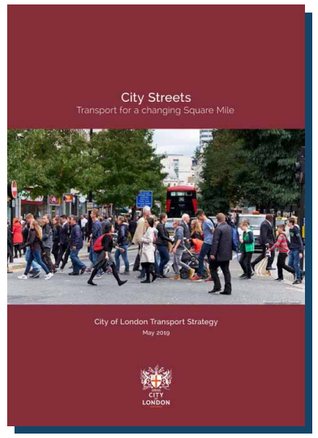
City Public Realm: People, Places, Projects, July 2016
Air Quality Strategy 2019-2024
Tree Strategy, May 2012
Cultural Strategy 2018-2022
Open Space Strategy, 2015
Cool Streets and Greening, February 2021
Biodiversity Action Plan 2021-2026 (draft), March 2021
Churchyard Enhancement Programme
Urban Greening Factor Study, City of London Corporation, July 2018
Thermal Comfort Guidelines for developments in the City of London, City of London, Dec 2020
Wind effects and tall buildings, City of London Corporation, July 2017
The City as a Place for People, City of London Corporation and CPA, March 2018

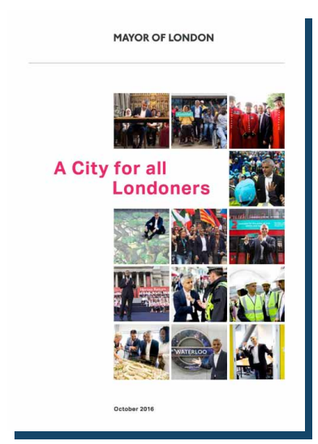
London-wide relevant documents

Healthy Streets for London, TfL, February 2017
Public London Charter, Draft October 2020, GLA
A City for all Londoners, Mayor of London, GLA, 2016
Covid 19 and the recovery of life at night, Mayor of London, GLA, December 2020
Smarter London Together, Mayor of London, GLA, 2018
Urban Greening for Biodiversity Net Gain: A design Guide, Mayor of London / London Wildlife Trust, March 2021
Green Capital: Green Infrastructure for a future city, Mayor of London / Cross River Partnership / Natural England









Literature Review

The Stage 1 corporate strategies and policy documents were reviewed against the following criteria in order to inform any strategic themes to guide the public realm vision. A brief description of each criteria is provided as follows;

Carriageway reallocation
Stated reductions in vehicular transport, including delivery vehicles, will reduce the proportions of carriageway space upon the streets, allowing for reallocation to other uses and users such as pedestrians and cyclists

Pedestrian Priority measures
Putting people first and installing measures to prioritise pedestrians will require a rebalancing of streetspace.

Pavement space
Target increase on pedestrian comfort levels of greater than B+ will require reallocation of street space to wider pavements and consdieration of obstacle free movement corridors.

Flexible kerb space
The traditional fixed use of certain kerbside activities like loading and parking will need review to accommodate a more demanding public realm and deliver a dynamic, flexible usage throughout the day.

Traffic calming/reduction
Allied with reduced vehicle numbers, a City-wide 15 mph limit will dramatically alter the speed, safety and ambience of the streetscape, improving physical safety, perception of safety, noise and other environmental benefits.

Accessible routes
Ensuring that all routes are inclusive and accessible to all users is vital to developing a safe, comfortable and inviting public realm.

Connectivity
Well connected, logical routes that respond to desire lines are vital to encourage footfall and cycle flow for onward exploration of the urban environment, providing alternative routes that may relieve pressures on certain streets around and through developments.

Technological impact
Increasingly the impact and expectation of technology is influencing how, where and when we use public space. From environmental evidence-based data, to traffic flows to advertising events and activities, immediate wireless tech can positively inform the users movements and understanding of the urban environment. In-built accessible wireless tech and power can service on street activities and promote interactions.

Increased Dwell Time and Cultural attraction
The ability to safely gather in available public space, beit for seating or for gatherings and events, opens up opportunities for active and passive engagement and enjoyment of the public realm. Dwell time may be occasional, temporary or permanent.

Comfort and Space
The microclimatic conditions and personal comfort of any available public space, for dwelling in particular, is a key consideration. Aspect for solar gain, shade, wind conditions, air and noise quality all inform where we may wish to spend time and how safe it is to spend time is such locations.

Safe & Secure
Creating spaces that are safe to gather, that minimise actual and perceived vehicle intrusion (from both regular road uses and from hostile attack) are important in ensuring spaces are welcoming and offer a safe gathering capacity. The perception of ownership and 'publicness' of a private space may affect the use and activities 'allowable' in the public space available.

Urban Greening
Natural greening measures such as trees, planting beds, vertical greening and green roofs aid in softening the built environment and have the potential to improve environmental conditions offering shade, pollutant filtration and habitat creation.

Biodiversity Increase
A more varied, species rich natural environment can not only reinforce existing habitats within the city but also provide a natural resilience to future climatic variations and challenges.

SUDS measures and water quality
The incorporation of sustinable urban drainage methods within streets and spaces can form an integrated approach to the increasing demands of managing surface water and storm flow. A more permeable, 'slow-release' approach offers a sustainable system of water uptake, ambient temperature control, improvement of water quality and positive time delays en route to combined sewer systems.

Air Quality
Clean air is a pressing issue facing the City. The presence of air-borne contaminents and particulates allied with narrow urban corridors can serve to create polluted environments closely related to vehicle traffic and emissions.

Heritage and Character
The character and quality of urban environment within the city is very much informed by the history and heritage that is embodied within the organic, medieval streetscape. Key considerations will relate to impact on character, conservation areas and consistency of material approach and detailing.

Riverfront
The northbank of the River Thames between Blackfriars and Pool of London presents the City's riverside walkway, southfacing and fully connected. Challenges over connectivity to the walkway exist and opportunities for reanimation, activation and reinforcement as an attractive destination in itself are key considerations.

Summary Findings

The Stage 1 strategic documents highlight that publicly accessible space is clearly at a premium (as also highlighted during covid) and that any existing and new spaces need to be able to respond flexibly, innovatively and resiliently to a changing climate, changing workplace environment and changing city with new industries, activities and people to engage with. Indeed many of the recovery reports place a greater value and emphasis on the quality and availability of public space as summarized below;

Enhance space **to create an exciting, fully accessible network of streets across London that create a safe, connected environment for walking, running and cycling**

City Vision 2036

We will provide new and improved public spaces that include opportunities for culture and exercise. We will continue to invest in the City's gardens, streets and public spaces to ensure they remain attractive and inclusive places to spend time.

The Square Mile: Future City

We will ***accelerate plans*** to make the City more accessible, prioritise people walking and improve cycle routes.

The Square Mile: Future City

We will provide
world-class streets and public spaces

The Square Mile: Future City

We envision a City
brimming with life

Recovery Taskforce 2021

We need to *think about places unique to London*, and what gets people in to the city

London Recharged 2021

Opportunity to ***use creativity to animate space*** - demonstrating London's vibrancy and providing ***'can't miss' moments*** of engagement

Culture & Commerce Taskforce

The reason why people come to work isn't to sit at a desk, but ***to engage with others***, inside and outside of the workplace and to ***enjoy the rich tapestry of life*** that surrounds their daily routine and leisure time after work

Senior Business Leader, Tony Matharu

The City's streets, gardens and public spaces are central to its attraction as an enjoyable, safe place to walk, cycle and spend time

The Square Mile: Future City

Collaboration spaces facilitate innovation. Connectivity enables commerce. Our streets,gardens and public spaces are the setting for all aspects of City life

The Square Mile: Future City

Making the city more attractive to bring people back in demands London makes *best use of its physical spaces,* through agile and resilient infrastructure – utilising smart technologies that can dynamically monitor and predict demand for roads, public transit and public services

London Recharged 2021

We will work with public, private and academic partners to enhance data collection to pilot and scale innovative solutions. This will include sharing data on working patterns, travel behaviour, and the use of streets and public spaces.

The Square Mile: Future City

Make the Square Mile public realm more climate change ready **through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials**

Climate Action Strategy

The Square Mile and City Corporation assets elsewhere are ***an exemplar of climate resilience***, pre-empting inevitable climate related risks and impacts, providing a model for others to follow

Climate Action Strategy

The City Corporation will seek to ***increase the number of trees and their overall canopy*** cover

City Vision 2036

Incorporate ***more greenery*** into the City's streets and public spaces

City Streets: Transport Strategy

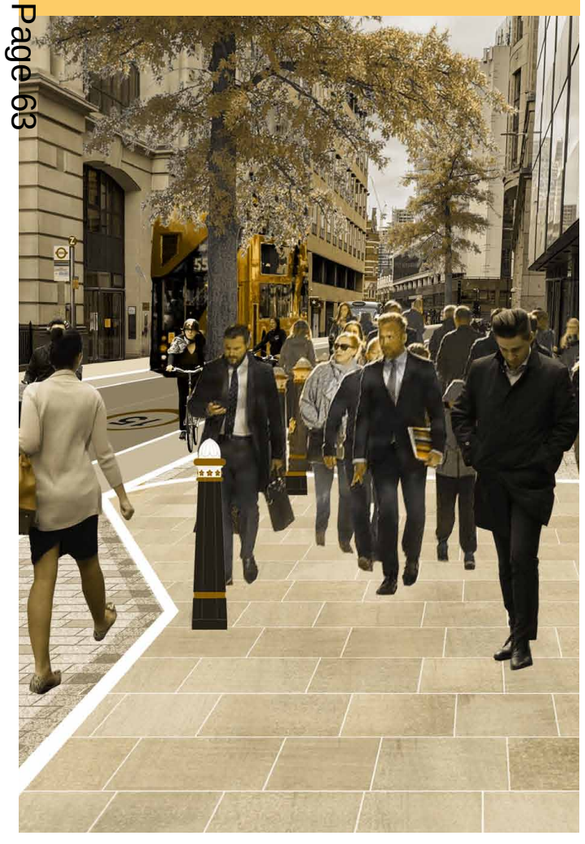
London has shown global leadership in facilitating the growth of green infrastructure, and to continue to ***prioritise all things green*** will be more important than ever

London Recharged 2021

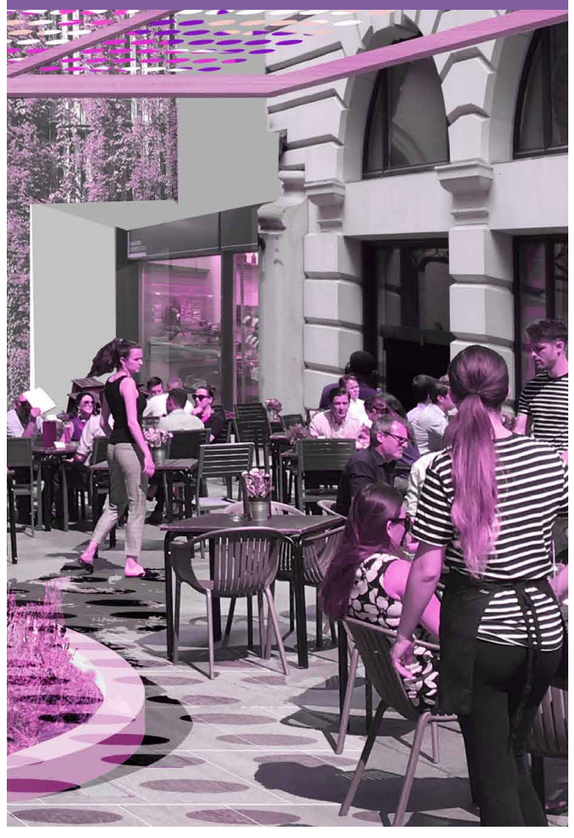
Key Themes influencing Public Realm in the City

Four areas of focus have been identified to help shape the future public realm within the City. These themes have been informed by synthesising best practice research and the literature review findings, distilling the array of corporate goals and policies into a series of categories that may serve to guide the subsequent city-wide public realm vision and any strategic transformative moves. It is proposed that such themes will provide a quality checklist or benchmark against which future changes may be considered to create a world-class public realm and enduring places within the City over the coming years.

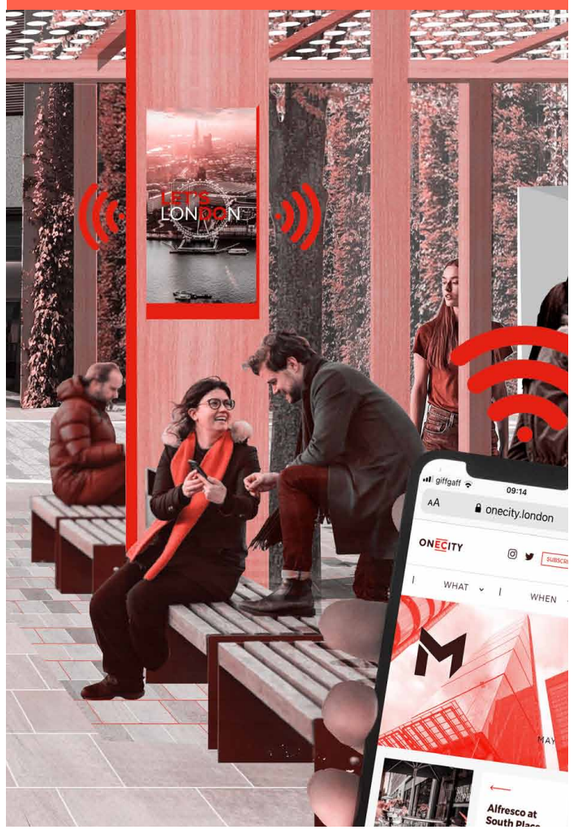
Great places to walk and cycle



Vibrant & engaging public realm



Innovative & flexible spaces



Naturally resilient streets & spaces

Key Themes influencing Public Realm in the City

Each theme has been explored visually throughout the stage 1 process to scenario test and aid workshop discussions

** all images artistic impression only*

Great places to walk and cycle

Vibrant & engaging public realm

Innovative & flexible spaces

Naturally resilient streets & spaces

Best Practice International Comparator Cities

A benchmark review of comparative international cities has been undertaken to explore successful approaches to the process of placemaking and affecting change with the city over time, ultimately leading to the delivery of enhanced places and new public realm interventions.

Key cities discussed have included Milan, New York, Stockholm and San Francisco, where in many cases city council design-led initiatives have developed a successful consultative process to identify, test and deliver new public realm, of a temporary then permanent nature. This process of change has garnered positive support from public users and businesses alike.

All cities have responded to an identified need for public space often arising from a rebalancing of space away from the vehicular in favour of the pedestrian.

It is clear that bold visioning and a commitment to public space has delivered coordinated and considered outcomes that support the process of a robust design-led and visual placemaking approach to create clarity, encourage private investment and foster active community ownership and engagement.

Places responding to the need to rebalance public realm:

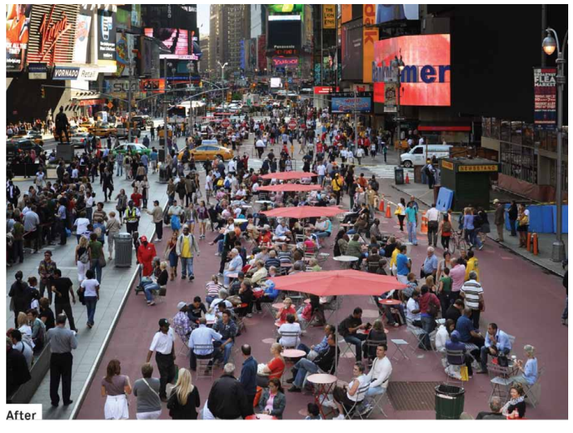
Piazze Aperte (Open Squares Programme), Milan, Italy





New York Plaza Programme

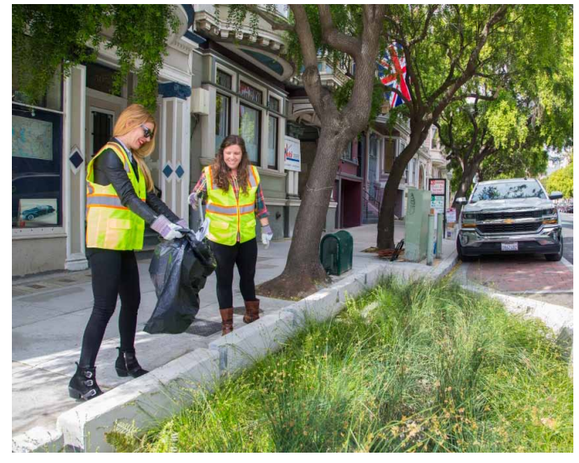



Before

After

Stockholm Street Moves



Rain Guardians, San Francisco



Best Practice UK Comparators

A series of UK exemplars have been reviewed when considering the process of placemaking, with particular focus on neighbouring London boroughs.

Recent Covid recovery measures implemented during 2020 have delivered public realm upgrades in response to social distancing requirements and the need to refashion streetspace for outdoor dining and increased pedestrian and cycle space during the pandemic, much like measures that have been rolled out by the City during Covid recovery phases 1 to 3. Local businesses, particularly in popular retail areas such as Soho in Westminster, have benefited from such measures to adjust licencing to re-populate their streets and react to dining needs and many schemes are being extended into more permanent street changes. It is anticipated that once the City reawakens post pandemic, there may be increased pressure on temporary streetscape upgrades (*subject to staff numbers returning to work and commerical occupancy rates).

Beyond the temporary streetscape responses, other examples of more permanent, sustainable streets to manage the stormflow pavement runoff are being experimented, such as the Marylebone High Street raingardens as part of an improved air quality and biodiversity initiative.

Places responding to the need to rebalance public realm:

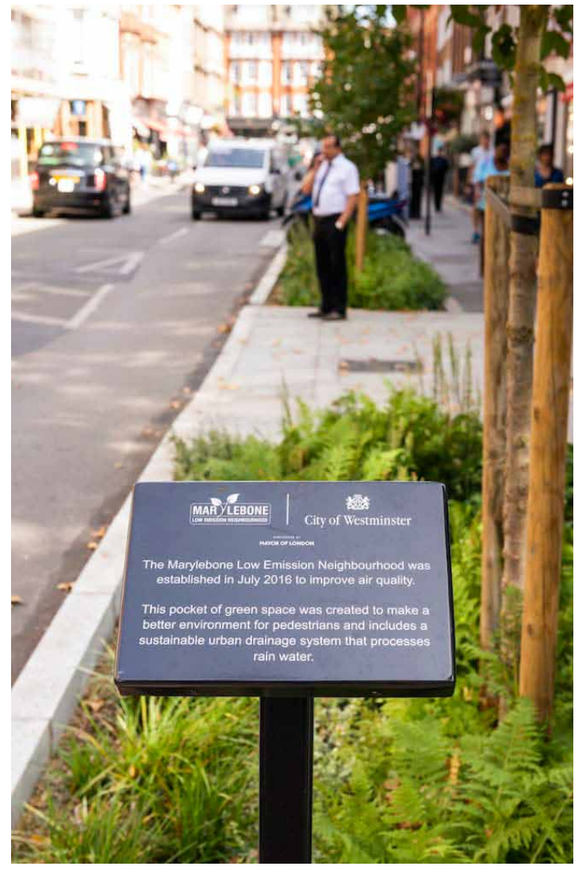
Soho, City of Westminster


North Audley Street green pavement buildouts, Mayfair


Soho, City of Westminster

Soho, City of Westminster


Underutilised public space with extended outdoor seating, Belsize Park



Marylebone High Street, Sustainable raingardens, City of Westminster

Mapping

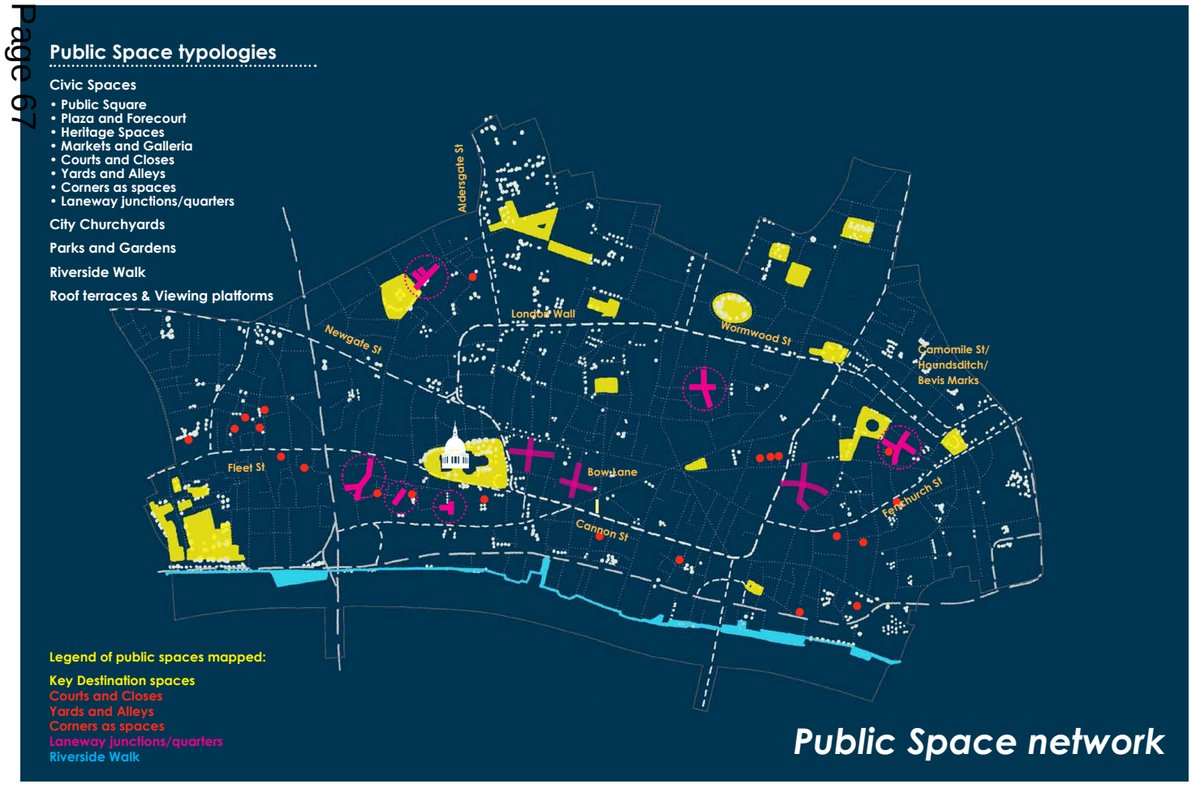
Following the literature review, a city wide mapping exercise has been undertaken in order to better visualise the numerous corporate strategies and policy objectives and where they may overlap on the ground. An initial assessment and categorisation of spatial typologies has been carried out to highlight the range of historic and contemporary urban spaces, streets, alleys and courts alongside green rooftops and the riverside walk. From this an understanding has been gained of where conflicts occur and demands are placed which can inform any future visioning exercises.

Public Space network

Many public spaces are of historic civic origin and perform the backdrop to our nation's ceremonial events; many have developed in association with our civic, cultural, church and commercial buildings providing welcome, setting and valuable public space for gatherings; many offer the seclusion of hidden greenery and nature within the urban fabric. All offer a valuable provision of outdoor publicly accessible space which everyone appreciates is vital to a thriving city of the 21st century.

Offering a strong place function and pedestrian focus, the following open spaces occur within the City's public realm and can be categorised as identified below:

Note: Spatial data was obtained from the City's online web mapping portal and Open Space and Transport Strategies, both of which highlight respectively the hierarchy of spaces and streets.



** identification of public space typologies is not exhaustive*

Street Hierarchy network

Within the urban fabric, the City offers a delightful contrast in the range of its streets that have come to define and reinforce its unique sense of place. Streetscape ranges from the historic alleys, lanes and courts of the medieval City, offering shade, comfort and connections for trade and interactions in a small scale environment to, on occasion, the requirement for more expansive, capacitous and celebratory spaces on high days and holidays, national celebrations or markets events and fares within its grand streets.

The street typologies identified below form corridors within the City's public realm, many as historic and processional routes, and bring together varying modes and densities of public and private transport including private cars, taxis, deliveries and cycles alongside public transport in the form of buses.

** street hierarchy as denoted in the City Transport Strategy*

Mapping

Green Infrastructure within the City

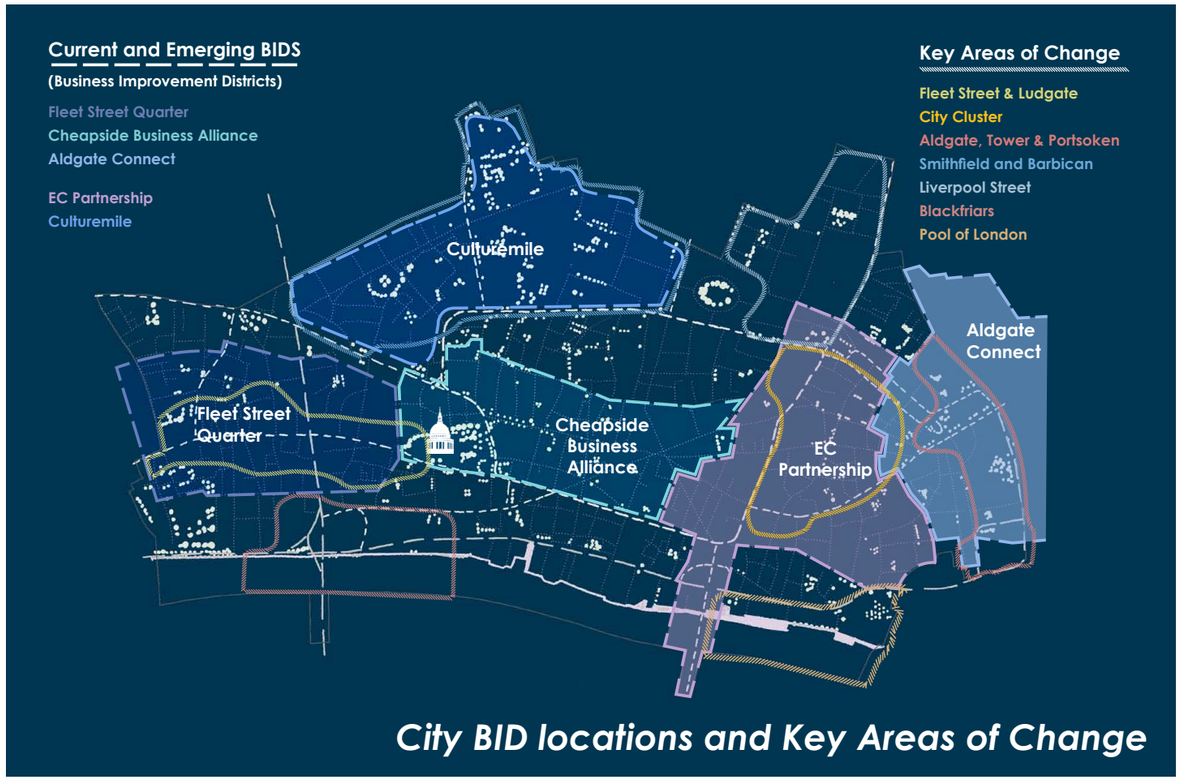
Green infrastucture, in the form of tree planting, green open spaces and green roofs, within the City provide an increasingly important contribution to the biodiverse and public realm network within what is often a dense urban environment. The roofscape of the city is increasingly seen as contributing a valuable open space resource, adding to the vertical stratography of urban greening elements in the form of roof terraces, viewing platforms or extensive roofs, providing an important natural green coverage which not only promotes and supports critical target species habitats but also contribute to sustainable goals including rainwater retention and reductions to the heat island effect. The City will have seen a 6-fold increase in green roof coverage between 2005 and 2024 with current planning approved new development.

Given the acceptance that trees within the city currently, and increasingly will, play an important role in urban greening and environmental mitigation over the coming decades, an assessment has been made to examine the number, distribution, variety, age and health of the 2,500 existing city trees to ascertain their ongoing contribution. A more varied species palette of increased number and increased canopy cover will ensure future resilience to our changing climate.

Key Areas of Change and BID's

Allied with the existing open and greenspace assessment there is the need to appreciate the proposed key areas of change within the City alongside the BID boundary extents. These areas combined will both impact on the deliverability of targeted public realm interventions going forward. The key areas of change identified within the City Vision 2036 provide a focus for attention and enrichment in public realm terms whilst consultation and alignment with various BID policies may afford opportunities to ensure a high quality, managed and animated urban environment.

Green Infrastructure



City BID locations and Key Areas of Change

Key Challenges and considerations

The Time for Change:

There is an understanding that the city's streets and spaces are facing many pressures and will need to adapt over the coming years. This change needs to be a design-led, proactive response that anticipates changing needs, changing technologies and vitally, a changing climate. As the connective and social fabric of the City, there is a high expectation that the spaces that make up the public realm will play a major part in delivering change to the city and respond to many ambitious requirements and objectives as outlined in a suite of recent documents including the City's Climate Action Strategy and Corporate 2036 Vision, the City's Transport Strategy alongside our post pandemic recovery as captured in London Recharged.

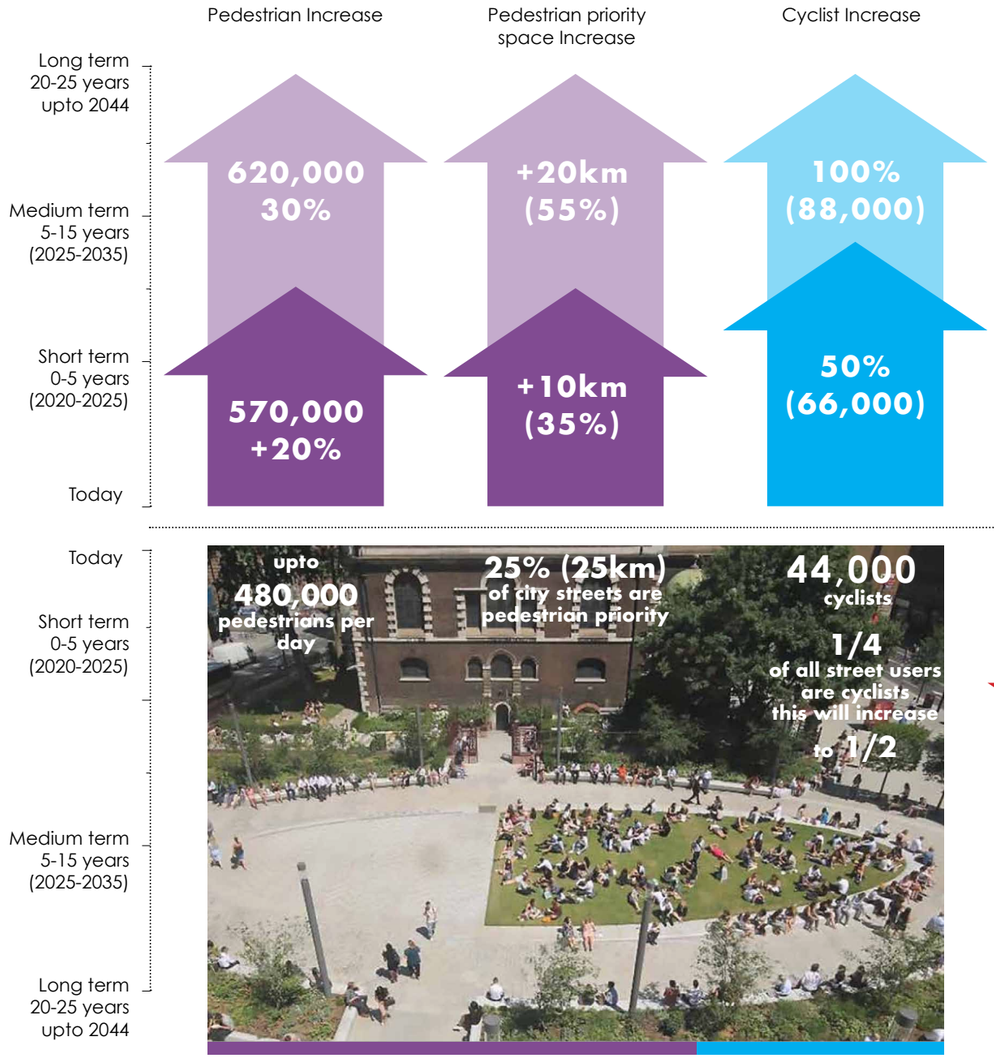
Post Pandemic is a timely chance to review and respond to the changing demands facing the city's public realm and such recent events have highlighted the value of publicly accessible, democratic open space in supporting the wellbeing and mental and physical health of city users.

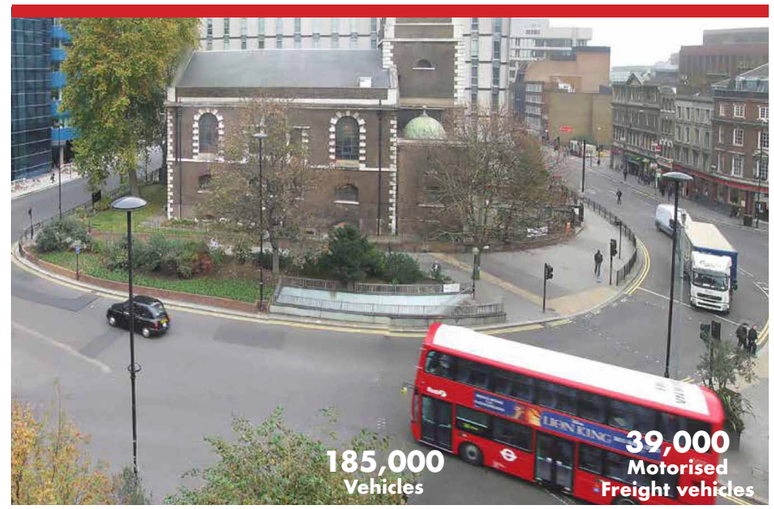
The City's streets, gardens and public spaces will be attractive places to spend time.

We will accelerate our plans to rebalance vehicle use, prioritise walking,enable cycling, improve air quality and provide more public space. The experience of travelling through and spending time in the Square Mile must be world class, for the benefit of residents, visitors and workers alike.world class, for the benefit of residents, visitors and workers alike.

Covid Recovery Taskforce 2021

Strategic targets presented within the City Vision 2036 and Transport Strategy highlight the both the competing challenges and opportunities within the public realm and the subsequent balance required between all users over the coming years which will directly affect the quality and sense of City places.





** note: data taken from Transport Strategy 2019 and Literature review*

Finding the right balance

The range and hierarchy of the streets and spaces that make up the places of the City have been reviewed. It is clear that open spaces are at a premium, much prized and often affected or increasingly created by new development both at grade or on rooftop. Additionally the appeal and charm of the many smaller Churchyard and garden spaces are appreciated in providing an equally valuable sense of place and identity unique to the City.

The public realm vision will consider all public spaces and their contribution towards City life. However, based upon the literature review and mapping exercises, those spaces that may provide opportunities for change often face the greatest pressures. Such spaces as identified below fall somewhere between the open public spaces and squares (large, high capacity but few and far between) and the more intimate, historic heritage and Churchyard spaces (many in number (over 100), often secluded, constrained and less capacitous). The places therefore to be considered for change sit in between and invariably pose the challenge of how and where to rebalance the relationship between all users and movement patterns, vibrancy, activities and measures to support climate resilience.

Public spaces under greatest pressure of change

Larger Civic Spaces

- Public Square
- Plaza and Forecourt
- Heritage Spaces
- Markets and Galleria
- Parks and Gardens
- Riverside Walk
- Roof terraces and Viewing platforms

Smaller Churchyards & Gardens

- City Churchyards
- Heritage Spaces
- Parks and Gardens

Streets
Lanes
Courts & Closes
Yards & Alleys
Corners as Places
Green Lanes

Active
High Capacity
Hard paved

Tranquil
Low capacity
More natural character

Consultation Workshop Summaries

Two cross-departmental workshops on key topics were held as part of the Stage 1 review process in order to discuss the implications of different strategic agendas within the same limited public space and how best to achieve a coordinated and balanced approach. Points raised within the workshops will be taken forward as key considerations to guide the next stage of work.

Technical feedback was invited from colleagues representing the following City departments;

Planning policy
Development Management Design
City Transportation
Highways
Corporate Strategy
Open Spaces
Cleansing
Licencing
Resilience
Cultural & Visitor Development
City Public Realm

Workshop 1: Competing demands for street and public space

This workshop focused on how to reconcile the varying demands placed upon public space to assist in meeting corporate aspirations with an acknowledgement of the constraints of below ground infrastructure and archaeology and above ground traffic patterns, ongoing constructions, utilities and maintenance. The workshop discussions sought to test various benefits, challenges and demands on public realm based around series of spatial scenarios of key streets and spaces.

Scenarios explored the potential rebalancing and activation of the public realm with pedestrian, cyclist and urban greening measures introduced on the following typologies: streets, street corners, junctions, courts, lanes and alleys.

Workshop 1 agenda

Workshop 2: Flexible streets and public space

This workshop focused on how achieve a flexibility in use and management within the streetscape to ensure that such spaces are of high quality, responsive, safe and welcoming and adaptable, particularly in aiding the City's post-pandemic recovery.

The process of making places and testing of spatial scenarios was presented using best practice exemplars with discussions held over the dynamic use of the kerbside environment, timed closures, tactical meanwhile interventions and urban greening. Issues of maintenance and stewardship of space, safety and security, effective wider communication of changes, management of traffic, cleansing and utilities access, assessment of risks and licencing, revenue returns and legal implications were all discussed.

Workshop 2 agenda

A Public Realm Vision for the City

Outline Brief

The below components are an indication of the likely scope of the public realm vision for the City. This brief will be finalised in the next stage and will guide development of the vision document.

Part 1: Making Places in the City

What is Placemaking?
- Placemaking and Public Realm
- Definition and scope of public space within the City

Requirements of Place *(for example: characterful, connected, attractive, resilient, inclusivity, equality, security, animated)*

The Process of Placemaking
- Placemaking in the Planning process
- Outline of design process, project lifecycle and timescales *(incl. meanwhile use/tactical urbanism), consultation standards and process for stakeholder ngagement*
- Placemaking in relation to Corporate Ambitions / Key areas for change / BIDS
- Placemaking in relation to public realm SPD and design toolkit
- Management and maintenance of places

Part 2: The Places that make up the City

The evolution of the City's places and spaces
(origins/anglo-saxon/medieval/20C)

The places that make up the City today
(spatial typologies, description/examples)
- Public Spaces *(Open space, parks, gardens, courts and churchyards)*
- Street space *(Streets, lanes, yards and alleys)*

Part 3: Pressures affecting Place

The Time for Change

Emerging Trends

Key Themes for Placemaking
- Great places to walk and cycle
- Vibrant and engaging public realm
- Innovative and flexible spaces
- Naturally resilient streets and spaces

Part 4: Public Realm Vision for the City

Scope of the Vision

Strategic Vision Framework
City-wide vision outlining strategic ambitions and the opportunities for strategic transformation of the City's public realm

Transformational moves
A series of key strategic moves focused on typlogies of spaces with illustrative design suggestions that will deliver change, inform development and enhance character within the City's public realm

Part 5: Evaluation and Monitoring

The process for evalution and measuring success

Maintenance and care of the public realm

Glossary and Appendices

Strategic document review summary

P L A Z A S Q U A R E M A R K E T L A N E P A S S A G E R I V E R W A L K W A Y C O U R T Y A R D
W A L K W A Y P O C K E T P A R K C H U R C H Y A R D L A N E Y A R D A L L E Y R I V E R L A N E
C L O S E A L L E Y S T R E E T M A R K E T P A S S A G E S Q U A R E Y A R D M A R K E T C L O S E
P L A Z A C H U R C H Y A R D C O U R T R I V E R C L O S E R O O F T E R R A C E A L L E Y L A N E
C H U R C H Y A R D S T R E E T S Q U A R E L A N E A L L E Y Y A R D C H U R C H Y A R D P L A Z A
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growthindustry

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Project Coversheet

[1] Ownership & Status

UPI: 12077
Core Project Name: City Cycleway Programme- Phase 1 (Q11 Improvements & Other Quick Wins)
Programme Affiliation: N/A
Project Manager: Clive Whittle

Definition of need: Cycling forms a very important component of the City's Transport Strategy. This is because cycling is environmentally friendly with huge health benefits. However, there are many barriers to people who choose or would like to cycle, including safety and poor infrastructure.

Safety and air quality are Red and Amber corporate risks respectively. This project would therefore help to reduce these risks

Key measures of success:

- Measures have been implemented by 31 March 2020 and to budget.
- A reduction in the number of complaints from people who walk or cycle.
- Measures have been implemented by 31 March 2020 and to budget;
- A reduction in the number of complaints from people who walk or cycle.
- More people cycling
- Contributes to addressing the Corporate Road Safety (CR20) and Air Quality (CR21) risks
  Contributes to the delivery of the Transport Strategy

Expected timeframe for the project delivery: March 2020.

Key Milestones:
Gateway 5 Authority to Start Work – Oct 2019
Construction – Jan 2020 – March 2020
Gateway 6 Outcome report – Dec 2020
Issues Report – Feb 2020

Are we on track for completing the project against the expected timeframe for project delivery? No (As per Issues report)

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

[2] Finance and Costed Risk

Appendix 1

Headline Financial, Scope and Design Changes:

Since Project Briefing G2 report: • Total Estimated Cost (excluding risk) • Costed Risk Against Project Scope/Design Change and Impact	 £580K 0 None
Since Project Proposal G2 report (PSC Approval 20 July 2016): • Total Estimated Cost (excluding risk) • Resources to reach next Gateway (excluding risk) • Spend to date • Costed Risk Against Project • CRP Requested • CRP Drawn Down • Estimated Delivery Scope/Design Change and Impact • Measures on Wood Street and the raised table at the southern end of Queen Street	 £580K £636K £0 N/A (Pre CRP requirement) N/A (Pre CRP requirement) N/A (Pre CRP requirement) March 2020 92K
'Options Appraisal and Design' and Authority to start Work' G3/4/5 report (as approved by PSC 16/10/2019): • Total Estimated Cost (excluding risk): • Resources to reach next Gateway (excluding risk • Spend to date: • Costed Risk Against the Project: • CRP Requested: • CRP Drawn Down: • Estimated Programme Dates: Scope/Design Change and Impact**:**	 680K 680K 44k N/A N/A N/A March 2020 N/A
'Issues Report' (as approved by PSC 24/02/2020): • Total Estimated Cost (excluding risk): • Resources to reach next Gateway (excluding risk • Spend to date: • Costed Risk Against the Project: • CRP Requested: • CRP Drawn Down: • Estimated Programme Dates: Scope/Design Change and Impact**:**	 680K 260K 70K N/A N/A N/A March 2020 Queen St ped & cycle area, Fetter Lane/New Fetter Lane and Aldersgate St cycle lanes, and Blackfriars Lane, Queen Victoria St, and Mark Lane/Fenchurch St raised junctions on hold to enable further development.

Total anticipated on-going commitment post-delivery [£]:£0
Programme Affiliation [£]:N/A

Appendix 2

Table 1 - Spend to Date - City Cycleways - Phase 1 (SRP) - 16800416			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	4,549	4,547	2
P&T Staff Costs	28,836	28,835	1
P&T Fees	23,076	23,076	0
TOTAL	**56,461**	**56,458**	**3**

Table 2 - Spend to Date - City Cycleways - Phase 1 (CAP) - 16100416			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	29,546	29,532	14
Legal Staff Costs	500	434	66
P&T Staff Costs	43,069	43,069	-
P&T Fees	6,424	6,410	14
Env Servs Works	125,000	71,818	53,182
TOTAL	**204,539**	**151,263**	**53,276**

GRAND TOTAL	**261,000**	**207,721**	**53,279**

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Project Coversheet

[1] Ownership & Status

UPI: 12071
Core Project Name: City Cluster and Fenchurch Street Healthy Streets Plan
Programme Affiliation: City Cluster Programme
(Programme for reporting)
Project Manager: Averil Pittaway
Definition of need: The City Cluster will experience significant increases in the number of people walking and cycling over the next ten years.

The City Cluster Vision provides a framework for the transformation of streets and spaces to successfully manage the projected growth in people walking and cycling by prioritising people walking and reducing motor traffic levels. This transformation will also provide a high-quality and safe street and public realm environment that is fit for the financial heart of London and UK.

The Healthy Streets Plan forms a key component of the first phase of delivery of the Vision. The delivery of infrastructure changes are dependent on the outcome of the Healthy Streets Plan as the plan will test the proposals and the traffic management measures that will be required to implement the proposals.

A bid for Transport for London's 'Liveable Neighbourhoods' funding was successful and has secured a grant of £3.3 million over four years (2019-2023) that will help fund projects associated with the City Cluster Vision. The Liveable Neighbourhoods programme seeks to improve the public ream and the experience for people walking, cycling and using public transport while increasing opportunities to use streets as public spaces and reduce car trips. The funding has partially funded the development of the Healthy Streets Plan, which unlocks the delivery of the transformational projects that can be delivered by 2023, and further long-term projects up to 2030.

Key measures of success:

- A tested and recommended phasing schedule for the delivery of the City Cluster Vision proposals
- The identification of the number of pedestrian priority streets that can be delivered (measured by length) in the area
- An indication of the reduction in traffic volumes that can be achieved in the area

Original Expected timeframe for the project delivery: Aug 2019 – March 2021
Revised Expected timeframe for the project delivery: Aug 2019 – September 2021
Key Milestones:

- Nov 19 – Mar 20: Data collection
- Dec 19 – June 20: Traffic modelling and scenario testing (revised to March 2021 due to COVID-19)
- March – July 20: Preparation of Healthy Streets Plan (revised to July 2021 due to COVID-19)

Are we on track for completing the project against the expected timeframe for project delivery? N

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
N

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 17/06/19):

- Total Estimated Cost (excluding risk): £250k – 350k
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: Lower Range: Aug 19 – March 20
  Aug 19 – May 21

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC 19/07/19):

- Total Estimated Cost (excluding risk): £350k
- Resources to reach next Gateway (excluding risk): £13,400
- Spend to date: £0
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Aug 19 – March 21 (This is the longest anticipated timescale to develop the Healthy Streets Plan and is dependent on the extent of traffic modelling required).

Scope/Design Change and Impact: N/A

'Options Appraisal and Authority to Start Work' G3-5 report (as approved by PSC 16/12/19):

- Total Estimated Cost (excluding risk): £282,433
- Resources to reach next Gateway (excluding risk
- Spend to date: £7,126
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Nov 19 – July 20

Scope/Design Change and Impact:
An option to reduce the area of the Healthy Streets Plan to cover the area considered in the City Cluster Vision was approved.

Total anticipated on-going commitment post-delivery [£]:N/A
Programme Affiliation [£]:£15million

Appendix 2

City Cluster Healthy Streets Plan

CITY OF LONDON

Contents

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4. Street Network Considerations……..……14
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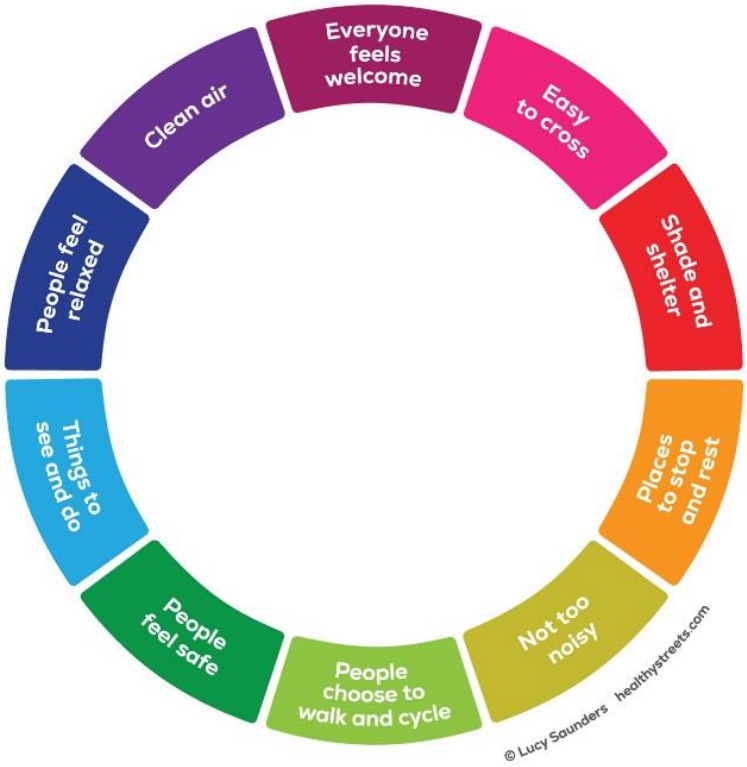
1. Introduction

1.1 What is the Healthy Streets Approach?

The Healthy Streets Approach is a human-centred framework for embedding public health in transport, public realm and planning. The Approach is based on 10 evidence-based Healthy Streets Indicators that capture the elements that are essential for making streets attractive and accessible places to walk, cycle and spend time, and for supporting social and economic activity.

Figure 1.1 Healthy Streets Indicators



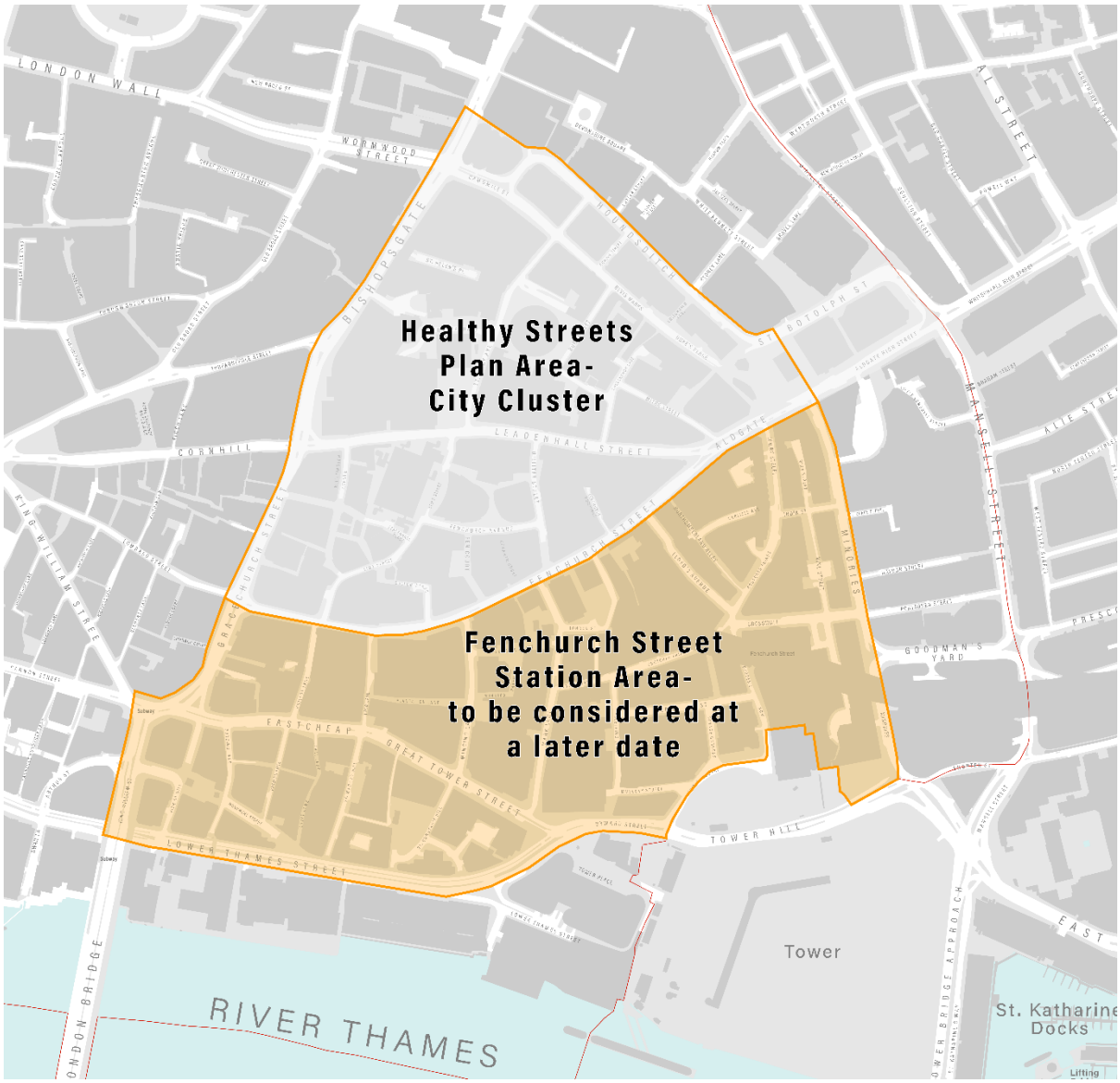
Further information on the Healthy Streets Approach can be viewed at the website https://www.healthystreets.com/.

1.2 What is a Healthy Streets Plan?

A Healthy Streets Plan is a term used in the City of London Transport Strategy to develop an integrated approach to public realm improvements and traffic management for an area of the Square Mile. The traffic management measures will look to reduce the use of Local Access streets by through traffic and therefore enable improvements to the walking and cycling experience, enhance the public realm and create new public space. It will also consider how other elements of the Transport Strategy can be delivered or incorporated through proposed changes to the street network. There are four plans identified in the Transport Strategy for different areas of the Square Mile and each Healthy Streets Plan will be tailored to the specific aspirations and vision that have been or will be developed for that area.

The City Cluster (and Fenchurch Street) area has been identified for the development of a Healthy Streets Plan to respond to the growth of the City Cluster and enable the delivery of the City Cluster Vision. This Healthy Streets Plan covers a portion of the original City Cluster and Fenchurch Street area set out in the Transport Strategy. It focuses on the area that the City Cluster Vision has been developed for. The remaining area will be considered at a later date.

Figure 1.2 City Cluster Healthy Streets Plan Area



Throughout this Healthy Streets Plan, other Transport Strategy proposals that cover or affect the City Cluster are also considered such as potential City Cluster zero emission access restrictions and the core cycling network in the City Cluster.

Appendix A sets out how the traffic management proposals (and enabling Vision proposals) in this Healthy Streets Plan will help deliver the Transport Strategy targets and highlights the links to the City of London Climate Action Strategy and Corporate Plan.

1.3 City Cluster Vision

The City Cluster Vision was adopted in May 2019 and sets out the framework for the transformation of the streets and spaces over the next ten years, in order to successfully manage the projected growth within the Cluster. The development of the framework was a collaboration between the City Corporation and local stakeholders. Consultation of the Vision expressed widespread support for the framework and the proposals made to the City Cluster streets.

The Vision outlines concept proposals in response to the perceived issues, objectives and consultation responses identified in the Vision's development. Many of the proposals directly or indirectly require changes to the street network in order to be delivered.

Since adoption of the Vision, three programmes have been set up to deliver the City Cluster Vision:

- Programme 1: Pedestrian Priority and Traffic Reduction
- Programme 2: Wellbeing and Climate Change Resilience
- Programme 3: Activation and Engagement

The Healthy Streets Plan is one of the first deliverables to be undertaken in Programme 1 to understand the traffic impacts of the proposals.

1.4 Content and Structure

This Healthy Streets Plan primarily considers the changes required to the street network in order to enable the delivery of the City Cluster Vision. In doing so, it also considers other high priority projects and schemes for the City Cluster and Square Mile and how the street changes will enable them to be delivered.

Section 2: Sets out the objectives of the Vision and how the streets propose to accommodate the future growth forecast for the area.

Section 3: Outlines how the street network currently functions and what traffic management measures are required to deliver the Vision objectives in Section 2.

Section 4: Considers how related proposals for the area can be accommodated with the traffic management measures proposed, including future zero emission access restrictions and the security scheme.

Section 5: Identifies where other non-traffic related schemes and programmes need to be considered with changes to traffic management, particularly around delivering the Climate Action Strategy and environmental resilience.

Section 6: Summarises the modelling results of the traffic management changes set out in Section 3 and the impacts this has on journey times.

Section 7: Sets out the Delivery Plan of proposed street network changes in the City.

2. City Cluster Vision

2.1 Objectives and Proposal Summary

The City Cluster Vision seeks "*to provide an exceptional urban environment for a thriving world-class destination, where people feel comfortable and safe and the quality of the user experience is paramount."*

City Cluster Vision Objectives

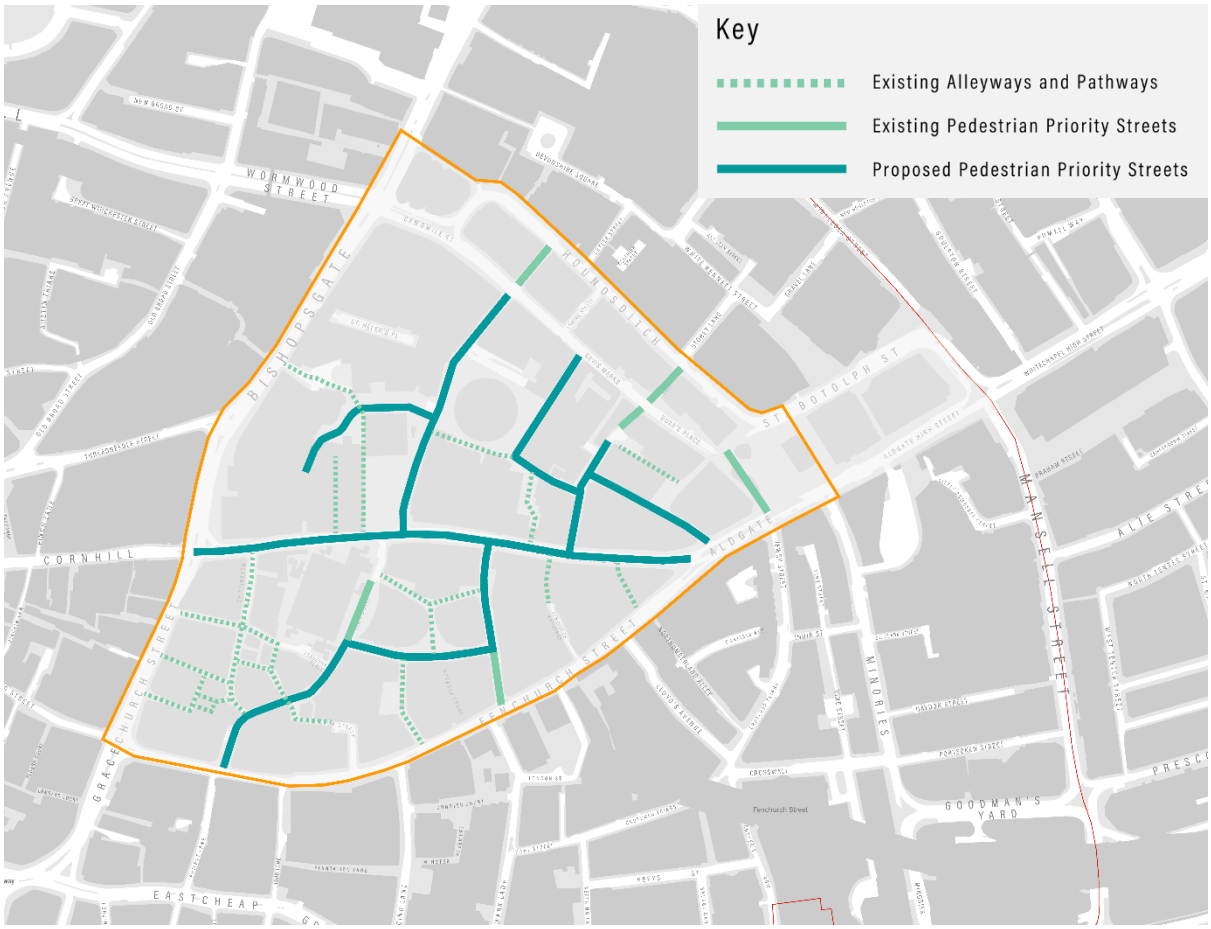
Enable positive growth	Enrich the sense of place	Create a world-class destination
To make the public realm function well and respond to change	To provide healthy and characterful spaces	To create a smart and vibrant environment that strengthens the area's unique offer

Enabling positive growth is focused on accommodating projected increases in the number of people working and therefore walking in the City Cluster, especially on major walking routes to stations and key destinations. Providing a pedestrian priority core within the City Cluster area is a key requirement to achieving this and unlocking the delivery of the other objectives. Delivering pedestrian priority is also one of the key proposals in the City Corporation's Transport Strategy and Climate Action Strategy to ensure the needs of people walking are put first.

A significant number of new pedestrian priority streets are proposed in the area, as shown in Figure 2.1.The pedestrian priority core is focused on the east-west axis of Leadenhall Street and on the north-south axis of St Mary Axe and Lime Street. Alongside this, pedestrian priority interventions on smaller secondary streets and new public spaces are proposed to promote quieter streets and spaces as alternative walking routes and to enhance the sense of place.

Incorporating more greenery, climate resilience and cultural and leisure activities in the new pedestrian and public realm spaces reduces the impact of climate change and enhances the area's reputation as a world-class destination and leading centre for business

Figure 2.1. Existing Pedestrian Priority streets and delivery of proposed streets through the City Cluster Vision



The following sections of this Healthy Streets Plan will set out what traffic management measures are required to deliver the Vision objectives and to enable the implementation of a pedestrian priority core, introduce more greenery and climate resilience measures and create new public space.

The City Cluster Vision includes proposals for the City Cluster streets, including potential measures for traffic management. The Vision proposes a timed closure to motor vehicles on St Mary Axe and further potential closures on Bury Street, Mitre Street and Creechurch Lane. There are two outline options proposed for Leadenhall Street. Option 1 requires minimal traffic management measures and focuses on traffic calming through realignment of the street, wider pavements and pavement build outs. Option 2 is a timed closure of the middle segment of the street that will require more significant traffic management measures but provides more opportunity for space reallocation and pedestrian priority. The next section builds on the traffic measures in the proposals to further consider what could be implemented.

3. Street space and Traffic Management

As set out in Section 2, the way the street space is managed in the City Cluster is central to enabling improvements to the public realm and enhancing the experience for people walking and cycling.

3.1 Street Network Changes and Street Hierarchy

The core tenet of the City Cluster Vision is to see the streets as spaces and address the imbalance that currently exists between space given to people walking and cycling compared to motor traffic. Delivering pedestrian priority on the streets within the City Cluster is a key component to addressing this imbalance.

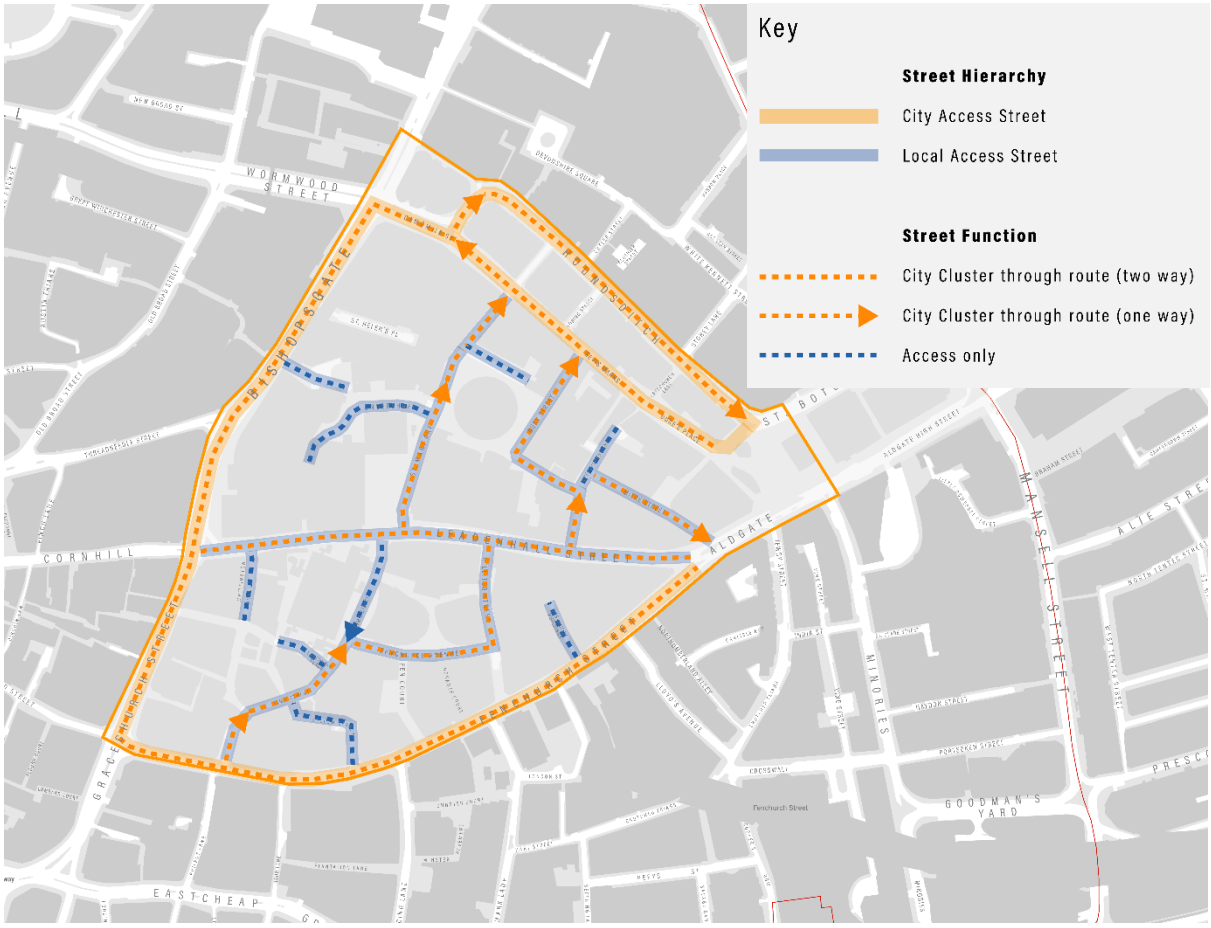
Currently, motor traffic dominates the City Cluster streets in terms of both street space and priority over other street users. As shown in Figure 2.1 in Section 2, there are only a limited number of streets that currently prioritise people walking over motor vehicles. This is reflected in how the streets are designed for motor traffic movement and how they currently function compared to how they are categorised in the Transport Strategy's street hierarchy. The street hierarchy describes the function of every street as one of three street types:

- London Access streets
- City Access streets
- Local Access streets

The perimeter streets of the City Cluster; Bishopsgate, Fenchurch Street, Bevis Marks and Houndsditch, are categorised as City Access streets. These are the preferred streets for motor vehicles travelling around the Square Mile or to immediately adjacent destinations.

The streets within the perimeter, including Leadenhall Street and St Mary Axe, are categorised as Local Access streets. These are primarily to be used for the first and final part of a journey, providing access for vehicles to properties. Figure 3.1 shows how the City Cluster streets currently function compared to the street hierarchy categorisation. In particular, Leadenhall Street (and St Mary Axe to an extent) permits motor traffic to travel through the City Cluster and function more like a City Access street. Other smaller streets, such as Lime Street through to Billiter Street via Fenchurch Avenue, and Creechurch Lane through to Bury Street, do allow motor vehicles with no purpose in the City Cluster to navigate these routes but they are much less used due to being smaller, narrower streets and the routes being less direct.

Figure 3.1 Existing Street Network



It is proposed that the streets within the City Cluster area only provide vehicle access to properties. This would allow the City Cluster streets to better reflect their role as Local Access streets. This in turn will reduce traffic levels and enable carriageway space to be better balanced towards people walking and cycling through implementing pedestrian priority streets. It will also create opportunities for new public realm.

The key change required is to remove the ability for motor traffic with no destination in the City Cluster from travelling along Leadenhall Street. This would stop Leadenhall Street being a through route from Bishopsgate to Aldgate and redirect this through movement to the City Access streets around the perimeter of the City Cluster; Bevis Marks, Houndsditch and Fenchurch Street. Other routes that permit through movement within the City Cluster also begin at, end at or include Leadenhall Street. Therefore the change to Leadenhall Street will also help limit the use of other streets by motor traffic.

As City Access streets, the streets on the perimeter of the City Cluster will still need to allow movement for through traffic and largely operate as they do now.

3.2 Traffic Management Measures

Traffic management measures will be needed to ensure that the City Cluster streets are used in accordance with the street hierarchy. A mixture of measures can be implemented to ensure motor vehicles use Local Access streets appropriately and to enable pedestrian priority:

- Motor vehicles permitted for access only (timed or 24/7)
- All motor vehicles restricted/point closures (timed or 24/7)
- Changes to the feel of the street through design (raised carriageways/signage/traffic calming)

Some streets require more traffic management interventions than others to enable them to function as Local Access streets.

Leadenhall Street will need the most significant changes. Smaller and quieter streets, such as Creechurch Lane and Mitre Street, are unlikely to need traffic management measures. Instead the focus will be on design changes to make it undesirable as a through route and rebalance the street space.

Other streets that are only used for access as they are dead-ends, such as Undershaft and Whittington Avenue, require no traffic management changes but may need design changes to alter the priority of street users.

City Access streets will retain the existing access for motor vehicles to enable movement around the Square Mile. While no traffic management changes are proposed on these streets, they will be subject to capacity restrictions through carriageway narrowing to enable more space for people walking and cycling.

The figure and tables overleaf identify the proposed traffic management and/or design measures to enable streets to function as Local Access streets and deliver pedestrian priority. To note, Leadenhall Street shows Option 2 on the map as this is the option that requires traffic management measures.

Proposed Traffic Management Measures

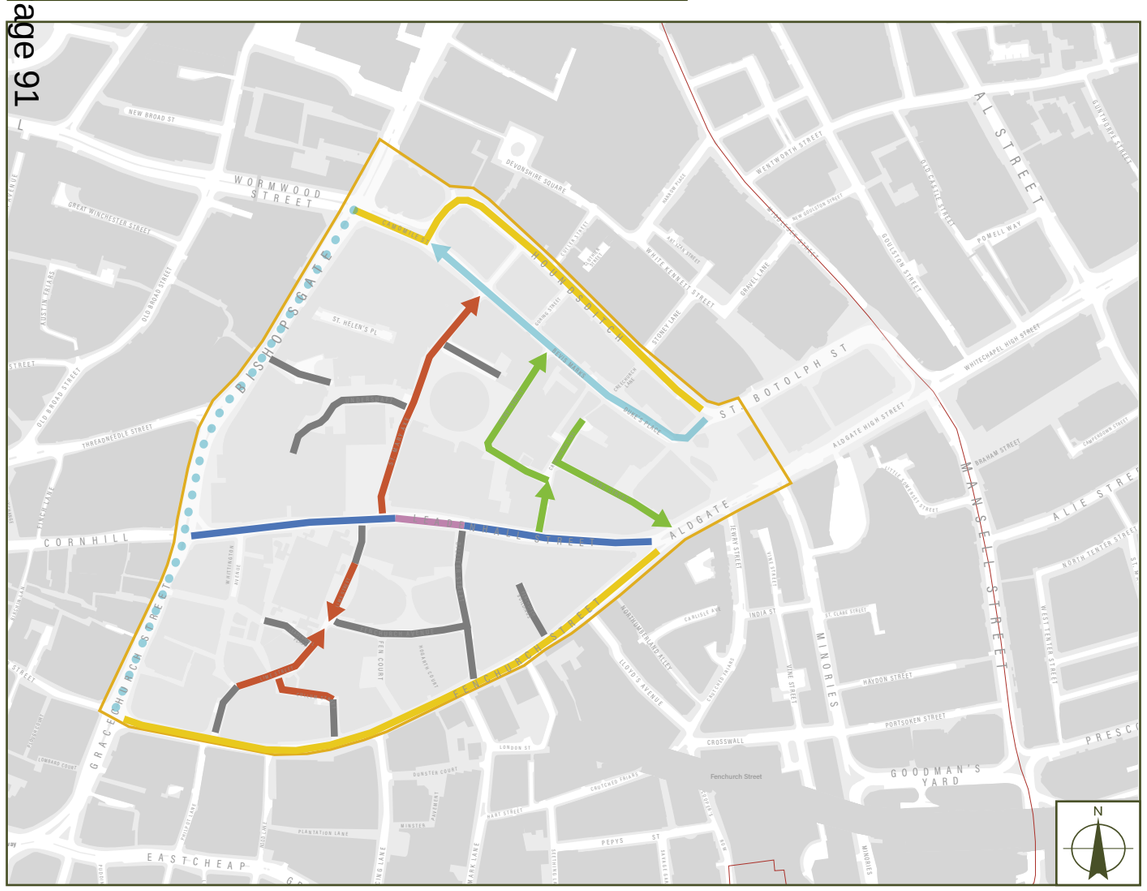
Key

City Access Streets

- Capacity reduction
- To be determined (Managed by TfL)
- No significant change

Local Access Streets

- Timed access restriction (one way street)
- Point closure
- Local Access only
- Local Access only/potential for timed closure
- No intervention proposed



Local Access Streets	Change Required	Proposed Traffic Network Change	Potential enforcement measure
St Mary Axe	Moderate	Timed restriction for motor traffic (daytime closure or peak hours). Closure to all through traffic and possibly for access vehicles. Exemptions: cycles, emergency vehicles, access for disabled drop-off/pick-up and disabled parking. Exemptions to be considered: access to off-street premises (all vehicles), taxis. Traffic reduction: Through traffic makes up 50% of vehicles in AM peak. At least 50% reduction depending on access exemptions.	Traffic gate at southern end of St Mary Axe or camera enforcement
Leadenhall Street (Option 1)	Moderate	Carriageway narrowing and traffic calming Restriction type: N/A Exemptions to be considered: N/A Traffic reduction: Through traffic makes up 50% of vehicles in AM peak. Moderate reduction levels would be achieved.	Signage and traffic calming
Leadenhall Street (Option 2)	Significant	Vehicles permitted for local access only (timed or constant) Restriction type: Point closure between St Mary Axe and Billiter Street Exemptions to be considered: Through point closure: cycles, buses, taxis Either side of point closure: access to kerbside/ frontages and other Local Access streets Traffic reduction: Through traffic makes up 50% of vehicles in AM peak. At least 50% reduction on either side of point closure, 90% reduction through point closure.	Signage, bus gate / camera enforcement
Lime Street (between Fenchurch Avenue and Lime St passage)	Minimal	Timed restriction for motor traffic (daytime closure) Restriction type: Closure to all through traffic and possibly for access vehicles. Exemptions: cycles, emergency vehicles, access for disabled drop-off/pick-up and disabled parking Exemptions to be considered: access to off-street premises (all vehicles), taxis Traffic reduction: Minimal, very low levels in AM peak with most traffic already for access.	Traffic gate or camera enforcement
Bury Street, Mitre Street and Creechurch Lane	Minimal	Access only restriction for motor vehicles with possible timed closures Exemptions: cycles, emergency vehicles, access for disabled drop-off/pick-up and disabled parking Exemptions to be considered: access to off-street premises (all vehicles), taxis Traffic reduction: Minimal, low levels in AM peak with most traffic already for access.	Signage and traffic calming

City Access Streets	Change Required	Proposed Traffic Network Change
Fenchurch Street	Minimal	**Change** Reduced network capacity through improved pedestrian crossings
Bevis Marks	Minimal	**Change** Reduced network capacity through carriageway narrowing and improved pedestrian crossings. Implementation of a segregated cycle lane from carriageway space
Bishopsgate *Managed by TfL*	Significant	**Change** To be determined but possible to include traffic restrictions on segments of the street and carriageway narrowing

3.3 Walking Improvements

3.3.1 Local Access Streets

The combined traffic management measures within the City Cluster would enable significant improvements to be made for people walking. Traffic levels would be low enough to implement pedestrian priority on all Local Access streets and reallocate far greater space for people walking. Where timed closures are proposed or traffic volumes are minimal, people walking can utilise the whole width of the street. Pedestrian comfort levels would be greatly improved and opportunities can be identified for introducing seating and greening.

3.3.2 City Access Streets

City Access streets will improve the experience for people walking wherever possible, while retaining movement of motor traffic. This will be delivered by widening pavements where carriageway widths allow and improving signal-controlled crossings by seeking to reduce waiting times and giving pedestrians longer to cross. New pedestrian crossings or the relocation of existing crossings can ensure that they align with pedestrian desire lines.

3.4 Cycling Improvements

The Transport Strategy sets out a proposed core cycling network, which will provide a network that has either low levels of motor traffic volumes (below 150 vehicles per direction) or protected cycle lanes. Within the City Cluster, Bishopsgate, Bevis Marks, Leadenhall Street and Billiter Street form part of this network and the traffic management measures proposed will complement the delivery of these routes and improve the cycling experience on other streets.

3.4.1 Leadenhall Street

By removing through traffic from Leadenhall Street and keeping access for cycles, the low number of vehicles target set out in the Transport Strategy can be met without need for a protected cycle lane.

3.4.2 Bevis Marks

A temporary protected cycle lane as part of the COVID-19 recovery measures has been implemented by reallocating the space of one traffic lane. This route is being considered as part of the City's Cycling Programme and in the short term is proposed to be upgraded with semi-permanent materials.

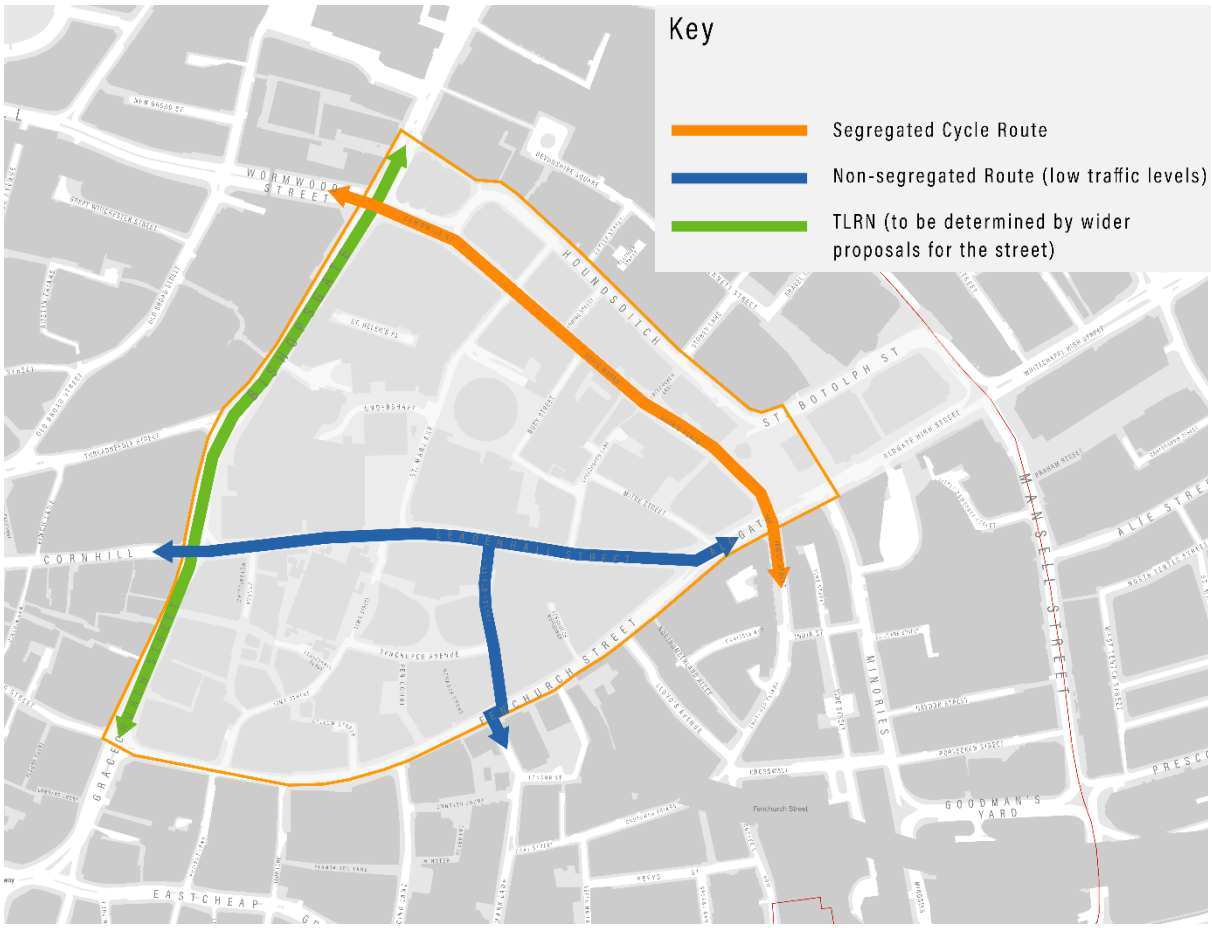
3.4.3 Bishopsgate

Bishopsgate (managed by Transport for London) is also part of the City's core cycling network. Plans for Bishopsgate are still to be determined as part of any wider proposals for the street but any proposed changes will be developed with consideration of other cycling improvements for the City Cluster.

3.4.4 Billiter Street

Billiter Street experiences very low levels of motor traffic at peak times and already meets the cycling level of service for an unprotected cycle route. The traffic management changes for the City Cluster will keep the traffic levels on this street low.

Figure 3.3 Proposed City of London Cycle Network in the City Cluster



3.4.5 Other Streets

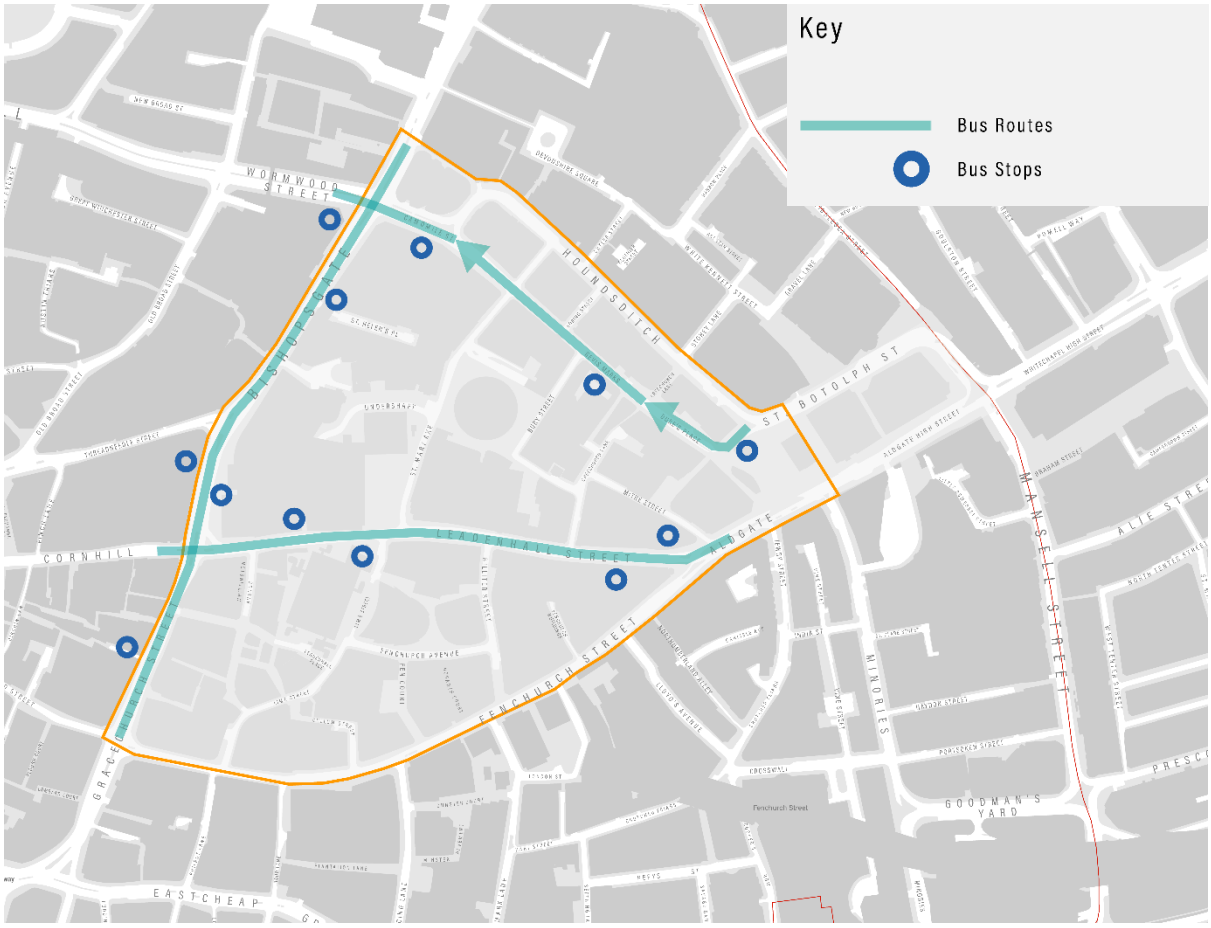
Fenchurch Street is classified as a City Access street and will still accommodate moderate levels of traffic. The narrowness of the street does not allow protected cycle lanes to be implemented here and it does not form part of the core cycling network. It has a high number of cycles at peak times, however the improvements that are proposed to Leadenhall Street would provide an alternative east-west route that will be quieter, safer and quicker.

Other streets within the City Cluster, in particular St Mary Axe, will see a further reduction in traffic levels compared to current levels. Very low traffic levels, along with priority being given to people walking and cycling, will enhance the experience of cycling through the City Cluster. It is not envisaged that any pedestrian priority streets will need to restrict access to cycles.

3.5 Bus Routes

Bus routes within the area primarily travel along the perimeter of the City Cluster. Bishopsgate is a major bus route for the Square Mile with 9 routes. There are several buses that route along Bevis Marks. One route travels through the City Cluster on Leadenhall Street and is one of Transport for London's key bus routes (Route 25 Ilford to City Thames Link).

Figure 3.4 Bus Routes in the City Cluster



It is proposed that buses would still travel on Leadenhall Street under both options as a priority bus corridor in the City's Transport Strategy. Being the central east-west corridor within the City Cluster, the route through Leadenhall Street retains the maximum level of accessibility to bus services. Reducing general traffic on Leadenhall Street would provide greater bus priority. Bus services on Bevis Marks would remain unchanged.

The traffic management changes have been modelled to identify the impact on bus journey times. This is set out in Section 6.

3.6 Kerbside Management

There are opportunities for further reclamation of space for people walking from on-street parking bays and restricting loading at the kerbside. This will need to be balanced with providing sufficient access for essential vehicles.

On Local Access streets without timed access restrictions, it is proposed that access will be maintained for passenger drop-off and pick up and for on-street loading and unloading. However kerbside waiting and loading restrictions may need to be reviewed, in consultation with local businesses and occupiers, to better suit the aspirations for pedestrian priority and the public realm. Safe locations for vehicles to turn around will also need to be considered where vehicles for access need to enter and exit the street using the same route.

Where timed access restrictions for motor vehicles are proposed, an access and loading assessment will be undertaken as schemes are developed in order to understand how access to the kerbside (and to off-street premises) needs to be managed. This will include:

- Identifying the locations of off-street delivery/servicing areas and disabled parking
- Identifying how access to disabled parking (on and off-street) and disabled passenger drop-off and pick-up can be retained
- Considering whether on-street parking bays (if applicable) will be relocated or removed depending on current usage and future expected demand
- Considering suitable relocation sites for taxi ranks (if applicable), based on proposed routing into and out of the City Cluster
- Proposing what changes are required to kerbside waiting and loading restrictions
- Considering where temporary access to construction sites is required
- Engaging with local businesses and occupiers on current and future vehicle access requirements

The Transport Strategy seeks to increase short stay cycle parking on-street and provide bays for dockless bike parking. There may be opportunities to implement additional kerbside cycle parking where kerbside access is changed and space is reallocated from motor vehicles.

4. Street Network Considerations

4.1 Network Resilience

The City's Transport Strategy sets out how a resilience network for motor vehicles will be maintained that can be 'switched on' in response to significant disruption. This resilience network comprises several Local Access streets that will be designed to allow temporary reopening to through traffic or occasionally accommodate higher volumes of motor vehicles.

Leadenhall Street is identified as part of this resilience network and will be able to allow temporary reopening to through traffic with the proposed traffic management changes. As the street proposes to remain as a bus route, the street will retain a design that can accommodate through traffic when required. The design of the point closure, if implemented, will also take this into account.

4.2 Emergency Vehicles

Emergency vehicles will be able to access all streets at all times within the City Cluster to respond to emergency incidents. Any changes to the design of the streets will be developed in consultation with the emergency services.

As the traffic management schemes are developed, engagement and consultation will be undertaken with the Emergency Services to ensure journey response times and new routes around the City Cluster are considered.

4.3 Area-wide opportunities for freight management

Motor vehicles undertaking deliveries and servicing are likely to be the majority of vehicles that remain in the City Cluster. While these are essential journeys, the cumulative effect of these vehicles within the City Cluster at peak times still needs to be considered in relation to providing appropriate pedestrian priority. A key target of the Transport Strategy to reduce the number of freight vehicles overall, with significant reductions at peak times.

An area-wide approach to implement timed restrictions for deliveries and/or a consolidation service could make a significant impact on reducing the number of freight and servicing trips into the City Cluster, especially at peak times. An area-wide approach will also simplify the restrictions for delivery drivers and companies. There are significant opportunities for this in the City Cluster as:

- New large developments in the area are already obligated to restrict deliveries to outside of peak hours and use a consolidation service, as part of their planning conditions.
- There are strong local business links being built through the EC partnership, a business-led organisation, that provides an opportunity for collaboration at an area-wide level
- The density of businesses in the area makes consolidation a viable option
- Proposals to introduce last mile logistic centres across the City of London

4.4 Zero Emission Access Restrictions

The Transport Strategy proposes a Zero Emission Zone covering the City Cluster while the Central London Zero Emission Zone by Transport for London is being developed.

The proposed traffic management measures in this plan will provide initial air quality improvements by reducing motor traffic levels. Option development and feasibility will then be undertaken to understand what controls could be used for zero emission restrictions alongside the traffic management measures. Any remaining time periods that traffic is permitted in the area or on specific streets could then be subject to zero emission standards, which could include:

- Restrictions on St Mary Axe and Leadenhall Street based on emission standards of vehicles
- Area-wide restrictions with cordon style entry points
- The use of geofence technology to switch on zero emission mode in vehicles (likely to be a voluntary measure initially if implemented)

4.5 Security

There is a long-standing need to respond to the risk of the City Cluster being subject to security threats due to the existence of several iconic buildings, the nature of the occupants business and the high level of footfall. A security project is being progressed to provide a framework for security in the City Cluster area. The implementation of the proposed traffic management schemes is critical to the initial delivery of the security strategy by significantly reducing traffic levels. The security scheme will then aim to implement flexible and adaptable security measures once the traffic management changes have been delivered.

5. Other Considerations and Opportunities

The delivery of the traffic management changes in the City Cluster need to consider other high priority City Corporation initiatives and programmes such as the Climate Action Strategy and other City Cluster Vision Programmes.

5.1 Climate Action Strategy

The City of London Corporation adopted a radical Climate Action Strategy in October 2020 that sets out how the organisation will achieve net zero, build climate resilience and champion sustainable growth over the next two decades. It commits to supporting the achievement of net zero for the Square Mile by 2040.

The Climate Action Strategy sets out that pedestrian Comfort Levels of A+ and an additional 20km of timed street closures are required to reach net zero. For the City Cluster, the traffic management changes that are proposed would provide significantly more space for people walking that would improve pedestrian comfort levels as much as possible while providing access for essential traffic. The proposed timed closures would also contribute to the additional 20km target.

The Strategy also sets out that the Square Mile needs to be more climate change ready with more green spaces and urban greening in the public realm. The Cool Streets and Greening Programme within the Strategy seeks to improve the resilience of the City's streets and spaces to climate change. This programme will include:

- Developing a catalogue of resilience measures and assessment methodology for consideration in planned public realm, transport, highways and open spaces schemes (by the end of 2020)
- Identifying sites for climate resilience measures such as sustainable drainage (SuDS) and heat resilient materials (by the end of 2021/22) and implementation with monitoring measures (by Spring 2023).

When the catalogue is prepared, this will be a key consideration to be included in the design of traffic management and public realm measures that will be delivered on the City Cluster streets. As the traffic management changes are implemented, streets will also be assessed for opportunities for new available space to incorporate SuDS, heat resilient materials, climate resilient planting and natural shade.

5.2 Infiltration SuDS

The Greater London Authority (GLA) has prepared a mapping study looking at opportunities for retrofitting SuDS to manage surface water on a site by site basis. In terms of roads and pavements, the study highlights that there are various SuDS opportunities associated with road resurfacing, traffic calming measures and pavements wider than two metres.

For the City Cluster area, opportunities are identified for bioretention, filter drains and surface rain gardens. The study notes that bioretention measures in the road requires traffic calming to be present and is only suitable for roads classified as "local

street" or "minor road". The proposed traffic changes could therefore be a key opportunity to retrofit SuDS into designs.

5.3 Thermal Comfort

Outdoor spaces need good microclimatic qualities to provide a comfortable experience for people walking, cycling or spending time on the street. By combining data on wind, sunlight, temperature and humidity, the thermal comfort level for an area can be understood to inform how a microclimatic character of a place actually feels to street users.

The City Corporation has prepared new guidelines[1] on thermal comfort. While this is aimed at new developments, the information is useful in informing areas for timed closures and public realm enhancements. It is particularly important in the City Cluster as this area experiences lower levels of Thermal Comfort than most other areas of the City across autumn, winter and spring due to higher wind speeds and a lower sunlight access. During typical summer weather the shadowing and higher wind speeds in the City Cluster creates a slight benefit under warmer summer conditions.

Thermal Comfort levels will be considered in the design of public realm measures that will be delivered on the City Cluster streets once traffic management measures have been implemented. The eastern ends of Bevis Marks, Leadenhall Street as well as Creechurch Lane, Mitre Street and Bury Court, provide the most acceptable seasonal comfort levels and will be important locations to consider going forward for the reallocation of highway space to new public realm.

5.4 City Cluster Vision - Wellbeing and Climate Change Resilience Programme

The Wellbeing and Climate Resilience Programme is one of the three programmes delivering the City Cluster Vision and will:

- 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.
- Create 'green corridors' along busy pedestrian routes.
- 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 (Suds) in line with the emerging Climate Action strategy.

Initial projects are planned on existing off-carriageway sites. Opportunities for further projects will be developed in line with the programme objectives and coordinated with the Cool Streets and Greening Programme. This will include improvements to further off-carriageway sites along with opportunities for greening on existing carriageway that will be enabled through delivering the traffic management measures, including on Leadenhall Street, Fenchurch Street and Creechurch Lane.

[1] https://democracy.cityoflondon.gov.uk/documents/s144605/Item%208%20-%20thermal-comfort-guidelines-for-developments-in-the-city-of-london.pdf

5.5 City Cluster Vision - Activation and Engagement Programme

The third programme under the delivery of the City Cluster Vision is the Activation and Engagement Programme. This seeks to contribute to the creation of a pleasant street environment and welcoming destination where people can enjoy spending time outdoors. It will also develop the area as a vibrant destination, for both workers and visitors.
Delivering the traffic management changes will provide the opportunity for more of the City Cluster spaces to be activated. The following two projects will benefit from relocating carriageway space for public realm:

- Activating Space Through Food Markets
- Activating Space by developing Urban Greening & Meanwhile Spaces

As traffic management measures are implemented, new locations can be identified for activation on existing carriageway space where there are timed closures.

6. Traffic Modelling

This section sets out the initial modelling of the traffic management changes set out in this Healthy Streets Plan.

Initial traffic modelling has been undertaken to understand the potential impacts on journey times if the traffic management measures are implemented. VISSIM Micro-simulation software has been used to identify the potential journey time impacts for buses and general traffic during the morning and evening peak hours.

The traffic flows, signal timings and bus route/ frequency information that informs the model is dated from November 2019. The proposed All Change at Bank scheme has been included in all the Scenario tests. The modelling also keeps most of the existing traffic within the model when in reality it may use alternate routes outside of the modelled area. These three assumptions would be verified (or otherwise) by further modelling work for scheme development using the strategic ONE model, but for the purposes of this Healthy Streets Plan it is viewed as a robust sensitivity test.

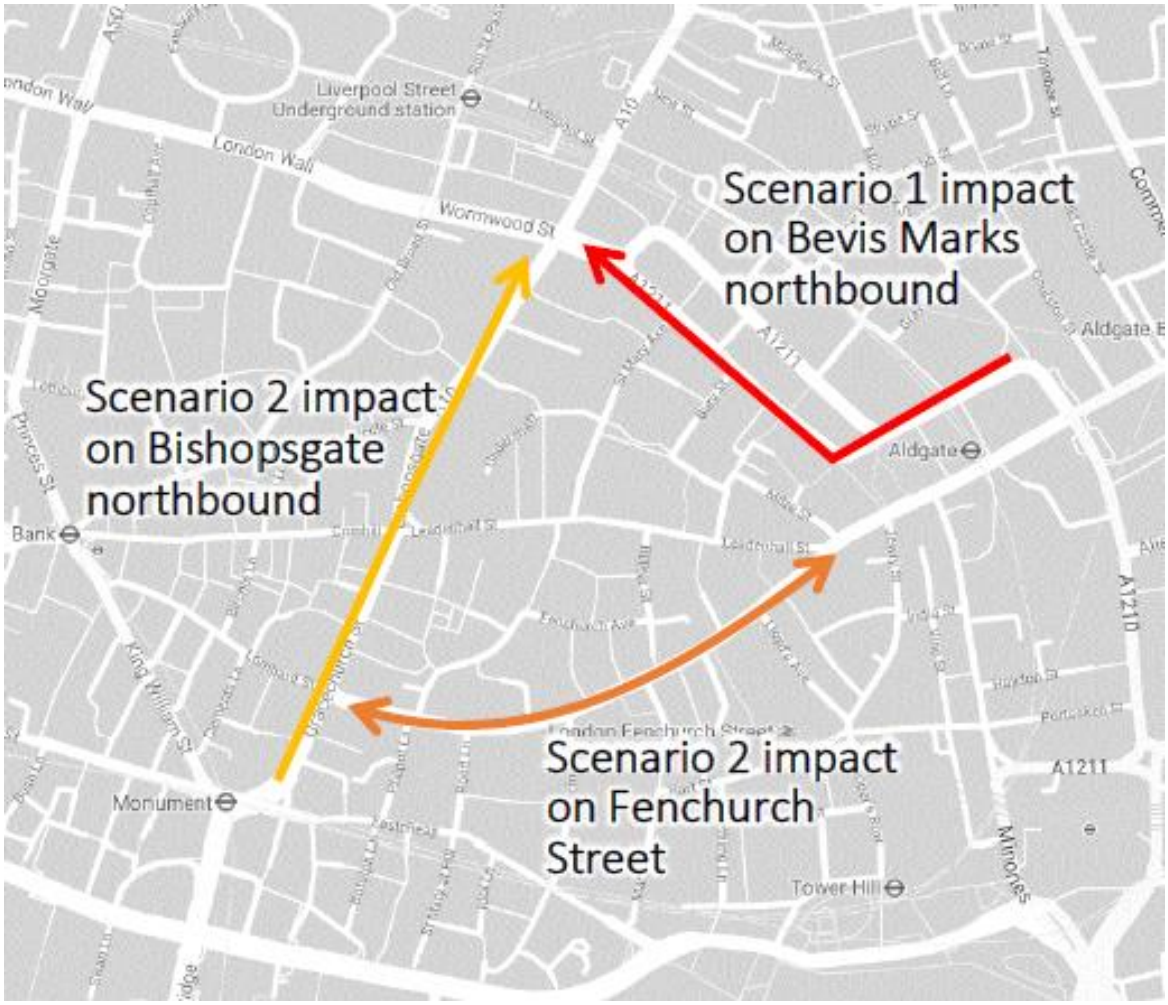
6.1 City Cluster Proposed Network changes

The modelling has been centred on testing the closure of Leadenhall Street to motor traffic except buses and cycles. This would reflect the change of all City Cluster streets to Local Access streets, and the rerouting of through traffic on to the perimeter streets. This closure has been modelled on its own, named Scenario 1. The results show that there an increase in bus journey times for the two routes that use Bevis Marks (5-7 minutes) as the majority of general traffic that would use Leadenhall Street is reassigned to Bevis Marks. The journey time impacts are particularly acute in the morning peak.

A further test of the closure of Leadenhall Street, with reduced capacity on Bevis Marks and Fenchurch Street, was also undertaken to understand the overall impact of all proposed traffic changes to the City Cluster. This has been named Scenario 2. This Scenario also uses the latest available traffic modelling, including traffic that has been reassigned due to other schemes in the vicinity of the study area such as the Beech Street scheme.

The results for Scenario 2 show that changing the way that traffic reassigns from Leadenhall Street affects bus journey times across the network. The journey time increases on Bevis Marks in Scenario 1 are reduced to 2-3 minutes in the AM peak. However, there are increases in Scenario 2 on Bishopsgate northbound as this is where the traffic that was on Bevis Marks reassigns to. This affects a number of bus routes. Scenario 2 has fewer vehicles diverted to Bevis Marks from Leadenhall Street compared to Scenario 1. In Scenario 2 more vehicles assign to use Fenchurch Street and Bishopsgate. This will mitigate the impacts on Bevis Marks shown in Scenario 1.

Figure 6.1 Traffic Modelling Results Impact



6.2 Other Scenarios

Several other scenarios were also assessed based on other potential changes being implemented in close proximity to the City Cluster:

- TfL's temporary Bishopsgate Streetspace scheme (as currently configured)
- Pedestrian Priority Programme schemes with traffic management changes to the west of Bishopsgate (as currently configured)

Scenarios with the Bishopsgate Streetspace scheme in its current capacity causes extensive congestion and queueing in the model. With the assumptions used for the modelling purposes, this would have a significantly detrimental impact on journey times. More detailed modelling would be required with clarity on the modelling assumptions and consideration of mitigation options, to understand how future proposals for Bishopsgate will work alongside the City Cluster proposals.

The results for Scenarios in combination with nearby Pedestrian Priority schemes show that the traffic reassignment has a significant negative impact. The main reason the journey times increase significantly is because the model gets very congested due to the additional traffic on London Wall eastbound. As with the Bishopsgate Streetspace scheme, more detailed modelling would be required to

understand how the schemes can be developed and mitigated to work alongside the City Cluster proposals.

6.3 Traffic Modelling Outcomes for City Cluster Proposals

The traffic modelling indicates that under a robust assessment with worst case assumptions there are potential journey time impacts for buses and general traffic of the City Cluster traffic changes, although these are at a level where mitigation options can be explored.

However, scenarios where Bishopsgate Streetspace scheme and pedestrian priority schemes are included in their current arrangement show significant impacts on the City's street network. Further detailed modelling work is required to understand what the wider reassignment of traffic may be beyond the boundaries of this model, and with more clarity on likely future traffic levels. Traffic reduction levels for the City of London, as a result of the COVID-19 pandemic and/or the implementation of traffic reduction initiatives, is likely to alleviate the impact.

Each proposal and scheme will be developed with more detailed analysis and modelling at key project decision points. Each scheme will also be developed closely with Transport for London to meet their traffic management approvals and ensure future proposals on Bishopsgate and other Transport for London Roads can work alongside the City Cluster proposals.

7. Delivery Plan

This section sets out a proposed delivery plan for the traffic management changes in the City Cluster and the consideration of constraints, opportunities and dependencies of other proposed projects and workstreams. The main constraint to the delivery of traffic changes is the major construction works for new development over the next eight years.

7.1 New Development

The City Cluster has the highest density of construction and new development within the Square Mile. This new development is one of the main driving forces for changing the way the streets operate in order to provide sufficient space for the additional number of people expected to be walking and cycling.

The scale and number of new developments being built in the City Cluster will have a significant impact over the next eight years. The timing of construction work and the impacts this has on the streets has been considered in the delivery plan. This pipeline is likely to be subject to change and will need to be reviewed regularly to provide more certainty on construction timelines and constraints on network changes. Regular reviews have been included in the delivery plan and will determine when permanent streetscape improvements can be delivered.

Figure 7.1 Development Pipeline (as of May 2021)

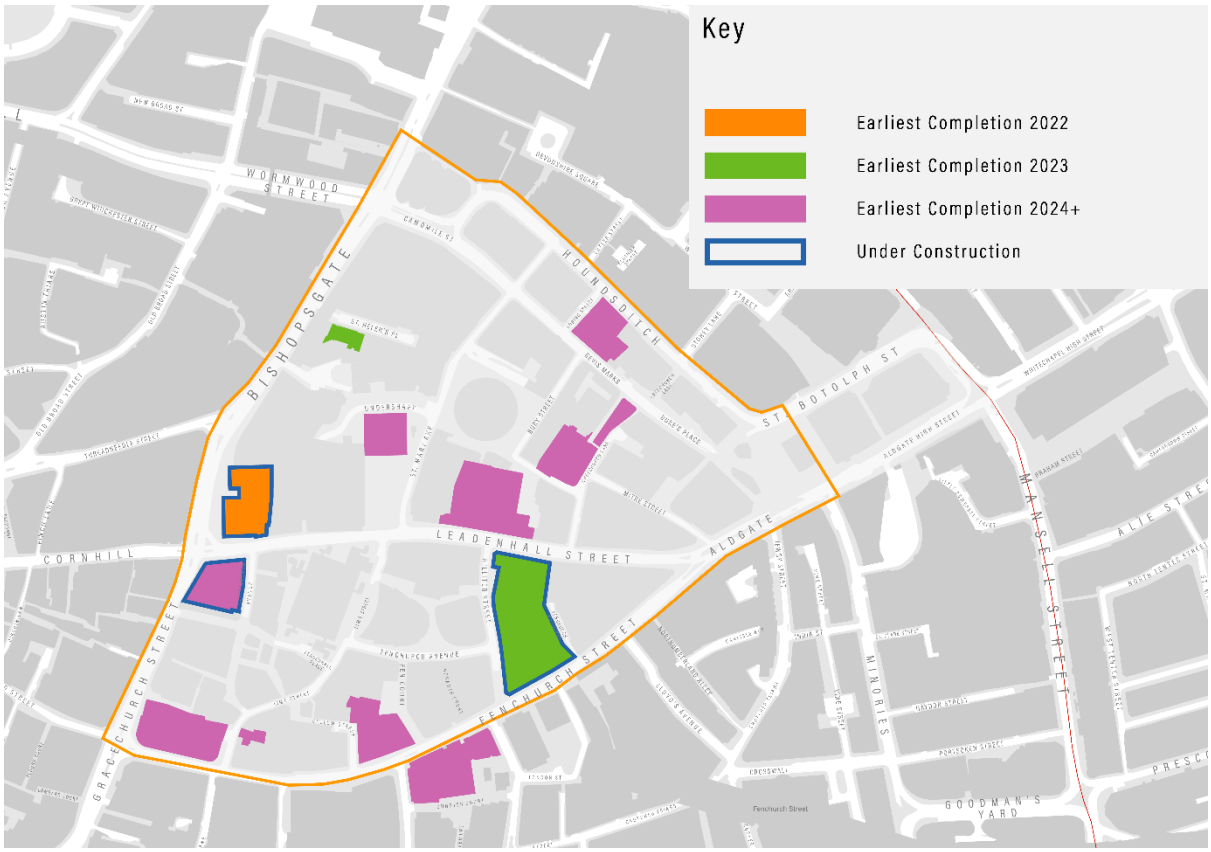


Figure 7.2 Construction Timescales (as of May 2021)

Development	Status	2021/22				2022/23				2023/24				2024/25				2025/26				2026/27				2027/28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
40 Leadenhall St	Construction Commenced																												
1 Leadenhall	Construction Commenced																												
6 - 8 Bishopsgate	Construction Commenced																												
25 Lime Street	Consented																												
130 Fenhurch St	Consented																												
31 Bury House	Pending approval																												
The Tulip*	Pending enquiry																												
33 Creechurch Ln	Pending approval																												
50 Fenchurch St	Consented																												
1 Undershaft	Consented																												
100 Leadenhall	Consented																												
70 Gracechurch St	Pending approval																									To 2030			

**Original estimated completion date was 2025, likely to be extended if appeal successful*

7.2 Experimental Change – Approach to Delivery

The approach for the delivery of the traffic management changes is to seek approval for experiments to first take place under Experimental Traffic Orders. As part of the City's transport response to the COVID-19 pandemic, a number of measures were implemented in the City Cluster to provide more space for people walking and cycling and enable social distancing in public spaces. These changes broadly resemble the traffic network changes proposed in this Healthy Streets Plan and were implemented as Temporary Traffic Orders:

- St Mary Axe: Timed closure to motor vehicles 7am – 7pm except for access to off-street premises and cycles
- Leadenhall Street: A 24/7 point closure to all motor vehicles except buses and cycles to the east of St Mary Axe/Leadenhall St junction
- Lime Street (between Fenchurch Avenue and Lime St Passage): Timed closure to motor vehicles 7am – 7pm except for access to off-street premises and cycles
- Bevis Marks: Removal of a carriageway lane for a cycle lane and pavement widening

Temporary greening and parklets on the carriageway were also implemented on Creechurch Lane and Philpot Lane as part of the COVID-19 response.

The proposed approach is to build on the measures delivered through the Temporary Traffic Orders and develop updated schemes to be implemented using Experimental Traffic Orders. This will include the assessment of monitoring information and feedback from the temporary measures and engagement with local businesses and stakeholders.

Interim and temporary measures to widen footways, install planters and greening, and improve the public realm will also delivered where feasible in line with any approved Experimental Traffic Orders. These measures can be implemented with high-quality materials that provide a permanent feel but are easily removed or modified. The materials can then also be reused in any permanent measures or in other locations.

If the experiments are successful following further monitoring and public consultation, then approval would be sought to make the Orders permanent.

7.3 Permanent Change – Approach to Delivery

Following the implementation of traffic management changes, further improvements are proposed to be delivered to transform streets to rebalance the space and enhance the public realm. As the level of construction work in the City Cluster is so significant, it needs to be considered when phasing the implementation of improvements. Where permanent changes are constrained by access for construction or construction works, further interim and semi-permanent measures will be sought to allow some improvements to be made sooner.

Most change is likely to be made from 2023 onwards, which ties into the end of experimental traffic schemes and when a number of developments are expected to be completed. This will be reviewed, alongside the latest development information, at regular intervals over the next two years to help inform more detailed delivery dates and designs. Scope of works will also be considered based on funding sources and funding availability.

7.4 Delivery Plan

The following pages set out indicative timescales for experimental/interim phases and permanent/transformative schemes. The timescales have been proposed with consideration of constraints due to construction related works

Figure 7.3 High Level Overview of Indicative Implementation of City Cluster Projects

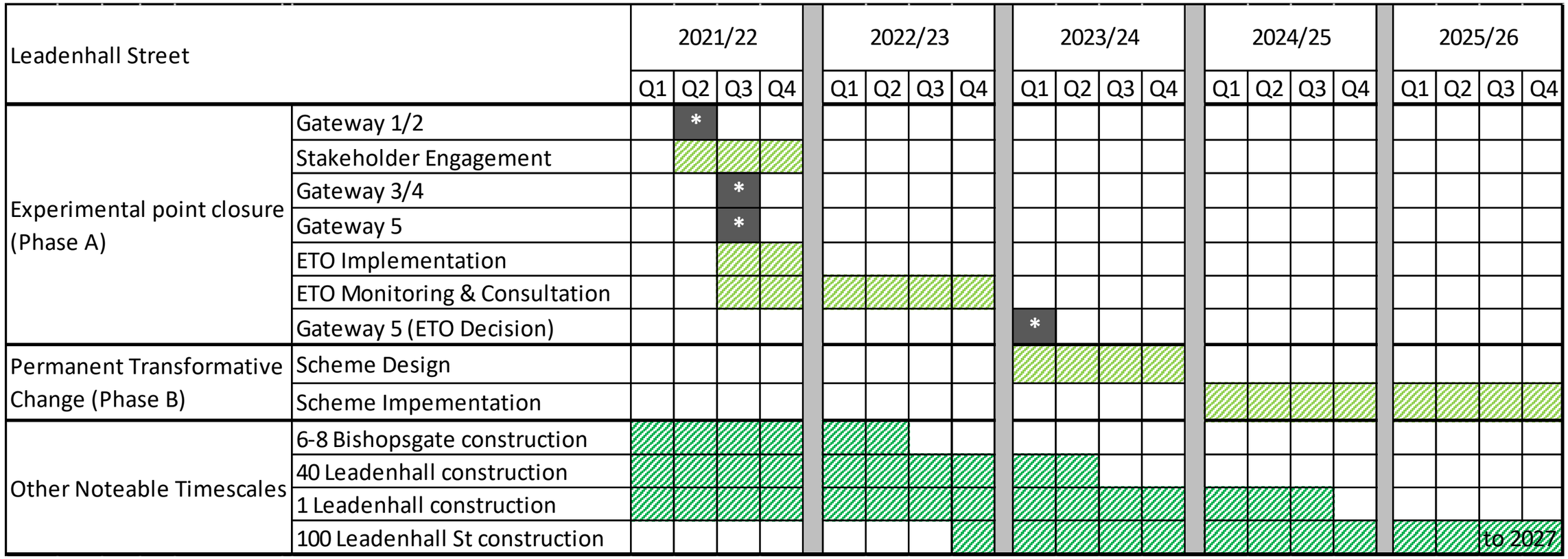
City Cluster Projects Indicative Implementation		Experimental / Interim Phase Permanent Changes / Public Realm Improvements Other City Cluster Programme Delivery	2021/22				2022/23				2023/24				2024/25				2025/26			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Traffic Reduction and Pedestrian Priority	Leadenhall Street	Experimental Traffic Order - Point Closure (Phase A)																				
		Transformative Change (Phase B)																				
	St Mary Axe	Experimental Traffic Order - Timed Closure (Phase A)																				
		Transformative Change (Phase B)																				
	Fenchurch Street	Western end Interim Pavement Widening																				
		Full Length Scheme																				
	Bevis Marks	Interim Cycle Lane																				
		Pedestrian Crossing Improvements																				
	Lime Street (southern end only)	Experimental Traffic Order - Timed Closure Extension																				
		Transformative Change																				
	Creechurch Ln, Bury & Mitre St	Pedestrian Priority																				
Wellbeing and Climate Change Resilience	Improvements to existing public spaces	St Helen's Bishopsgate Churchyard																				
		St Andrew Undershaft Churchyard																				
		Jubilee Gardens																				
		St Botoloph Bishopsgate Churchyard																				
		St Peter Upon Cornhill Churchyard																				
	Green Streets	Creechurch Lane/Stoney Lane/Rood Lane/Philpot Lane																				
		Billiter Street																				
		Eastcheap																				
	Climate Action Initiatives	Bevis Marks and Houndsditch SuDs																				
	Area wide tree planting	Implementation of 30 trees over 3 years																				
Activation and Engagement	Across the City Cluster, various locations.	Initial measures and activities																				
		Year 2 measures and activities																				
		Year 3 measures and activities																				

St Mary Axe

	Funding Strategy	Constraints	Opportunities	Dependencies	Timescales	Next Steps
Phase A - Experimental/interim changes Timed closure to motor vehicles implemented through an Experimental Traffic Order	• TfL Liveable Neighbourhoods fund (TBC) • S106 • REVEAL	• Outcome of Tulip Public Enquiry (if consented, Tulip construction and access from St Mary Axe)	• Consider for site for Cooling and Greening scheme	• Experiment decision and associated traffic reduction levels support the Zero emission aspirations and City Cluster security strategy	2021-23	Stakeholder engagement to resume over different options available.
Phase B – Permanent, transformative changes Changes to street design and layout, enhanced public realm	• S278 • S106	• Outcome of Tulip Public Enquiry (if consented, Tulip construction and access from St Mary Axe) • 1 Undershaft construction and access	• Seek to incorporate infiltration SuDs into design	• Experiment decision impact on streetscape design	2023-29	Yearly reviews to consider updated constraints from development and funding opportunities

St Mary Axe		2021/22				2022/23				2023/24				2024/25				2025/26			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Experimental Timed Closure (Phase A)	Issue Report		*																		
	Stakeholder Engagement																				
	Gateway 5 (ETO Approval)			*																	
	ETO Implementation																				
	ETO Monitoring and Consultation																				
	Gateway 5 (ETO Decision)								*												
Permanent Transformative Change (Phase B)	Year Review for Phase B works																				
	Scheme Design																				
	Scheme Impementation																				
Other Noteable Timescales	The Tulip Public Enquiry Decision																				
	1 Undershaft Construction																				to 2027

	Funding Strategy	Constraints	Opportunities	Dependencies	Timescales	Next Steps
Phase A – Experimental/interim changes Point closure to motor vehicles implemented through an Experimental Traffic Order	• TfL Liveable Neighbourhoods fund (TBC) • S106 • REVEAL	• Outcome of Bishopsgate streetspace appeal and future plans	• Consider for site in Cooling and Greening scheme	• Experiment decision and associated traffic reduction levels support the Zero emission aspirations, City Cluster security strategy and cycle route	2021-23	A G1/2 report to PSC/S&W A G3/4 report to PSC/S&W Options to be explored taking the constraints listed into consideration
Phase B – Permanent Transformative Change Changes to street design and layout, enhanced public realm	• S278 • S106 • CIL/ Central	• 1 Undershaft construction • Any delay to construction of developments expected to be completed 2023	• Seek to incorporate infiltration SuDs into design	• Experiment decision impact on streetscape design	2023-29	Yearly reviews to consider updated constraints from development and funding opportunities



	Funding Strategy	Constraints	Opportunities	Dependencies	Timescales	Next Steps
Interim Pavement Widening (western end)	• S106	• Outcome of Bishopsgate streetspace appeal and future plans • Access requirements to 70 Gracechurch St	-	-	2022	Develop scheme design
Transformative change for full length of street	• S278 • S106	• Completion of Fenchurch Street development construction	• Seek to incorporate infliltration SuDs into design	-	2023-26	Yearly reviews to consider updated constraints from development and funding opportunities

Fenchurch St		2021/22				2022/23				2023/24				2024/25				2025/26			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Interim pavement widening (western end)	Scheme Design																				
	Implementation																				
Full Length street scheme	Year Review for full scheme																				
	Scheme Design																				
	Implementation																				
Other Noteable Timescales	40 Leadenhall St Construction																				
	50 Fenchurch St Construction																				
	70 Gracechurch St Construction																				To 2030

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