



Streets and Walkways Sub (Planning and Transportation) Committee

Date: TUESDAY, 8 NOVEMBER 2022
Time: 10.30 am
Venue: COMMITTEE ROOM 2 - 2ND FLOOR WEST WING, GUILDHALL
Members: Deputy Graham Packham (Chairman)
John Edwards, (Deputy Chairman)
Deputy Shравan Joshi
Deputy Randall Anderson
Deputy Marianne Fredericks
Deputy Alastair Moss
Deputy Edward Lord
Judith Pleasance
Alderman Susan Pearson
Ian Seaton
Alderman Ian David Luder
Paul Martinelli
Oliver Sells KC

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SUPPLEMENTARY AGENDA

John Barradell
Town Clerk and Chief Executive

AGENDA

10. **TRANSPORT STRATEGY REVIEW**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 3 - 32)

11. **ST BARTHOLOMEW'S HOSPITAL ENVIRONMENTAL ENHANCEMENTS ISSUE REPORT**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 33 - 54)

13. **CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 4**

To consider the report of the Executive Director, Environment.

For Decision
(Pages 55 - 78)

Committee(s): Streets and Walkways Sub-Committee	Dated: 08/11/22
Subject: Transport Strategy Review	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 9, 11, 12.
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£25,000
What is the source of Funding?	TfL LIP
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report author: Samantha Tharme, Environment Department	

Summary

The Transport Strategy was adopted in May 2019. We have committed to reviewing the Strategy every three years. In April 2021 this sub-committee approved the overall approach for the review.

The review timeline has been extended in order to allow patterns of movement into and around the City to become more settled post-pandemic, and to allow better alignment with the review of the City's Local Plan, which has moved its completion to a later date, with Public Consultation on Proposed Revisions now running December 2023 - February 2024. While the two documents need to be aligned continuing with and consulting on the Transport Strategy review ahead of the Local Plan timelines will not affect the alignment of transport and planning policy. We will still gain common understanding of emerging issues through joint engagement and will have a good understanding of current and future trends, including workforce projections and post pandemic travel patterns. The revised Transport Strategy will inform the development of Local Plan transport policies.

In April 2021 this Committee agreed that the Transport Strategy Vision, Aims and Outcomes are still considered to be relevant and that an update, rather than a wholesale revision, of the Transport Strategy is appropriate and that 2044 remains the end year for the Strategy.

This report updates on the progress to date and the engagement plan.

Recommendation(s)

The Streets & Walkways Sub Committee are asked to:

- Approve the review (RAG) status of the proposals; noting that those marked 'Green – no change' are not anticipated to be amended unless evidence or views during engagement suggest a need to.
- Agree engagement plan at Appendix x.

Main Report

Background

1. The 25-year City of London Transport Strategy was adopted in May 2019. We committed to reviewing the Strategy every three years. This report updates on progress of the review. The completion of the review is now scheduled for Summer 2023, this further postponement due to extended restrictions on travel and work, continuing through the winter of 2021. It allows more time for travel and work and travel patterns to settle, and for engagement to take place in those more settled conditions.
2. In 2020, we undertook an initial review of evidence to identify issues for the Strategy review. This included potential scenarios for the return to the workplace after the easing of Covid-19 restrictions and the impact this might have on land use decisions and travel behaviour. Some changes in travel and working patterns were anticipated, with work from home restrictions accelerating trends towards flexible and hybrid working.
3. This analysis, together with the Climate Action Strategy and recommendations of the Recovery Taskforce, indicated an ongoing need for investment in high quality public realm and sustainable transport. The Transport Strategy Vision, Aims and Outcomes are still therefore considered to be relevant. It was agreed that an update of the Transport Strategy rather than a wholesale revision was appropriate, and that 2044 remains the end year for the Strategy.
4. Whilst there was an impact on travel over the winter of 2021 and further delay in return to work until spring 2022, we are now seeing a more stable pattern of work and travel. Total travel numbers are lower than pre-pandemic but we are seeing a substantial return to City offices now and expect that the City will continue to grow in the future.

Current Position

Method of review.

5. Streets & Walkways (October 2021) approved an overall approach that would test the assumption that our Aims, Objectives and Outcomes are still valid, and identify any changes to the Transport Strategy's 54 proposals through further analysis and engagement with stakeholders, including residents, workers and visitors.

6. Through analysis of external data, meetings with stakeholders (including TfL, neighbouring boroughs, and some interest groups) and awareness of emerging trends and issues we have identified which proposals are expected to need a major change, and which are likely to only require a minor context update or timeline revision. Engagement through focus groups, meetings and workshops, during October and November allow more detailed discussion and may identify additional issues, opportunities and changes.
7. The exercise to date has produced an initial sift of the 54 proposals identifying those that need amending. We have noted that 14 of those will need significant change (Red), 21 likely to only require minor amendments (Amber), and 19 where no change is expected (Green). The list of all proposals is in Appendix 1 with identified change status.
8. New proposals may also be required and we have already identified the need for an additional overarching proposal on processes to ensure we deliver fairer and more inclusive street environments.
9. The key issues and themes of potential changes are summarised by outcome below. One of the outcomes - More people choose to cycle – and associated proposals will need to change to reflect the increasing use of e-scooters.
10. A further update report will come to Streets & Walkways in March 2023 and all recommended changes will be submitted to Planning & Transportation in May 2023 for approval to consult.

Key Issues

Overarching proposals

11. Proposal 1 of the Transport Strategy is an overarching proposal to embed the Healthy Streets Approach in transport planning and delivery. It is proposed to add an additional overarching proposal on embedding processes to ensure transport and public realm planning and projects create streets and spaces that are fairer and more inclusive. While fairness and inclusion are captured within the Healthy Streets Approach a separate proposal will allow us to set out specific principles and processes, such as applying Equalities Impact Assessments and ensuring representative engagement and consultation. As with Healthy Streets all remaining proposals will contribute to the delivery of this proposal.

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

12. Walking remains by far the main way that people travel within the Square Mile and proposals to give more space and priority to people walking are unlikely to require significant change. Some minor changes might be necessary to ensure best alignment with Destination City and the Climate Action Strategy. This includes potentially expanding or accelerating proposals relating to the activation of streets and public spaces, the desire for more outside hospitality space and for more greenery, including for climate resilience.

The Square Mile is accessible to all

13. Proposal 16, the commitment to set a Streets Accessibility Standard has been completed with the development of the Street Accessibility Tool. Use of this is now embedded in our design processes and has been shared with designers and other third parties for use in the City and elsewhere. A new proposal is necessary now to set measures and targets to make all streets accessible.

Street space is used more efficiently and effectively

14. Targets for traffic reduction and more efficient use of street space will be reviewed in the context of the Climate Action Strategy target for net zero carbon by 2040, which were adopted after the Transport Strategy was completed. Patterns of travel may have been impacted medium to long term by the pandemic and we will review whether this has an impact on our targets. Our proposals will need to reflect changes in the options available for reducing traffic on our streets including Transport for London's (TfL) exploration of next generation of road user charging.

Delivery and servicing needs are met more efficiently, and impacts are minimised

15. While the overall approach to reduce, retime and remode freight and servicing has not changed, developments over the last few years suggest that we may need to take a less active role in facilitating consolidation services. This is in part due to planning requirements for consolidation are also helping create a viable market for services. The need to facilitate last mile logistics remains, but the approach needs to be reviewed in light of the challenge of finding suitable sites within the Square Mile for delivery. There are also new opportunities to collaborate with the BIDs of freight and servicing initiatives.

People using our street are safe and feel safe

16. Delivery of Vision Zero remains the core focus for creating a safer environment and reduce deaths and serious injuries on the City's streets. We have recently reviewed our progress against targets to give a better view on where actions need to be prioritised using the Safe Systems approach. This will include looking at our programme of junction improvements and our commitment to lower speed limits. Partnership working with the City Police remains important and joint commitments will be developed.

17. Proposal 24 committed to improving quality and functionality of street lighting, all street lighting has been updated and protocols around how this can be used to support personal safety and crime reduction are being developed with the City Police.

More people choose to cycle in the city

18. There is a need to broaden this outcome to reflect the fact that 'micro-mobility', such as dockless bikes and e-scooters are now an established part of London's transport mix. Proposals will need to consider the increased use of these new modes of travel and how best to ensuring use is safe and the impact on other street users, including people walking, is well managed.

19. Cycling has potentially become a more important part of the transport network across all of London, since the pandemic and the network through the City is critical to support cross London trips as well. A review of our cycle network priorities is recommended. Similarly targets around delivery of cycle parking should be updated and a plan produced.

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

20. There is still a requirement to improve air quality in the Square Mile to meet national targets. Through our work on Zero Emission restrictions we have understood some practical issues around delivering local Zero Emission Zones, so we recommend to review this commitment and propose new effective measures. We also need to review in the context of TfL's own proposal for a wider central London zone, originally proposed for 2025.

21. The infrastructure to support the uptake of Electric Vehicles is still required and should be reviewed to ensure we are responding to targets and the emerging profile of EV uptake. Work with TfL, neighbour boroughs and industry is ongoing to help inform this. This will also be reviewed to ensure we are supporting targets for net zero within the Climate Action Strategy for this work stream.

Our street network is resilient to changing circumstances

22. The Climate Action Strategy and associated targets have been approved since the writing of the Transport Strategy. Proposals relating to climate resilience and extreme weather need reviewing to ensure alignment between the two strategies. This includes proposals to reduce rainwater run-off with SUDs, make the street network resilient to severe weather events and add more greenery into the City's streets and public spaces.

Emerging transport technologies benefit the Square Mile

23. We need to review the proposed approach to supporting and promoting new technologies that support wider delivery of the Transport Strategy. We have not been able to progress the Future Transport programme and advisory board as originally envisaged.

The Square Mile benefits from better transport connections

24. Proposals relating to local, national and international transport connections need to be reviewed to ensure alignment with the Climate Action Strategy. The CAS has identified more clearly where carbon emissions are produced and therefore where we can be acting to deliver net zero carbon for transport.

25. The operating environment for TfL has been impacted by the pandemic therefore we need to review proposals relating to TfL bus services and support for the Mayor of London in retaining locally generated taxation

Engagement Plan.

26. The Engagement Plan is provided in Appendix 2 to this report. The Engagement Plan has been developed to ensure that stakeholder engagement for the Transport Strategy Review is aligned with the timescales, methods, and audiences of the City Plan Review 2040. Opportunities to work together on public engagement will be taken wherever possible, to minimise meetings and mitigate consultation fatigue.
27. Our approach is to proactively engage to ensure that the review is informed by a wide range of stakeholders, including the public, to produce proposals that recognise the needs of City workers, residents, businesses, students and visitors. We aim to build support for the Transport Strategy by setting out the challenges for transport in the City and involving stakeholders in the development of solutions to these challenges.
28. The engagement plan includes:
 - Updates for Members of the Planning and Transportation Committee, and Streets and Walkways Committee, and drop in sessions for all Members;
 - Focus groups to bring together specific groups of stakeholders, some of whom may be underrepresented in the wider survey (equality and diversity networks); representatives from business in the City including BIDs, and young people;
 - Focus groups for residents;
 - Online consultation tool will be used to engage the wider public.
 - Presentations and workshops with stakeholder groups;
 - Engagement events, complemented by drop-in sessions, jointly with the City Plan team, to allow residents and workers to discuss transport issues directly with officers.

Data Collection.

29. A significant amount of data has been collected over the summer to inform the Strategy Review and the Traffic Order Review. This includes traffic counts of walking, cycling and motor vehicles. Traffic counts are comparable with previous years and enable pre and post-pandemic comparisons. Data provided by TfL on London Underground volumes in the City over the late summer and early autumn suggests weekday commuting patterns have stabilised around 65-70% of pre-pandemic travel with Thursdays the busiest day for travel to the City. Weekend travel levels over the same period have returned to pre-pandemic levels and data suggests weekend travel rates in October are now slightly exceeding pre-pandemic levels.
30. Employment forecasts and Residential requirement forecasts set the broader context for both the City's Local Plan and the Transport Strategy and still set a context of growth over the Plan and Strategy period

Monitoring and performance indicators.

31. The adopted Transport Strategy included 8 key targets, and a number of other performance indicators (see table x appendix 3). These will be reviewed to ensure they are still appropriate and relevant and align with other corporate strategies and priorities, including Climate Action and Destination City.

Corporate & Strategic Implications

Strategic implications

32. Delivery of the Transport Strategy supports the delivery of Corporate Plan outcomes 1, 3, 5, 8, 9, 11 and 12. It also indirectly supports the delivery of Corporate Plan outcomes 2 and 4.

33. Delivery of the Transport Strategy also helps mitigate corporate risk CR21 – Air Quality and departmental risk ENV-CO-TR 001 – Road Safety.

34. The strategy review will ensure that overlap with other areas of work is identified and addressed. These include Joint Health and Wellbeing, Safer City Partnership, Air Quality, Noise, and Lighting.

35. The Strategy review will also consider how best to support Destination City programme and the City's ongoing recovery.

36. The Transport Strategy is required to demonstrate how it supports the Mayor's Transport Strategy (MTS), which is done through submission of the Local Implementation Plan (LIP). The outcomes of the Transport Strategy are on the whole in line with the MTS.

Financial implications

37. A costed 5-year Delivery Plan will be provided alongside the updated Transport Strategy. This will be updated annually and reported to the Planning & Transport Committee for approval.

38. Data collection, engagement and consultation costs associated with the review will be funded through local risk budget and TfL - LIP funding.

Resource implications

39. Staff resource is required to undertake the review. The Strategic Transport Team is in place to undertake this work and will liaise with other teams as appropriate.

Equalities implications

40. A full Integrated Impact assessment including Equalities Impact Assessment was undertaken for the development of the Transport Strategy. We have programmed an EQIA at early stages of the Strategy review to inform any high priorities that need addressing.

Climate implications

41. Delivery of the Transport Strategy contributes to carbon reduction through reduction in motor vehicle use and a switch away from fossil fuel vehicles and to climate resilience. The review will consider changes required to support the delivery of the adopted Climate Action Strategy.

Security implications

42. As the Transport Strategy is relevant to the management of public space and the transport network, security implications are relevant at a detailed level and inform decision making at a scheme level.

Conclusion

43. Work has commenced on the Transport Strategy review with the aim of consulting on proposed changes in June and July 2023. Engagement work has been planned in parallel with the Local Plan team to manage joint working and issues where appropriate.

44. An initial sift of issues and impacts likely to affect the proposals has been undertaken and will inform upcoming engagement. Proposals marked as Green in Appendix 1 are not expected to require changes unless emerging views or evidence change this during review and engagement.

45. An update report will come to Streets & Walkways in March 2023, and a report to Planning & Transportation is programmed for May 2023 which will set out the recommended changes to the Transport Strategy and seek permission to consult on those changes during Summer 2023.

Appendices

- Appendix 1 - Transport Strategy Vision, Aims and Outcomes and Performance Indicators.
- Appendix 2 – Transport Strategy Review proposals change status
- Appendix 3 – Transport Strategy Review Engagement Plan
- Appendix 4 – Review Programme

Background Papers

[City of London Transport Strategy](#)
[Streets & Walkways Sub-Committee 29 April 2021 – Transport Strategy Review 2021.](#)

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Appendix 1 – City of London Transport Strategy Vision, Aims, Outcomes and Key Targets

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

Vision

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

Aims

- Ensure the Square Mile is a healthy, attractive and easy place to live, work, learn and visit.
- Support the development of the Square Mile as a vibrant commercial centre and cultural destination and protect and enhance its unique character and heritage

Outcomes

- The Square Miles streets are great places to walk and spend time
- Street space is used more efficiently and effectively
- The Square Mile is accessible to all
- People using our street are safe and feel safe
- More people choose to cycle in the city
- The Square Mile's air and streets are cleaner and quieter
- Delivery and servicing needs are met more efficiently, and impacts are minimised
- Our street network is resilient to changing circumstances
- Emerging transport technologies benefit the Square Mile
- The Square Mile benefits from better transport connections

City of London Key Targets by 2044

- Reduction in motor vehicle traffic of 50%
- Improvement in the number of people rating their experience of walking in the City as pleasant from 10% to 75%
- Increase in the number of kilometres of pedestrian priority streets of 55% (25km to 55km)
- Reduction in the number of people killed and seriously injured on our streets to 0
- Improvement in the number of people rating their experience of cycling in the City as pleasant from 4% to 75%
- Increase in the number of people cycling of 100%
- Increase in the proportion of zero emission capable vehicles entering the City to 100% of all vehicles
- Reduction in motorised freight vehicle volumes of 30%
- Reduction in peak-time motorised freight vehicle volumes of 90%

Additional key performance indicators can be found on pages 113 and 114 of the [City of London Transport Strategy](#).

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Proposal ID	Proposal Info	Review RAG Status
1	Embed the Healthy Street Approach in transport planning and delivery	green
2	Put the needs of people walking first when designing and managing our streets	Amber
3	Complete the riverside walkway and improve walking connection between the riverside and the rest of the City	Amber
4	Enhance the Barbican high walks	Green
5	Ensure new developments contribute to improving the experience of walking and spending time on the City's streets	Amber
6	Promote and celebrate walking	Green
7	Provide more public space and deliver world-class public realm	Amber
8	Incorporate more greenery into the City's streets and public spaces	Amber
9	Reduce rainwater run-off on City streets and public realm	Amber
10	Incorporate protection from adverse weather in the design of streets and the public realm	Amber
11	Take a proactive approach to reducing motor traffic	Red
12	Design and manage the street network in accordance with the City of London Street Hierachy	Green
13	Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time	Amber
14	Make the best and most effiecient use of the kerbside and car parks	Green
15	Support and champion the 'Turning the Corner' campaign	Red
16	Develop and apply the City of London Street Accessibility Standard	Red
17	Keep pavements free of obstructions	Green

18	Keep pedestrians crossings clear of vehicles	Green
19	Support and champion accessibility improvements to Underground stations	Amber
20	Apply the safe systems approach and the principles of road danger reduction to deliver Vision Zero	Red
21	Work with the City of London Police to reduce crime and fear of crime	Amber
22	Ensure on-street security measures are proportionate and enhance the experience of spending time on our streets	Green
23	Improve the quality and functionality of street lighting	Red
24	Apply a minimum cycling level of service to all streets	Red
25	Increase the amount of cycle parking in the City	Amber
26	Ensure new developments contribute to improving the experience of cycling in the City	Amber
27	Promote and celebrate cycling	Green
28	Improve cycle hire in the City	Red
29	Support and champion a central London Zero Emission Zone	Red
30	Install additional electric vehicle charging infrastructure	Amber
31	Request an accelerated roll out of zero emission capable buses	Green
32	Support small businesses to accelerate the transition to zero emission capable vehicles	Amber
33	Make the City of London's own vehicle fleet zero emissions	Green
34	Reduce the level of noise from motor vehicles	Green
35	Reduce noise from streetworks	Green
36	Encourage innovation in air quality improvements and noise reduction	Green
37	Ensure street cleansing regimes support the provision of a world-class public realm	Amber
38	Reduce the number of freight vehicles in the Square Mile	Red

39	Develop a sustainable servicing programme	Amber
40	Allow some Local Access streets to function as City Access streets during significant disruption	Green
41	Reduce the impact of construction and streetworks	Green
42	Make the street network resilient to severe weather events	Red
43	Establish a Future Transport Programme	Red
44	Establish a Future Transport Advisory Board	Red
45	Explore the need for legislative change to ensure emerging technology and innovation benefits the Square Mile	Amber
46	Support and champion better national and international connections to the Square Mile	Red
47	Support and champion improved connections to the Square Mile from Greater London and the surrounding region	Amber
48	Support the increased use of the Thames for passenger services	Green
49	Review bus provision across the City	Amber
50	Support the Mayor of London in retaining locally-generated taxation	Amber
51	Encourage continued Government investment in major London transport projects	Green
52	Use temporary interventions and trials to accelerate the pace of delivery	Amber
53	Improve our monitoring of transport in the Square Mile	Red
54	Support change across London that is aligned with this Strategy	Green

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City of London Transport Strategy Review Engagement Plan

1. Introduction

The City of London Transport Strategy provides a 25-year framework for the design and manage the City's streets to ensure the Square Mile remains a great place to live, work, study and visit. The Strategy was adopted in May 2019

The Transport Strategy is scheduled to be reviewed every three years to ensure it continues to reflect the priorities of City residents, workers and businesses, changing circumstances and developments in transport technology. The current review period has been extended to 2023 to:

- Align with the review of the City Plan
- Allow time for travel and work patterns to settle post Covid-19
- Allow engagement and consultation to be carried out in more settled conditions

This Stakeholder Engagement Plan sets out the proposed approach for engaging and consulting with stakeholders, including the public, on the review of the Transport Strategy.

The engagement plan is a live document that will be revised as work on the Transport Strategy progresses.

Alignment of Transport Strategy and City Plan Engagement

This Engagement Plan has been developed to ensure that stakeholder engagement and consultation for the Transport Strategy review is aligned with the timescales, methods, and audiences of the City Plan 2040 review. Whilst the anticipated date of adoption of the City Plan is later than that of the Transport Strategy, many of the audiences are the same, and the City Plan review includes pre-engagement during the same period (late 2022 / spring 2023) as the Transport Strategy review.

The City Plan review includes its own engagement plan, which sets out the key steps for engaging on the City Plan, as well as the Statement of Community Involvement and a complementary Developer Engagement Guidance document. Opportunities to work together on engagement will be taken wherever possible, to minimise meetings and mitigate consultation fatigue.

Transport Strategy Review Engagement Objectives

The objectives of this Transport Strategy Review Engagement Plan are to:

1. Identify internal and external stakeholders and understand their needs and priorities.
2. Build on existing relationships and establish and maintain new relationships. Noting that the relationships will vary significantly according to level of engagement and interest.
3. Proactively engage to ensure that the review of the Strategy is informed by a wide range of stakeholders, including the public, and reflects the needs of City workers, residents, businesses, students and visitors.
4. Build support for the Transport Strategy by clearly setting out the challenges for transport in the City and involving stakeholders in the development of solutions to these challenges.
5. Keep all stakeholders engaged and informed on the Transport Strategy review at a level that meets their expectations. A clear hierarchy of

communication between stakeholder groups will ensure that groups closer to the project are engaged and kept informed ahead of the wider groups.

6. Ensure there are no surprises for any stakeholder at any stage through clear and regular communication of messages in an appropriate format.

The Plan outlines how the engagement objectives will be achieved, including a programme of engagement throughout the life of the project. The types of engagement activity will vary according to the stakeholder groups being engaged, and the stage of the project.

2. Stakeholder Groups

Stakeholders with similar levels of interest and influence will be grouped together to ensure a consistent level of engagement. Stakeholder groups closer to the project will be kept informed of project developments sooner, and to a greater level of detail than the wider groups (Stakeholder groups and their predicted level of engagement

Table 1).

Table 1: Stakeholder groups and their predicted level of engagement

Stakeholder Group	Stakeholder Group Role	Group Members (non-exhaustive list)
Decision Makers	Political members making decisions on the Transport Strategy Review	<ul style="list-style-type: none"> • Planning and Transportation Committee • Streets and Walkways Committee
Project Advice & Scrutiny	Stakeholders central to the delivery of the project. Responsible for project direction.	<ul style="list-style-type: none"> • Transport Strategy Board • Steering Group • Working Group • City Plan Team • City Operations Senior Management
Primary Stakeholders	Stakeholders that have a significant influence on overall direction.	<ul style="list-style-type: none"> • Transport for London • Greater London Authority • Environment Department stakeholders • Innovation and Growth • Department of Community and Children's Services (DCCS) • City of London Police
Actively Interested Stakeholders	A wider group of stakeholders not directly involved with the project's direction, but influential in specific areas.	<ul style="list-style-type: none"> • Neighbouring boroughs • Modal & special interest groups e.g. London Cycling Campaign, Living Streets • Trade representative groups, e.g. Licensed Taxi Drivers Association • Business representative groups and networks, e.g. Heart of the City, Active City Network • Other Members



		<ul style="list-style-type: none"> • NHS • City Property Association (CPA) • Emergency Service Partners • BIDs • Residents Groups • City of London Access Group
Wider Public Engagement	All other stakeholders. Includes the general public and businesses that are not otherwise engaged.	<ul style="list-style-type: none"> • City workers • City residents • Visitors / tourists

3. Engagement activities

Inclusion and proportionality of engagement

In planning and delivering our engagement on the Transport Strategy review, we will strive to involve the full cross-section of the communities that live and travel within the Square Mile. This document sets the benchmark for public engagement and forms the heart of our approach to this work. We will seek to develop the deepest understanding of our communities' requirements, including minority groups and those sometimes at risk of not having their voices heard in engagement programmes.

We will also strive to ensure materials used to engage with the public are fully accessible for all. Venues will be accessible and will be chosen to minimise travel requirements. Meetings will be held at times convenient to the participants.

There will be a mixture of virtual and in-person meetings. Hybrid meetings will be run in ways that ensure that participants attending in-person and on-line are given equal opportunity to contribute.

However, it is also imperative that we achieve proportionality in our engagement, ensuring that the views and opinions of the greatest number of users of the City's streets i.e. city workers, make up the majority of responses in our engagement programme.

Engagement methods

Ongoing engagement will take place with all stakeholders, with the public engaged at key points in the process.

The engagement approach will include regular meetings with internal project steering and working groups, sounding boards (e.g. Transport Strategy Board and City Corporation Strategy Forum) and the Streets and Walkways Sub Committee (and Local Plan Sub Committee for City Plan engagement) to report and discuss project progress.

The Streets and Walkways Sub-Committee will be the main forum for Member engagement and will review progress, steer the project and advise officers on the review of the Strategy.

Key engagement activities will include:

1. Updates for Members of the Planning and Transportation Committee, and Streets and Walkways Committee, and drop in sessions for all Members.
2. Focus groups to bring together specific groups of stakeholders, some of whom may be underrepresented in the wider survey. This approach will allow the Review to take a more focussed look at particular transport issues and aspects of the emerging strategy.

These focus groups will involve representatives from equality and diversity networks within the business community, including disabled people and other people with protected characteristics as defined in the 2010 Equalities Act. Representatives from business in the City including senior business representatives and Chairs / Directors of relevant business groups including BIDs, and finally young people.

Separately, focus groups will be held to bring together residents and City employees, to understand their views on transport in the Square Mile.

3. Use of an innovative online consultation tool will be used to engage and consult the wider public. This will include a public sentiment and behaviour survey to understand perceptions on transport and the public realm within the City, and compare this against previous engagement activities, to inform ongoing studies and Review
4. Presentations and workshops with stakeholder groups through roundtable events, as well as 1:1s to communicate messages and gather feedback.
5. Social media will be used to reach the representative audience when promoting the public sentiment and behaviour survey.
6. Engagement events, complemented by drop-in sessions, jointly with the City Plan team, to allow residents and workers to discuss transport issues directly with officers.

A more detailed outline of the planned engagement is presented in Table 2 below, with the expected engagement activity at each phase of the review.

The two phases of the Transport Strategy Review are as follows, with stages 1a and 2a being the 2 engagement and consultation phases respectively, each followed by redrafting and Committee engagement:

- Phase 1a (Engagement) – Preliminary engagement with stakeholders and public (November - April 2023)
- Phase 1b – Transport Strategy drafting following pre-engagement and informed by Committee Review and approval (March 2022 – May 2023)
- Phase 2a (Consultation) – Stakeholder consultation on proposed changes to Transport Strategy (June – August 2023)
- Phase 2b – Final amendments, Committee and Strategy adoption (September – October 2023)

Monitoring and evaluation of engagement

As part of the Transport Strategy engagement activity, we will monitor and report on:

1. Reach – what did the stakeholders see, for example media and social media coverage, events attended, direct contact etc.
2. Engagement / Consultation – how did the stakeholders get involved, for example: Partnerships, endorsements, visits to websites, sharing content etc.
3. Actions – commitments made in response to points raised through the surveys and focus groups

Table 2: Detailed engagement activity for the Review

Activity	Type and date of events	Target groups
<p><u>Committee updates:</u></p> <p>Updating members central to the delivery of the project.</p> <p>Approvals for consultation activity and changes to Transport Strategy</p>	<p>Streets & Walkways Committee - November 2022</p> <p>Streets & Walkways Committee –March 2023</p> <p>Planning & Transportation Committee – March 2023 (City Plan approval for consultation)</p> <p>Planning & Transportation Committee – May 2023</p> <p>Planning & Transportation Committee – October 2023</p> <p>Policy and Resources Committee – November 2023</p> <p>Court of Common Council – December 2023</p>	<p>Decision makers</p>
<p><u>Focus groups and roundtable workshops:</u></p> <p>Bringing stakeholders together to explore particular themes for discussion.</p> <p>Workshops will provide an opportunity to gather feedback and allow stakeholders to hear from each other.</p>	<p>x4 Focus Groups (Stage 1) to be held 14th, 15th x 2 and 16th November 2022</p> <p>x4 Focus Groups (Stage 2) to be held in est. June 2023 (dates TBC)</p> <p>The four focus groups will be structured as follows:</p> <ol style="list-style-type: none"> 1. Professional and Workplace Young and Early Career Network Representatives 2. Professional and Workplace Diversity Network Representatives 3. Professional and Workplace Disability Network Representatives 4. Senior and Executive Business Leaders 	<p>Primary Stakeholders</p> <p>Actively Interested Stakeholders</p>

	<p>These focus groups will be followed by a series of resident and employee oriented focus groups in February / March 2023.</p> <p>Workshops and roundtable events will be held with key stakeholder groups representing transport, planning, business, and public services in November 2022 to incorporate their views in the earliest stages of the process.</p>	
<p><u>Survey:</u></p> <p>Representative surveys to understand perceptions of travel, transport and public realm and the approach being taken to review the Transport Strategy. We will ensure that our engagement and consultation activities are reaching those who may be underrepresented and ensure we have an inclusive approach.</p>	<p>Survey will launch in November 2022</p>	<p>Actively Interested Stakeholders</p> <p>Wider Public Engagement</p>
<p><u>Briefings and one to ones:</u></p> <p>Updating stakeholders central to the delivery of the project and project direction.</p> <p>Attending scheduled events such as resident and special interest group meetings.</p> <p>Meetings and workshop with other departments or teams on relevant overlap of strategies needing connection or partnership working.</p>	<p>As required during both phases of engagement / consultation.</p> <p>One to one meetings will be held with stakeholders with particular relevance to revised proposals during Phase 1a engagement to discuss draft changes to the Transport Strategy</p> <p>Examples of one to ones include:</p> <ul style="list-style-type: none"> Resident engagement with Middlesex Street and Barbican Residents Associations in October 2022 	<p>Project Advice & Scrutiny</p> <p>Actively Interested</p> <p>Wider Public Engagement</p>

	<ul style="list-style-type: none"> Motorcycle Action Group discussion in November 2022 	
<p><u>Drop-in sessions:</u></p> <p>Viewing documents or speaking to officers in Guildhall will be made possible during the consultation phase. These drop-in sessions will be held jointly with City Plan team and will be for residents and members.</p>	Approx. 3-4 during phase 2a Consultation (est. June 2023).	<p>Primary Stakeholders Actively Interested Stakeholders</p> <p>Wider Public Engagement</p>
<p><u>Online engagement:</u></p> <p>Use of website and newsletters to reach as wide an audience as possible during Phase 2a for consultation.</p>	June - September 2023	<p>Primary Stakeholders</p> <p>Actively Interested</p> <p>Wider Public Engagement</p>
<p><u>Social Media and Press:</u></p> <p>Presence on all relevant City social media platforms. Promoted content will target City workers and residents. Stakeholder organisations will also be encouraged to promote engagement activities to widen reach</p>	Throughout both phases 1a and 2a, to advertise and raise awareness of the opportunity to engage and feed in views	<p>Actively Interested Stakeholders</p> <p>Public</p>

Appendix A: Engagement phases and main tasks

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Start up	To identify stakeholders with an interest in the transport strategy and ensure appropriate levels of engagement	Stakeholder identification and categorisation	Project Advice and Scrutiny Group (see table 1 above)	September / October 2022	✓	✓
	Ensure appropriate membership of all groups within Project Advice and Scrutiny.	Appoint members to Steering Group and Working Group and hold kick-off meetings.	Project Advice and Scrutiny	November 2022	✓	✓
	Agree stakeholder engagement plan with Committee	Local Plan Sub Committee Planning & Transportation Committee Streets & Walkways Committee	Decision Makers	September 2022 November 2022 November 2022	 ✓	✓ ✓

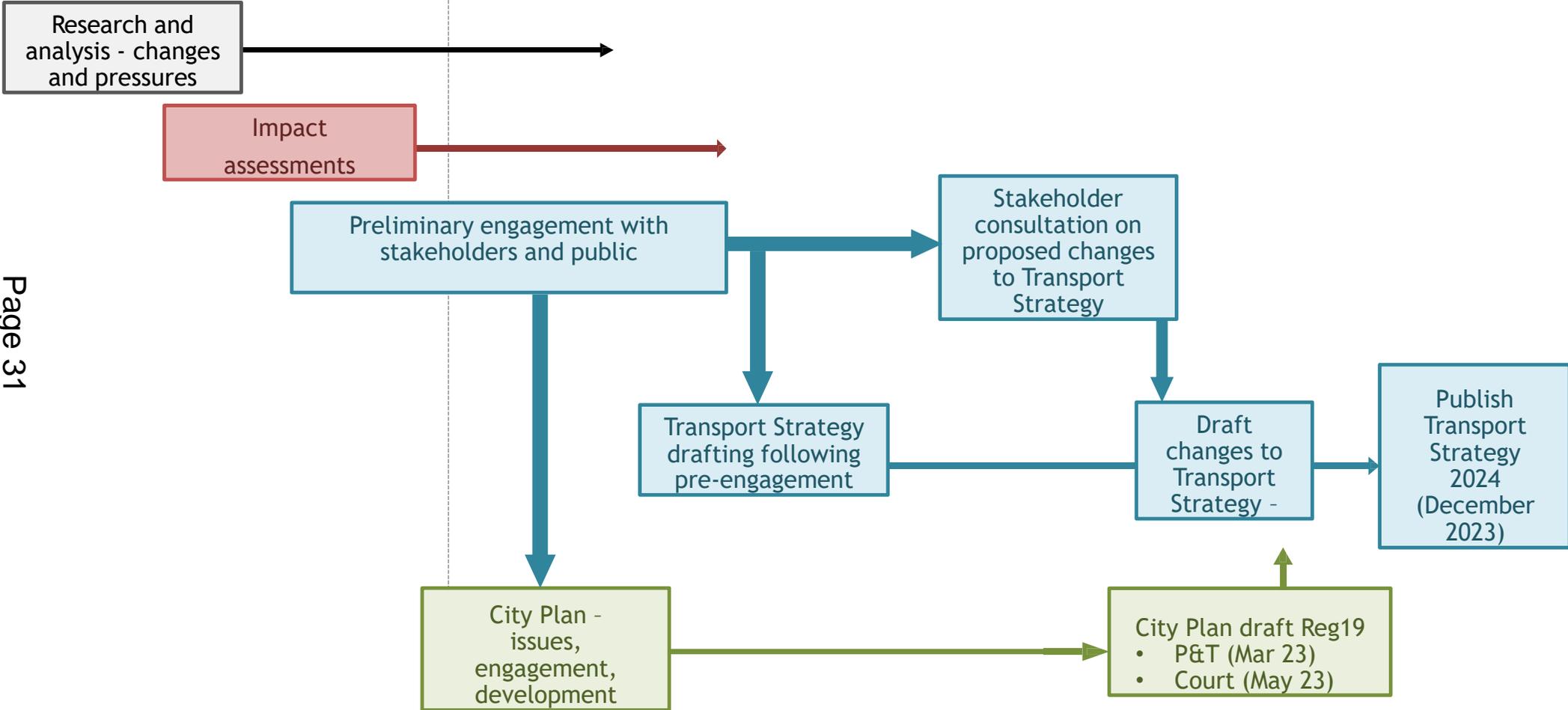
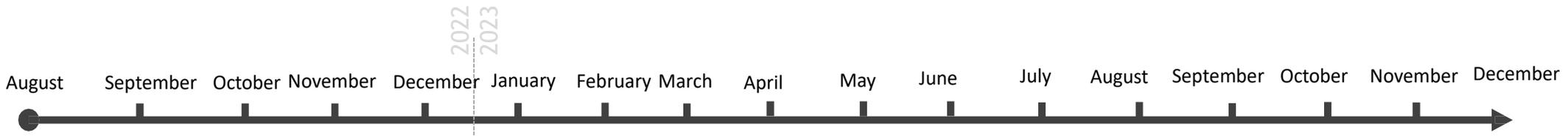
Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 1a (Engagement) – Preliminary engagement with stakeholders	Procure relevant consultants to support the Review	Draft and appoint consultants for focus group, surveys, resident focus groups	Project Advice and Scrutiny	September / October 2022	✓	✓
	Ensure compliance with relevant guidelines and policies for Data Protection and Equalities Act	Undertake a Data Protection Impact Assessment Review all Privacy Notices	Project Advice and Scrutiny	October to May 2023	✓	✓
		Update members with a member briefing ahead of circulating survey. Finalise and launch online engagement tool – Sentiment Survey	Primary Stakeholders Project Advice and Scrutiny	November 2022 November 2022	✓ ✓	 ✓

Phase 1a (Engagement)– Preliminary engagement with stakeholders	Establish and undertake engagement with all levels of stakeholder	Undertake thematic focus group workshops (1 st round)	Actively Interested Stakeholders	November 2022	✓	
		Prepare website and social media material		January - February 2023	✓	
		Launch webpages and social media	Project Advice and Scrutiny	March 2023	✓	✓
		Roundtable stakeholder workshops	Primary Stakeholders	November – 2022	✓	✓
		One to one briefings	Actively Interested Stakeholders	November – April 2023		
		Undertake resident / employee focus group workshops	Actively Interested Stakeholders	February / March 2023	✓	✓

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 1b – Transport Strategy drafting following engagement and Committee Review	Engagement monitoring and review of results	Review all engagement Monitoring and Results Report writing	Project Advice and Scrutiny	March 2023	✓	
	Committee reporting	Reporting Phase 1a engagement results to Streets & Walkways Committee	Decision makers	March 2023	✓	
		Reporting Phase 1a engagement results and headline strategy amendments to Planning & Transportation Committee		May 2023	✓	
Redrafting of the Transport Strategy	Redrafting of the Transport Strategy on the basis of Planning & Transportation and Streets and Walkway Committees and Phase 1a engagement	N/A	April - June 2023	✓		

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 2a (Consultation) – Stakeholder consultation on proposed changes to Transport Strategy	Consultation with stakeholders on Draft Strategy, building on earlier engagement work.	Undertake thematic focus group workshops (2 nd round)	Actively Interested Stakeholders Public Engagement	June 2023	✓	
		Website updated with draft Strategy details for consultation	Actively Interested Stakeholders Public Engagement	June 2023	✓	
		Undertake drop in sessions for residents and members	Actively Interested Stakeholders	June 2023	✓	✓

Phase	Purpose	Activity/Deliverables	Stakeholder Group	Dates	Strategic Plan	
					Transport Strategy	City Plan
Phase 2b – Final amendments, Committee and Strategy adoption	Committee Reporting and Transport Strategy publication and adoption	Reporting Phase 2a consultation results and draft final Strategy to Planning & Transportation Committee	Decision Makers	October 2023	✓	
		Policy and Resources Committee	Decision Makers	November 2023	✓	
		Court of Common Council	Decision Makers	December 2023	✓	
		Revised Strategy published online	N/A	December 2023	✓	



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Committees: Streets and Walkways sub-Committee [for decision] Operational Property & Projects Sub Committee [for decision]	Dates: 08 November 2022 Delegated
Subject: St Bartholomew’s Hospital environmental enhancements Issue Report Core project name: St Bartholomew’s Hospital S106 Unique Project Identifier: 11057	Gateway 5 Choose an item. Issue Report
Report of: Director of Environment Department Choose an item. Report Author: Emmanuel Ojugo	For Decision

PUBLIC

1. Status update	<p>Project Description:</p> <p>1.1. This project involves improvements to the public highway surrounding St Bartholomew’s Hospital. This includes resurfacing, planting, seating opportunities and signage that support the new emerging Cultural Hub in the wider Smithfield area. The project is wholly funded by the Section 106 agreement, related to the extensive redevelopment of parts of the hospital. The project is being delivered in phases to meet the developer’s timetable.</p> <p>1.2. The developer has periodically notified the City of programme delays, the last of which was reported to Committee in February 2022. Members approved extending the City’s works programme to March 2023 to meet the developer’s updated timeline to open the building in mid-2023.</p> <p>1.3. There is now a need to target an increase in some staff budget, proportionate to the increased timetable and due in part, to a significant downturn in some staff services that were planned to support the delivery of the project, with work now undertaken by the project manager. See section 4.</p> <p>RAG Status: Amber (Amber at last report to Committee).</p> <p>Risk Status: Low (Low at last report to committee).</p> <p>Total Estimated Cost of Project (excluding risk): £565,396.</p> <p>Change in Total Estimated Cost of Project (excluding risk): The cost of the project will remain within the reported budget approved.</p>
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	<p>Spend to Date: £324,108 (inclusive of committed orders).</p> <p>Costed Risk Provision Utilised: N/A, project was initiated prior to the introduction of the CRP in April 2019.</p> <p>Slippage: In February 2022, Committee approved a programme extension to March 2023. Whilst most works are expected to be completed by March 2023, there may be further programme risk due to the capital programme review of projects.</p> <p>Background</p> <p>1.4. The project is being delivered in phases to accommodate the developer’s programme. Phase 1 involves improvements to the northern section of Little Britain north of King Edward Street. These works are largely complete aside from some minor street furniture and tree planting. However, Phase 2 works involving footway at West Smithfield and Giltspur Street have yet to commence.</p> <p>1.5. Delays to the commencement of Phase 2 works are due to several extensions to the developer’s building programme restricting the City’s access to finalise the design for a widened footway and the location of street trees.</p> <p><u>Current Position</u></p> <p>1.6. In December 2021 the developer notified the City that hoarding / scaffolding to the Giltspur Street façade would be struck in May 2022 for the City to access the public highway. At present the hoarding license remains in place, though much reduced at the time of reporting, and is now expected to be struck by December 2022.</p> <p>1.7. Site surveys are currently being carried out to finalise Phase 2 works to accommodate the developer’s intent to launch the building in summer 2023. The City’s improvement works are expected to commence in the new year and conclude by March 2023.</p>
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<p>2. Requested decisions</p>	<p>Next Gateway: Choose an item. Gateway 6</p> <p>Requested Decisions:</p> <p><u>It is recommended that:</u></p> <ul style="list-style-type: none"> I. That the remaining project budget of £241,288 is revised as set out in the finance tables in Appendix 3; including any interest accrued to complete the project in accordance with the Section 106 Agreement. II. Approval of the budget adjustment summarised in table 2 Appendix 3. III. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Operational Property and Projects Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that fall within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General), as prescribed in Appendix 3 of this report, is to be delegated to Chief Officer or escalated to committee(s); IV. Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub Committee
<p>3. Budget</p>	<p>3.1 Total cost of the project – £565,396. No CRP is proposed. The tables in Appendix 3 summarise resource requirements to reach the next Gateway (6).</p> <p>3.2 The project scope remains unchanged and the requested increase in P&T staff costs is required to cover a downturn in staff resource which would have supported project delivery. The budget adjustment has been discussed with the City Chamberlain and is deemed affordable due to savings made in delivering Phase 1 works. Savings include recycling street furniture and revising the planting schedule, removing the need for a new irrigation system.</p> <p><u>Inflation</u></p> <p>3.3 It should be noted that the inflationary uplift in terms of Retail Price Index (RPI) is applicable yearly from July to June. The unit price of provision of materials is agreed under the current new City Term Contract (July 2022) schedule of rates and is subject to RPI annually. However, if materials are bespoke or unforeseen circumstances arise which affect the price of material, the contractor is within their rights to request a re-consideration.</p> <p>3.4 Such impacts are not considered a high project risk due to the use of a standard material palette. Potential material cost rises that may occur within the remaining project programme (up to March 2023)</p>

	<p>have been factored into the works budget and are reflected in Appendix 3.</p> <p>Costed Risk Provision requested for this Gateway: N/A (No CRP is requested).</p>
4. Issue description	<p>4.1 The Developer has informed the City of their requirement to open the new building on Giltspur Street in Summer 2023. Whilst Committee have agreed an extension to the project programme to March 2023 to fulfil this commitment, a downturn in staff resources means it is necessary to reconfigure the budget to accommodate the shortfall in project support, and the increased role of the project manager to complete the work.</p> <p>4.2 The P&T Staff costs projections have increased in line with current forecasting agreed with the Chamberlain to complete the project by March 2023. This represents an average allocation of sixteen hours a month and is summarised in Appendix 3 tables.</p> <p>4.3 Duties will include:</p> <ul style="list-style-type: none"> • Engagement with St Bartholomew Hospital to work to their programme and communicate to stakeholders. • Agree schedule with TfL to have the bus stop/shelter removed and reinstated post practical completion and communicate this with stakeholders. • Facilitate additional permits to enable surveys to be carried out and subsequent permits to support implementation of the works early in 2023 when the hoarding will have been removed. • Acquire some services externally, related to supporting the implementation of Culture Mile programme including the installation of some street furniture design and signage. <p>4.4 It should be noted, although this project is at an advanced stage with the majority of the scheduled works completed, funding is subject to a capital programme review. The City are however, obliged to undertake improvement these works as soon as is reasonably practicable in accordance with Section 106 obligations related to the redevelopment of St Bartholomew Hospital.</p>
5. Options	<p>5.1. There is a solitary approach to complete this project and it is proposed to reconfigure and reallocate staff resources, to meet the expected completion date of March 2023 as previously reported.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Site Location/Works Phase Plan, S106/Indicative General Arrangement Plan
Appendix 3	Finance Tables
Appendix 4	Site Photos Current site progress, Comparative Images
Appendix 4	Risk Register

Contact

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Project Coversheet

[1] Ownership

Unique Project Identifier: 11057

Report Date: November 2022

Core Project Name: St Bartholomew's Hospital environmental enhancements

Programme Affiliation (if applicable): N/A

Project Manager: Emmanuel Ojugo

Next Gateway to be passed: Gateway 6

[2] Project Brief

Project Mission statement:

To deliver phased public realm and street enhancements related to the redevelopment of St Bartholomew Hospital. The project seeks to reinstate and increase green coverage in the area, improve pedestrian movement across the area and the general visitor experience in support of the emerging new cultural quarter in Smithfield (Culture Mile).

Enhancements will include resurfacing footways in Yorkstone, widening footways, raising carriageways, reinstating trees and greenery lost to facilitate the development of the hospital, and seating opportunities mindful of social distancing. Other measures include improved signage and wayfinding to help visitors better navigate and artistic embellishments that celebrate the unique cultural history of the Smithfield area.

The enhancements would be entirely funded by Developer contribution through Section 106 Agreement.

Definition of need:

St Bartholomew's Hospital have recently completed on a modernisation programme for which they were granted approval in 2004. Between 2004 and present day the area has largely undergone a metamorphosis with local streets bearing the brunt of facilitating local development. As the hospital development neared completion in 2016, works to the adjacent mixed residential development at Bartholomew's Close began and are currently under construction.

The new hospital works on Giltspur Street that are underway, Crossrail and the planned relocation of the Museum of London to Smithfield are also a demonstration of the sheer weight of activity in the area.

The objectives of the Section 106 are clear in that a condition of the hospital development was to contribute to improvements to mitigate its effects in adjacent footway.

Increases in visitors, and inevitable service changes are now apparent. It is now incumbent on the City to improve the local streets and integrate them with the new reality of new buildings increased population, their relative servicing needs and their active frontages.

Key measures of success:

- | |
|---|
| 1) Introducing greenery to the area that traditionally has low coverage to improve local air quality and contribute to local biodiversity. |
| 2) Better pedestrian experience by delivering high quality enhancements that improves wellbeing and legibility given its proximity to a busy transport hub and the emerging Culture Mile quarter at Smithfield. |
| 3) Works are carried out in a timely manner in line with Environmental Guidelines to ensure minimal disruption to the local street network, local business and construction activity. |

[3] Highlights**Finance:****Total anticipated cost to deliver [£]: £532,161****Total potential project liability (cost) [£]: N/A****Total anticipated on-going commitment post-delivery [£]:** Maintenance – £23,100 (to be fully funded by developer contribution as part of the Section 106 agreement, included in the delivery cost above)**Programme Affiliation [£]: N/A**

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£30,000	£532,161	£565,369
[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)
£400,000 - £550,000 (as agreed in 2014)	£565,369 (2020)	£16,369
[G] Spend to Date	[H] Anticipated future budget requests	
£379,826 (inclusive of committed orders)	N/A	

Headline Financial changes:**Since 'Project Proposal' (G2) report:**

▲ The total estimated cost of the project at last Gateway reported as between £400,000 and £550,000 as part of the original S106 deposit in 2005. However, this figure has been increased to £565,369 in 2020, in line with indexation and interest accrued over this period, to carry out public realm works and project scope to compliment new and emerging developments in the area. This remains unchanged.

Since 'Options Appraisal and Design' (G1-2) report:

N/A.

A gateway 5 **Progress Report** is now submitted for Committee approval, to acknowledge project progress and adjust the budget in recognition of the developer's revised works programme to the Pathology Unit in Giltspur Street.

Since 'Authority to start Work' (G5) report:
Please see above.

Project Status:

Overall RAG rating: Amber

Previous RAG rating: Amber

[4] Member Decisions and Delegated Authority

N/A. Decisions are as per the approval of the previous Gateway 1&2 report. The recommended approvals for the next stage of the project are listed in the Gateway 5 report.

[5] Narrative and change

Date and type of last report:

St Bartholomew's Hospital environmental enhancements
Gateway 5 / Regular

Streets and Walkways Sub *for decision* - 14 September 2020

Projects Sub *for decision* - 15 September 2020

Key headline updates and change since last report.

Increase in estimated cost

The budget remains unchanged since the Gateway 5 report was approved in September 2020.

Change in programme

All public realm works were previously expected to be completed in September 2021. However, only the first of the two project phases was largely complete by September 2021, aside from some recently procured street furniture currently awaiting planting from Open Spaces. Phase 2 implementation awaits the removal of developer hoarding on a section of Giltspur Street.

Throughout the project, regular engagement with the developer has meant changes to their programme to which the City has adjusted. These revisions have been reported with the latest submission to committee in February 2022 when the Phase 2 programme was extended to financial year end 2022/23 to accommodate the developer's programme.

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

Since 'Project Proposal' (G2) report:

NA.

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

N/A

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

N/A

Timetable and Milestones:

Expected timeframe for the project delivery: January 2021 – March 2023

Milestones: <Top 3 delivery and planning milestones (upcoming) >

- | |
|---|
| 1) Finalise TfL relocation of bus stop and shelter – October 2022 |
| 2) Finalise construction design of Giltspur Street footway and wider planting plan – October 2022 |
| 3) Initiate Phase 2 works – January 2023 |

Are we on track for this stage of the project against the plan/major milestones? Yes, for Phase 1 works but Phase 2 implementation is currently dependant on the developer vacating the Giltspur Street site in line with their revised programme.

Are we on track for completing the project against the expected timeframe for project delivery? Yes. We believe the project can be delivered within the reported revised time frame.

Risks and Issues

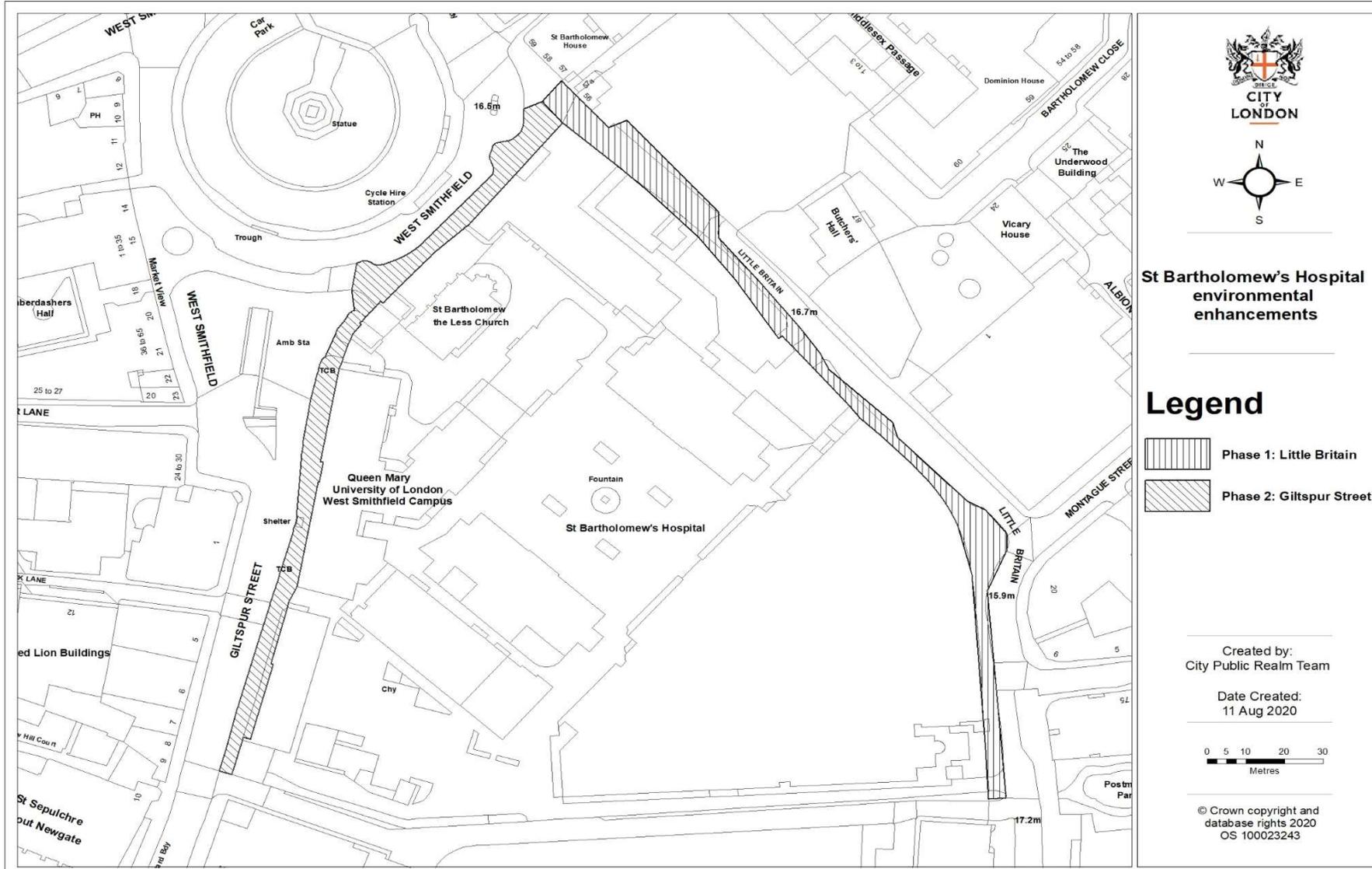
Top 3 risks: <things that have not come to pass>

<i>Risk description</i>	<i>Site conditions affect the City's ability to install street furniture</i>
<i>Risk description</i>	<i>Trees cannot be planted due to the lack of underground space</i>
<i>Risk description</i>	<i>Local occupiers complain about noise from works</i>

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

N/A

Appendix 2 | Site Location/Works Phase Plan



Appendix 3 – Finance

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
St Bartholomews Hospital S106 (SRP) - 16800301			
P&T Staff Costs	33,235	33,234	1
Total 16800301	33,235	33,234	1
St Bartholomews Hospital S106 (CAP) - 16100301			
Env Servs Staff Costs	43,894	32,906	10,988
Open Spaces Staff Costs	5,000	293	4,708
P&T Staff Costs	50,328	51,838	(1,510)
P&T Fees	12,000	2,500	9,500
Env Servs Works	371,839	203,338	168,501
Open Spaces Works	14,000	-	14,000
Utilities	12,000	-	12,000
Total 16100301	509,061	290,874	218,187
Commuted Maintenance	23,100	-	23,100
Grand Total	565,396	324,108	241,288

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
St Bartholomews Hospital S106 (SRP) - 16800301			
P&T Staff Costs	33,235	-	33,235
Total 16800301	33,235	-	33,235
St Bartholomews Hospital S106 (CAP) - 16100301			
Env Servs Staff Costs	43,894	-	43,894
Open Spaces Staff Costs	5,000	(2,000)	3,000
P&T Staff Costs	50,328	13,000	63,328
P&T Fees	12,000	2,000	14,000
Env Servs Works	371,839	(8,000)	363,839
Open Spaces Works	14,000	-	14,000
Utilities	12,000	(5,000)	7,000
Total 16100301	509,061	-	509,061
Commuted Maintenance	23,100	-	23,100
Grand Total	565,396	-	565,396

Table 3: Funding Strategy	
Funding Sources	Amount (£)
S106 - St Bart's Hospital - 04/00344/FULEIA	565,396
TOTAL	565,396

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Appendix 4 | Current site progress



Phase 1 Area: Little Britain footway from Montague Street, resurfacing completed
- Awaiting installation of additional street furniture and tree planting



Phase 1 Area: Little Britain | Completed resurfacing and example of Culture Mile branded bollards
- Awaiting installation of additional street furniture in the area

Appendix 4 | Current site progress



Phase 2 Area: Giltspur Street- Hoarding to Pathology Building under development
- City access currently being programmed

Appendix 4 | Comparative Images



Phase 1 Area: Little Britain looking north west from Montague Street Circa 2004



Phase 1 Area: Photomontage of proposals for Little Britain looking north west

Appendix 4 | Comparative Images



Phase 2 Area: Current works underway in West Smithfield/Giltspur Street (July 2022)



Phase 2 Area: Indicative photomontage of proposals for West Smithfield/Giltspur Street

City of London: Projects Procedure Corporate Risks Register

Project name: *St Bartholomew's Hospital environmental enhancements*

Unique project identifier: *PV11057*

Total est cost (exc risk) *£565369*

Corporate Risk Matrix score table

PM's overall risk rating
Avg risk pre-mitigation
Avg risk post-mitigation
Red risks (open)
Amber risks (open)
Green risks (open)

Low
5.5
3.1
0
5
7

	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%
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Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
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" "

Costed risk post-mitigation (open)

£0.00	0%
-------	----

" "

Costed Risk Provision requested

£0.00	0%
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CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
1	4.0	£0.00	0	0	1
3	9.3	£0.00	0	3	0
1	6.0	£0.00	0	1	0
2	6.0	£0.00	0	1	1
1	3.0	£0.00	0	0	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
4	3.3	£0.00	0	0	4

Issues (open) 0
All Issues 0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	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:	St Bartholomew's Hospital environmental enhancem	PM's overall risk rating:	Low	CRP requested this gateway:		Average unmitigated risk:	5.5	Open Risks:	12
Unique project identifier:	PV11057	Total estimated cost (exc risk):	£ 565,369	Total CRP used to date:	£ -	Average mitigated risk score:	3.1	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 on post-mitigation	Impact Classification on 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	5	(10) Physical	Project not delivered to programme	There is a possibility the project programme will be impacted by developer (St Bart's) activities adjacent to the project area. It is necessary to address this with regards to Giltspur Street where the developer has erected hoarding to facilitate their build.	Likely	Minor	4	£0.00	N		Keep in regular contact with the developer/other stakeholders and be aware of any changes to their programme and communicate them in a timely manner	£0.00	Likely	Minor	£0.00	4	£0.00		01/06/19	DBE	Emmanuel Ojugo		
R2	5	(10) Physical	Trees cannot be planted due to a lack of depth or utilities	Site conditions may impact the ability to plant trees and not fulfil the need to increase greenery in an area that has low coverage.	Possible	Minor	3	£0.00	N		Site surveys have been carried out and tree locations will be optimised to reduce the possibility of site conditions having a negative impact. Alternative locations and solutions have been identified should some sites prove difficult to plant trees. The main solution being a built out on a section of Giltspur Street.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE	Emmanuel Ojugo		
R3	5	(3) Reputation	Failure to complete works in Little Britain now that the hospital have vacated the area and the Bart's Close Development nears completion	Failure to complete the improvement works in line with the SIO agreement would negatively impact the good relationship the city has with local developers and stakeholders, given the extensive regeneration investment in the area.	Possible	Major	12	£0.00	N		Discuss and agree to the removal of hoarding currently occupying a section of Little Britain with Highways to meet the programme	£0.00	Unlikely	Serious	£0.00	4	£0.00		01/06/19	DBE	Emmanuel Ojugo		
R4	5	(10) Physical	Impact of Crossrail in the surrounding area	Crossrail programme will increase the potential for visitors to the area. It is essential that the arterial streets in the area are fit for purpose to support the current regeneration activity. However, there is little physical impact on the City's works programme.	Unlikely	Minor	2	£0.00	N		Maintain dialogue with the Crossrail to ensure minimal impact on City's work programme	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE	Emmanuel Ojugo		
R5	5	(4) Contractual/Partnership	Delays to the Procurement of materials	A significant delay to the receipt of materials will impact the programme for implementation	Possible	Serious	6	£0.00	N		Agree priorities with the Cot. Chamberlain and maintain dialogue with Highways Manager/ Term Contractor to establish procurement targets to inform the programme and meet stakeholders expectations	£0.00	Likely	Minor	£0.00	4	£0.00		01/06/19	DBE	Emmanuel Ojugo		
R6	5	(6) Safeguarding	Access to Little Britain and TEZ (Ring of Steel) is impeded	Access to northern section of Little Britain (with West Smithfield) may be required to facilitate works in the area. The TEZ may restrict movement of materials	Possible	Minor	3	£0.00	N		The design has already incorporated some flexibility into the TEZ profile in Little Britain to enable Emergency Access. This flexibility will also be extended to facilitate activity in the area temporarily, whilst works are underway.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE	Emmanuel Ojugo		
R7	5	(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers and delay the programme	Likely	Minor	4	£0.00	N		All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered occasionally	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE	Emmanuel Ojugo		
R8	5	(5) H&S/Wellbeing	Impact of Covid-19 on works	Due to Covid-19 the programme may be impacted by measures that may reduce activity and extend the programme	Likely	Serious	8	£0.00	N		1. The City have developed a Covid-19 response. The Highway Authority and Term Contractor have agreed a Covid-19 response that is compliant that will enable works to go ahead safely. 2. Any Covid-19 related inter-vention measures will be incorporated into the design for Mark Lane and the wider area	£0.00	Possible	Minor	£0.00	3	£0.00		15/03/20	DBE	Emmanuel Ojugo		
R9	5	(10) Physical	Access is limited in a section of Little Britain	Emergency Access for ambulances is located on a small section of Little Britain (approx. 3.3sqm) and may impact the programme of resurfacing works at that section.	Likely	Minor	4	£0.00	N		Having spoken to the hospital. When works are scheduled, the access for Ambulances can be temporarily re-routed but this must be communicated in a timely manner.	£0.00	Possible	Minor	£0.00	3	£0.00		15/10/19	DBE	Emmanuel Ojugo		

Committees:	Dates:
Corporate Projects Board <i>for decision under urgency</i> Streets & Walkways sub - for decision Operational Property & Projects Sub - for decision	02 November 2022 08 November 2022 23 November 2023
Subject: Climate Action Strategy, Cool Streets and Greening Programme – Phase 4 Unique Project Identifier: <i>PV ID 12267</i>	Gateway 2-3 Project Proposal & Options Appraisal Regular
Report of: Executive Director Environment Report Author: Janet Laban / Gordon Roy	For Decision
<h1 style="font-size: 2em; margin: 0;">PUBLIC</h1>	

Recommendations

<p>1. Approval track, next steps and requested decisions</p>	<p>Project Description: Cool Streets and Greening is a £6.8M Climate Action Strategy programme to pilot climate resilient streets and open spaces in the Square Mile. Phases 1, 2 and 3 of this programme are underway – see appendix 3 for progress. This report seeks approval to progress the Phase 4 <i>SuDS (Sustainable Urban Drainage) for Climate Resilience</i> workstream with an estimated total cost of £2.4M</p> <p>Funding Source: Climate Action Strategy – On Street Parking Reserve (CAS - OSPR)</p> <p>Next Gateway: Gateway 4 for <i>SuDS for Climate Resilience</i> project.</p> <p>Next Steps: Detailed designs will be drawn up for 10 sites under the <i>SuDS for Climate Resilience</i> workstream. A Gateway 4 report for this workstream will be brought to Members in early 2023. The proposed projects will be fully funded through the Climate Action Strategy Cool Streets and Greening programme (subject to Gateway 5 approval).</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That Option 2 to include SuDS measures in strategically located sites is approved, noting the locations of the proposed sites.
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	2. That budget of £185,000 is approved for design and monitoring infrastructure for Phase 4 <i>SuDS for Climate resilience</i> to reach Gateway 4.																				
2. Resource requirements to reach next Gateway	<p><i>For recommended option 2:</i></p> <table border="1" data-bbox="528 392 1390 1400"> <thead> <tr> <th data-bbox="528 392 762 533">Item</th> <th data-bbox="762 392 1007 533">Reason</th> <th data-bbox="1007 392 1198 533">Funds/ Source of Funding</th> <th data-bbox="1198 392 1390 533">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 533 762 786">Survey & site design SuDS for Climate Resilience Nine sites</td> <td data-bbox="762 533 1007 786">Consultant support and surveys to develop detailed designs</td> <td data-bbox="1007 533 1198 786">CAS funding OSPR</td> <td data-bbox="1198 533 1390 786">£75K</td> </tr> <tr> <td data-bbox="528 786 762 1003">Staff costs</td> <td data-bbox="762 786 1007 1003">Project management and engineering input</td> <td data-bbox="1007 786 1198 1003"></td> <td data-bbox="1198 786 1390 1003">£40K</td> </tr> <tr> <td data-bbox="528 1003 762 1332">Monitoring infrastructure</td> <td data-bbox="762 1003 1007 1332">Installation of smart sensors to monitor effectiveness of SuDS measures (before & after installation)</td> <td data-bbox="1007 1003 1198 1332">CAS funding OSPR</td> <td data-bbox="1198 1003 1390 1332">£70K</td> </tr> <tr> <td data-bbox="528 1332 762 1400">Total</td> <td data-bbox="762 1332 1007 1400"></td> <td data-bbox="1007 1332 1198 1400"></td> <td data-bbox="1198 1332 1390 1400">£185K</td> </tr> </tbody> </table> <p>Costed Risk Provision requested for this Gateway: 0 (as detailed in the Risk Register – Appendix 2)</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Survey & site design SuDS for Climate Resilience Nine sites	Consultant support and surveys to develop detailed designs	CAS funding OSPR	£75K	Staff costs	Project management and engineering input		£40K	Monitoring infrastructure	Installation of smart sensors to monitor effectiveness of SuDS measures (before & after installation)	CAS funding OSPR	£70K	Total			£185K
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Staff costs	Project management and engineering input		£40K																		
Monitoring infrastructure	Installation of smart sensors to monitor effectiveness of SuDS measures (before & after installation)	CAS funding OSPR	£70K																		
Total			£185K																		
3. Governance arrangements	<ul style="list-style-type: none"> • The service committee for this work is the Streets & Walkways sub-Committee • The Senior Responsible Officer for this work is Gordon Roy, District Surveyor • The work will be overseen by the Climate Action Strategy Square Mile Project Board 																				

Project Summary

<p>4. Context</p>	<p>4.1 The City’s Climate Action Strategy identifies the need to adapt to a changing climate where we will experience hotter drier summers, warmer wetter winters, sea level rise and more frequent extreme weather events.</p> <p>4.2 The climate risks that the City faces include overheating, flooding, water scarcity, biodiversity loss, increases in pests and diseases and disruption to infrastructure food and trade.</p> <p>4.3 The Climate Action Strategy Cool Streets & Greening programme is introducing climate resilience measures into the City’s public realm to avoid future disruption from these climate risks. Phases 1, 2 and 3 of this programme are underway (see update in Appendix 3).</p> <p>4.4 A combined gateway approach is being used in this case since the programme is already approved in principle and it is imperative that we progress quickly with these projects to meet the Climate Action Strategy timetable with project completion by Q4 2024/25.</p> <p>4.5 In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy, a transformative programme for the organisation to reach net-zero carbon emissions, build resilience and champion sustainable growth. The 6-year, £68m funding for this programme was approved by Resource Allocation Sub Committee (RASC) on 7 September 2020, including, under Appendix 2 ‘Action area 2. Resilient Streets and Greening’, a total budget of £6.8m over 4 years. At the start of each financial year, following the completion of a Project Plan for each CAS delivery area, Policy & Resources committee are asked to note overall programme progress to the 6-year Strategy to approve the draw of funds required for the forthcoming financial year.</p>
<p>5. Brief description of project</p>	<p>5.1 This project covers Phase 4 of the Cool Streets & Greening programme and seeks to introduce SuDS for Climate Resilience, strategically across the Square Mile on newly identified sites.</p> <p>5.2 This strategic approach will result in wider climate resilience benefits such as protection from surface water and sewer surcharge flood risk resulting from extreme rainfall events, across the City.</p> <p>5.3 These sites have been prioritised because they:</p> <ul style="list-style-type: none"> • are close to trunk sewers but outside the City’s major surface water flood risk areas. This will maximise the reduction in rainwater run-off into the trunk sewers.

- can contribute through greening elements to the proposed biodiversity corridors that form part of Phase 3.

5.4 Funding for site identification and prioritisation was approved in Feb 2022. From this work, the following indicative sites are proposed:

Site*	Measures
Lambeth Hill (or other north -south steep sloping lanes north of Thames Street)	Terraced attenuation steps.
Bread Street south	Permeable paving with below ground reservoir and soft landscaping
Ludgate Broadway	SuDS tree pits and rain garden
St Martin le Grande	SuDS tree pits & linear rain garden
Godliman Street	Permeable paving / swale
Knightrider Court	Permeable paving / swale
Tooks Court	SuDS tree pits and underplanting
St Andrew Undershaft	Rainwater harvesting and new planting
Houndsditch	Rain garden
Swan Lane (or other north-south lane south of Thames Street)	Permeable paving with below ground reservoir & soft landscaping

*Note: If detailed surveys identify insurmountable constraints at any of these sites alternative sites will be substituted and this will be set out in the Gateway 4 report.

5.5 Development of detailed designs to incorporate SuDS related climate resilience measures at these sites will

	constitute Phase 4 of the Cool Streets & Greening Programme.
<p>6. Consequences if project not approved</p>	<p>6.1 The City’s climate is changing. We need to adapt the City’s environment to hotter drier summers, warmer wetter winters, sea level rise and more frequent extreme weather events.</p> <p>6.2 The high cost of reacting to rather than preparing for climate change is well recognised¹.</p> <p>6.3 The Climate Resilience Adaptive Pathways study completed for the City Corporation by Buro Happold in 2020 identified the measures (including SuDS) that we need to implement now to ensure that we are ready for the future climate.</p> <p>6.4 If this project is not approved, we will miss the opportunity to prepare for the inevitable change in the climate resulting in increased climate risks, higher insurance costs through lack of preparedness and higher costs of action.</p> <p>6.5 Some actions from the recently adopted statutory Local Flood Risk Management Strategy (LFRMS) could be compromised if we fail to progress this project.</p>
<p>7. SMART project objectives</p>	<p>Vision: 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.</p> <p>Climate Action Strategy Objectives:</p> <ul style="list-style-type: none"> • The City of London Corporation and its assets are resilient to climate change • The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change • People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation <p>These objectives were agreed by Court of Common Council on 8th Oct 2020 as part of the City’s Climate Action Strategy (Committee report Appendix 2).</p> <p>The key project objectives for Phase 4 of the Cool Streets & Greening Programme are to:</p> <ol style="list-style-type: none"> 1 Develop detailed designs for incorporating SuDS at ten sites by Q1 2023/24 subject to Gateway 4/5 approval. 2 Develop and implement real time baseline monitoring infrastructure which will be used to evaluate resilience interventions by Q1 2023/24 3 To implement and monitor the effects of SuDS measures in nine sites by Q4 2024/25 making

¹ [Stern Review Report on the Economics of Climate Change](#)

	<p>recommendations for future SuDS interventions in the Square Mile.</p> <p>4 The project level Key Performance Indicator for this project will be: Area of the Square Mile with Sustainable Drainage (SuDS) installed.</p> <p>5 The outcomes indicator for this project will be the number of flood investigations carried out under section 19 of the Flood & Water Management Act. This will demonstrate how resilient the Square Mile is to flood risk.</p>
8. Key benefits	<p>This project will reduce the risks of flooding from the increased and more intense rainfall which we are already experiencing as a result of climate change.</p> <p>The strategically located SuDS schemes will not only reduce surface water flood risk at individual sites but will reduce rainwater run-off into the drainage network and subsequent risk of sewer surcharge flooding elsewhere in the City.</p>
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	<p>1 Implementation of buildings related resilience measures</p> <p>2 Resilience of privately owned assets and infrastructure</p>

Options Appraisal

12. Overview of options	<p>Option 1 – Redesign of existing projects to include climate resilience measures</p> <p>12.1 To date the Cool Streets and Greening projects have opportunistically targeted interventions in existing projects to speed implementation. A total of 15 sites have been identified in this way and are progressing to implementation and monitoring under Phase 1 and Phase 2.</p> <p>12.2 We could continue to use Climate Action Strategy funding to part fund schemes to incorporate climate resilience measures, however this would prevent us from trailing climate resilience in strategically located sites across the City.</p> <p>12.3 For new schemes such as public realm projects and the City’s major projects, climate resilience measures should be designed in, costed and incorporated as business-as-usual from now onwards.</p> <p>Option 2 – Identify new sites for climate resilience Preferred option</p>
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	<p>12.4 It is beneficial to pilot further measures strategically across the Square Mile providing flood resilience for areas at risk of surface water and sewer surcharge flooding.</p> <p>12.5 Identification of new sites uses data gathered through the Cubic Mile project (in collaboration with the British Geological Survey), and the Phase 3 <i>City Greening and Biodiversity</i> workstream which Members approved at Gateway 2 in May 22.</p> <p>12.6 The engineering designs and lessons learnt through this project will be used as a template for the City to roll out similar measures as part of future projects. The measures will also be used to inform future policy and technical guidance for the City's public realm.</p> <p>Option 3 Do Nothing</p> <p>12.7 This option would make no preparations for changed weather patterns as a result of climate change.</p> <p>12.8 This would mean continuing with a reactive approach responding to disruption from adverse weather and other climatic impacts as it affects the Square Mile.</p> <p>12.9 This option risks higher costs for clean-up and insurance, reputational damage and misses opportunities to prepare for changes in the climate as works are carried out during this decade</p>
<p>13. Risk</p>	<p>Overall project risk: Low The main risk is that surveys identify insurmountable constraints. This could include below ground utilities or above ground infrastructure such as bike parking that cannot be relocated or imminent development around the site which might be constrained by SuDS. In this case mitigation would be to:</p> <ul style="list-style-type: none"> • change the type of SuDS design • substitute alternative sites <p>Further information is available within the Risk Register (Appendix 2) and Options Appraisal.</p>

Resource Implications

<p>14. Total estimated cost</p>	<p>For recommended option 2: Total estimated cost (excluding risk): £2.4M.</p>	
<p>15. Funding strategy</p>	<p>Is funding confirmed: Choose an item.</p>	<p>Who is providing funding: Internal - Funded wholly by City's own resource</p>

	<p>Recommended option</p> <table border="1" data-bbox="533 237 1351 495"> <thead> <tr> <th data-bbox="533 237 1161 293">Funds/Sources of Funding</th> <th data-bbox="1161 237 1351 293">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="533 293 1161 383">Climate Action Strategy (On Street Parking Reserve)</td> <td data-bbox="1161 293 1351 383">£2.4M</td> </tr> <tr> <td data-bbox="533 383 1161 439"></td> <td data-bbox="1161 383 1351 439"></td> </tr> <tr> <td data-bbox="533 439 1161 495" style="text-align: right;">Total</td> <td data-bbox="1161 439 1351 495">£2.4M</td> </tr> </tbody> </table> <p>This project is part of the Climate Action Strategy Cool Streets & Greening programme. The programme's funding allocation is £6.8M (OSPR) with the funding having been approved by the Resource Allocation Sub-committee in Sept 2020. The £1.6m drawdown of Climate Action central funding for the 2022/23 (year 2) Cool Streets and Greening schemes was approved by Resource Allocation Sub Committee in May 2022.</p>	Funds/Sources of Funding	Cost (£)	Climate Action Strategy (On Street Parking Reserve)	£2.4M			Total	£2.4M
Funds/Sources of Funding	Cost (£)								
Climate Action Strategy (On Street Parking Reserve)	£2.4M								
Total	£2.4M								
<p>16. Procurement strategy/ route to market</p>	<p>Any work to the public highway will be undertaken by the City's highway term contractor. The term contractor has been chosen through a competitive tender process and represents good value for money.</p> <p>Elements of soft landscaping will be undertaken by the City Garden's team.</p> <p>The City's procurement strategy will be adhered to.</p>								

Appendices

Appendix 1	Gateway 1 approval
Appendix 2	Risk Register
Appendix 3	Progress on Cool Streets & Greening project to date

Contact

Report Author	Janet Laban/ Gordon Roy
Email Address	Gordon.Roy@cityoflondon.gov.uk
Telephone Number	Teams call

Options appraisal table.

Delete option numbers as appropriate

Option Summary	Option 1	Option 2	Option 3
1. Brief description of option	Redesign of existing projects to include climate resilience measures and monitoring programme to evaluate their effectiveness. This will cover years 1 and 2 of the Cool Streets & Greening programme	Identification of new strategically located sites for design, installation and monitoring of climate resilience measures for Phases 3 <i>City Greening & Biodiversity</i> & Phase 4 <i>SuDS for Climate Resilience</i> of the Cool Streets & Greening programme	Do nothing to prepare for climate change impacts
2. Scope and exclusions	Fifteen existing projects have been identified where climate resilience measures can be incorporated in Phases 1 and 2 of the Cool Streets & Greening programme. Work is complete at 6 sites, underway at 2 sites and in design at the remaining sites	Opportunity mapping for suitable new sites, which was approved at Gateway 2, has identified new sites for the <i>City Greening & Biodiversity</i> and <i>SuDS for climate resilience</i> programmes.	This option would take a reactive approach to climate related emergencies such as flooding, heat stress, water shortages etc, responding when they happen.
Project Planning			
3. Programme and key dates	All the proposed sites are due for completion by end 2023	Estimated key dates: Site identification Q3 2022/23 Design Q3&4 2022/23 Implementation 2023/24	React to climate related emergencies when they occur
4. Risk implications	Overall project option risk: Low	Overall project option risk: Low	This option risks the City being unprepared for

Option Summary	Option 1	Option 2	Option 3
			climate impacts leading to emergency incidents and associated reputational damage
5. Stakeholders and consultees	<ul style="list-style-type: none"> Residents and businesses adjacent to proposed sites City Corporation officers: Highways, Transport, Historic Environment, Access City Public Realm 	<ul style="list-style-type: none"> Residents and businesses adjacent to proposed sites City Corporation officers: Highways, Transport, Historic Environment, Access City Public Realm 	None
6. Benefits of option	<ul style="list-style-type: none"> Uses sites where work is already planned minimising disruption and cost Provides monitoring data to inform site selection later in the 5 year programme 	<ul style="list-style-type: none"> Identifies strategic sites based on opportunity mapping Sites suitable for a wider range of SuDS types and other resilience measures are more likely to be identified 	Immediate costs avoided
7. Disbenefits of option	Potential limitation on the types of resilience measures possible on sites where other work is already planned	Potential higher cost per site than option 1. CAS funding will need to pay for all works since these are not sites where other work is already planned.	Risk of emergency leading to high repair costs, disruption to the City and reputational damage, higher insurance premiums
Resource Implications			

Option Summary	Option 1	Option 2	Option 3
8. Total estimated cost	Estimated capital cost for Phase 1 = £815K Phase 2 = £720K There is a high level of confidence in this figure based on estimates from the Public Realm team who have experience in implementing similar schemes elsewhere.	Estimated capital costs: Phase 3 £2.5M Phase 4 £2.4M Costs will depend on the types of resilience measures that are feasible on each site. Other sources of funding will be sought but some measures will need to be fully funded through the CS&G programme	No immediate investment costs. Future emergency and insurance costs unknown
9. Funding strategy	Climate Action Strategy – On Street Parking Reserve	Climate Action Strategy – On Street Parking Reserve	N/A
10. Investment appraisal	None – scheme is fully funded through Climate Action Strategy	None – scheme is fully funded through Climate Action Strategy	N/A
11. Estimated capital value/return	N/A.	N/A	N/A
12. Ongoing revenue implications	Ongoing revenue will be needed for maintenance and evaluation of the resilience measures over the 5-year period of the Cool Streets and Greening programme. An initial estimate of 10% of capital costs has been added (70K) however evaluation of	Maintenance costs are included in the capital costs. Some measures may result in reduced maintenance costs in the longer term Monitoring infrastructure will be included in the project design. Environmental Resilience team staff costs	N/A

Option Summary	Option 1	Option 2	Option 3
	maintenance costs will be part of the evaluation of each project. Some measures may result in reduced maintenance costs in the longer term.	will cover ongoing evaluation of monitoring data	
13. Affordability	The scheme is fully funded through the Climate Action Strategy	The scheme is fully funded through the Climate Action Strategy	N/A
14. Legal implications	Planning permissions will be sought where necessary	Planning permissions and Highways orders will be sought where necessary	N/A
15. Corporate property implications	None	None	N/A
16. Traffic implications	None	To be advised based on the sites identified	N/A
17. Sustainability and energy implications	The Cool Streets & Greening programme is a Climate Action Strategy project which aims to ensure that the City remains resilient to the impacts of climate change (hotter drier summers, warmer wetter winters, more frequent weather extremes and sea level rise) All materials used in the projects will be sustainably sourced	The Cool Streets & Greening programme is a Climate Action Strategy project which aims to ensure that the City remains resilient to the impacts of climate change (hotter drier summers, warmer wetter winters, more frequent weather extremes and sea level rise) All materials used in the projects	This option would conflict with the City's Climate Action Strategy goal of a climate resilient City

Option Summary	Option 1	Option 2	Option 3
	applying circular economy principles wherever possible	will be sustainably sourced applying circular economy principles wherever possible	
18. IS implications	Monitoring data will be made available through the Azure IOT hub	Monitoring data will be made available through the Azure IOT hub	N/A
19. Equality Impact Assessment	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs	This option could lead to greater danger for vulnerable groups
20. Data Protection Impact Assessment	N/A	N/A	N/A
21. Recommendation	Not recommended	Recommended	Not recommended

Appendix 1 Gateway 1 Approval - attached

Appendix 2 Risk Register- attached

Appendix 3 Cool Streets & Greening Projects update – attached

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Appendix 1 Gateway 1 Approval

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



Climate Action
Report for Policy an



App2 Actions by
Committee FOR SUB

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

<p>CLIMATE RESILIENCE VISION: 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.</p> <p>STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation</p>			
<p>High level actions</p> <p>Action 2.1 Flood modelling, which include SUDs and other mitigation strategies, to complement EA flood models Action 2.2 Conduct pilot to test heat resistant materials in planned works for streets and highways during 2021-2025 Action 2.3 Develop City Corporation and Square Mile water footprint management strategy Action 2.4 Develop natural flood risk management areas Action 2.5 Sustainable rain and surface water management policies and implementation Action 2.6 Work with partners to accelerate actions to address water leak management Action 2.7 Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces Action 2.8 Introduce climate-resistant and adaptive landscaping in planned works Action 2.9 Undertake funding sources review</p>	<p>Gross cost £M / yr.</p> <p>£2.0m</p>	<p>Impact on employment (estimate of total new jobs created in the green economy /yr.)</p> <p>8</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • An investigation into new water infrastructure such as strategic SUDs, roof top greening, catchment greening and afforestation, and more as relevant • A register and upgrade plan for roads that are vulnerable to acute heat which mainstreams heat-resistant road surfacing • A connected system of water recycling, urban drainage and rainwater management measures • Increased greenery in the Square Mile public realm • Climate change adaptable landscapes and planting • A strong partnership with Thames Water to reduce water wastage from leakage
<p>Resilience Risks</p> <ul style="list-style-type: none"> • Flooding • Overheating • Water stress • Natural capital <p>Impact on resilience risks</p> <ul style="list-style-type: none"> • Additional guidance on climate resilience forming part of Planning Policy will reduce all resilience risks • Minimising temperature increases through the public realm, creating cool spots • Interventions such as shading, urban greening, heat-resistant road surfacing, natural flood risk management areas, flood defence asset maintenance and careful material selection will reduce all resilience risks 	<p>Measurement</p> <p>Total no. climate risks managed</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • Positive reputation amongst suppliers and construction industry • Indirect effect on green jobs and economic multipliers for green tech ecosystem • Increased visibility and standards across projects • Future proof public realm for climate impacts 	<p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,7, Local Plan 2015, The draft City Plan 2036, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Flood Risk Management Strategy 2014-2020</p>

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:	1.8	Open Risks:	6
Unique project identifier:	PV12267	Total estimated cost (ex risk):	£ 185,000	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 controllers 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 unforeseen 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		
R8							£0.00				£0.00			£0.00		£0.00	0		DBE	Gordon Roy			
R9							£0.00				£0.00			£0.00		£0.00							
R10							£0.00				£0.00			£0.00		£0.00							
R11							£0.00				£0.00			£0.00		£0.00							
R12							£0.00				£0.00			£0.00		£0.00							
R13							£0.00				£0.00			£0.00		£0.00							
R14							£0.00				£0.00			£0.00		£0.00							
R15							£0.00				£0.00			£0.00		£0.00							
R16							£0.00				£0.00			£0.00		£0.00							
R17							£0.00				£0.00			£0.00		£0.00							
R18							£0.00				£0.00			£0.00		£0.00							
R19							£0.00				£0.00			£0.00		£0.00							
R20							£0.00				£0.00			£0.00		£0.00							
R21							£0.00				£0.00			£0.00		£0.00							
R22							£0.00				£0.00			£0.00		£0.00							
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R24							£0.00				£0.00			£0.00		£0.00							
R25							£0.00				£0.00			£0.00		£0.00							
R26							£0.00				£0.00			£0.00		£0.00							
R27							£0.00				£0.00			£0.00		£0.00							
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R30							£0.00				£0.00			£0.00		£0.00							
R31							£0.00				£0.00			£0.00		£0.00							
R32							£0.00				£0.00			£0.00		£0.00							
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R56							£0.00				£0.00			£0.00		£0.00							
R57							£0.00				£0.00			£0.00		£0.00							
R58							£0.00				£0.00			£0.00		£0.00							
R59							£0.00				£0.00			£0.00		£0.00							
R60							£0.00				£0.00			£0.00		£0.00							
R61							£0.00				£0.00			£0.00		£0.00							
R62							£0.00				£0.00			£0.00		£0.00							
R63							£0.00				£0.00			£0.00		£0.00							
R64							£0.00				£0.00			£0.00		£0.00							
R65							£0.00				£0.00			£0.00		£0.00							
R66							£0.00				£0.00			£0.00		£0.00							
R67							£0.00				£0.00			£0.00		£0.00							
R68							£0.00				£0.00			£0.00		£0.00							
R69							£0.00				£0.00			£0.00		£0.00							
R70							£0.00				£0.00			£0.00		£0.00							
R71							£0.00				£0.00			£0.00		£0.00							
R72							£0.00				£0.00			£0.00		£0.00							
R73							£0.00				£0.00			£0.00		£0.00							
R74							£0.00				£0.00			£0.00		£0.00							
R75							£0.00				£0.00			£0.00		£0.00				</			

Appendix 3 Cool Streets and Greening Programme Scheme Progress

November 2022

The Cool Streets and Greening programme is an integral part of building climate resilience across the City Corporation's public spaces under the Climate Action Strategy (CAS). The programme will deliver a range of capital projects in order to further the following goals, as approved under Gateway 1 of the CAS:

- Sustainable rain and surface water management policies and implementation
- Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces
- Introduce climate resistant and adaptive landscaping in planned work

Capital projects under the Cool Streets and Greening programme are being delivered in four phases. The overall budget for this programme is £6.8M which is funded through the Climate Action Strategy. The progress of each phase and the projects within these phases are outlined below along with a breakdown of total estimated costs for each phase.

Preliminary Planning

Programme development began in April 2021 with a budget of £320K which is being used for programme framework development, Climate Resilience Measures and Planting catalogues, smart sensor installation across the City, opportunity mapping and site identification and prioritisation.

Total estimated cost for preliminary planning £320K
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Phase 1

Under Phase 1, existing capital projects were identified and additional capital funding provided for the inclusion of climate resilience measures, where these may not have been previously included. The most suitable sites were identified through a prioritisation exercise, taking into account the date of commencement, area of the site, potential for resilience measures and/or additional environmental benefits, and cost.

Site	Measures Included	Gateway approval	Progress
Vine Street	Avenue tree planting	G5	Completed March 2022
Riverside Planters, City of London School	Climate resilient landscaping (drought tolerant planting)	G5	Completed May 2022
Bevis Marks/Dukes Place	Sustainable drainage (rain gardens and geocellular storage), tree planting	G5	Works underway October 2022
Cheapside Sunken Garden	Sustainable drainage (permeable paving) and replanting	G5	Works to commence November 2022

Jubilee Gardens	Tree planting, green wall, climate resilient planting and relandscaping	G4	Detailed design complete – pending Capital Projects Review. Gateway 5 due January 2023
Pedestrian Priority Sites	Climate resilient planting – 4 sites	G5	Temporary measures completed 2021. Permanent trial site being developed (City Cluster) October 2022
Total estimated cost for Phase 1 sites: £815K			

Phase 2

Phase 2 sites were identified and prioritised using a similar approach to Phase 1, although in most cases these projects were at an earlier stage of design. Consequently, a more holistic approach to integrating climate resilience measures was possible through inclusion at an earlier design stage.

Site	Measures Included	Gateway approval	Progress
Bank	Tree planting, sustainable drainage (rain gardens)	G5	Works commenced October 2022
Little Trinity Lane	Hedge planting, climate resilient planting	G4	Detailed design in development
Crescent	Tree planting, climate resilient planting, sustainable drainage (rain gardens and attenuation boards)	G4	Detailed design in development
Moor Lane	Tree and hedge planting, sustainable drainage (proposed)	G4	Detailed design in development – below ground constraints affecting scope
Finsbury Circus (monitoring only)	Monitoring only (of wider works proposals)	G5 monitoring	On hold – pending Capital Projects Review
Barbican Podium Phase 2 (monitoring only)	Monitoring only (of wider works proposals)	G5 monitoring	In progress – monitoring carried out by Atkins
Total estimated cost for Phase 2 sites: £720K			

Phase 3 City Greening & Biodiversity

Further phases of the programme aim to identify new project sites using a more strategic approach, rather than intervening in projects previously underway. Phase 3 of the programme will work with the Policy and Projects team under *City Greening and Biodiversity* to improve tree planting, replanting for climate resilience and relandscaping of new sites focused along three strategic green corridors. These corridors have been identified to improve connectivity between the City's Sites of Importance for Nature Conservation (SINCs) and areas close to them, as well as providing routes

across the City for pedestrians and cyclists with increased shade/canopy cover. These routes are illustrated in *Figure 1*.

Individual sites along this route were prioritised by considering a range of parameters, including proximity to SINC, presence of Biodiversity Action Plan target species and habitats, air quality, thermal comfort and pedestrian flows. Under Phase 3, tree planting and replanting for climate resilience will also be accelerated at areas across the City both within and outside of the green corridors.

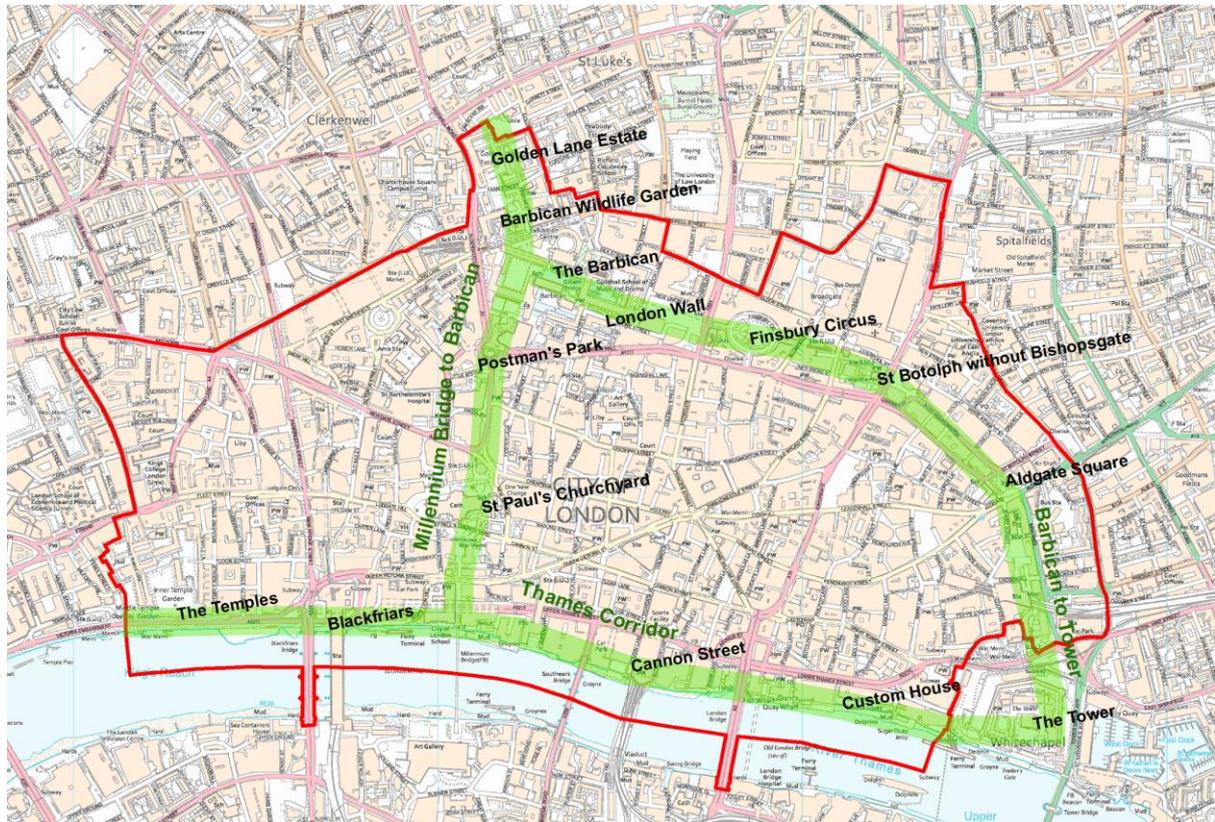


Figure 1: Indicative cool routes and biodiversity corridors through the City

Tree planting

An accelerated programme of tree planting is proposed under the *City Greening and Biodiversity* project. Potential locations for tree planting were identified through site visits and are being progressed through trial holes and ground radar surveys across the City. A number of priority areas within the green corridors have been identified for new tree planting, as outlined below. This programme will be delivered through the City Gardens team as resource becomes available following success of site surveys.

Location	Gateway approval*	Green corridors
London Wall/All Hallows	G2	Barbican to Tower
Houndsditch	G2	Barbican to Tower
Jewry Street/Fenchurch Street	G2	Barbican to Tower
Eastcheap/Great Tower Street	G2	SINC between two routes
Queen Victoria Street	G2	Millennium Bridge to Barbican
King Edward Street	G2	Millennium Bridge to Barbican

Rotunda/Aldersgate Street	G2	Millennium Bridge to Barbican
Total estimated cost of tree planting programme: £800K		

* New site search approved at Gateway 4. Gateway 5 report due Nov 2022.

Replanting for resilience - A number of sites managed by City Gardens have been identified along the green corridors as priority sites for replacement planting. Replanting schemes will respond to site-relevant priorities (climate adaptive planting, planting for biodiversity benefit, etc. depending on priority of each site).

Site	Gateway approval*	Green corridor
All Hallows on the Wall	G2	Barbican to Tower
St Dunstan's Hill	G2	SINC between two routes
St Dunstan's Churchyard	G2	SINC between two routes
Queen St Place/Upper Thames Street	G2	Thames Corridor
Whittington Gardens	G2	Thames Corridor
Angel Lane	G2	Thames Corridor
London Bridge/Riverside/St Magnus Church	G2	Thames Corridor
Riverside Terrace	G2	Thames Corridor
Grants Quay Wharf	G2	Thames Corridor
St Anne and St Agnes Churchyard	G2	Millennium Bridge to Barbican (SINC)
St Olave Silver Street	G2	Millennium Bridge to Barbican (SINC link)
John Carpenter Street	G2	Thames Corridor
Plough Place	G2	Not on route
Total estimated cost of replanting for resilience: £400K		

* New site search approved at Gateway 4. Gateway 5 reports due Nov 2022/ Jan 2023

Relandscaping

Additional sites have been identified where more detailed proposals will be brought forward to introduce new climate resilience measures, with a focus on the strategic green corridors and biodiversity improvements within them.

Site	Gateway approval	Green corridor
London Wall/Moorgate	G2*	Barbican to Tower
Finsbury Circus W Arm	G2*	Barbican to Tower
Fann Street	G2*	Millennium Bridge to Barbican
St Peter Westcheap	G2*	Millennium Bridge to Barbican
Fetter Lane	G2*	Not on route
Total estimated cost of Phase 3 relandscaping sites: £1.3M		

*New site search approved at Gateway 4. Gateway 5 report due Jan 2023

Total Estimated cost of Phase 3 City Greening & Biodiversity: £2.5M
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Phase 4 SuDS for Climate Resilience

Phase 4 of the programme has begun to identify a number of sites with potential for sustainable drainage systems (SuDS), and will be termed *SuDS for Climate Resilience*. These are located in areas at lower risk of surface water flooding, but in proximity to trunk sewers, where SuDS are more effective during periods of heavy rain. This will result in improvements to water quality and attenuation of runoff entering the sewer network. Where SuDS sites are also located in a strategic green corridor, schemes with greening elements such as rain gardens and swales will be prioritised over measures such as geocellular attenuation and permeable paving.

Site	Gateway approval	Green corridor
St Andrew Undershaft	*	Not on route
Tooks Court	*	Not on route
Lambeth Hill	*	Thames Corridor
Riverside/Swan Lane	*	Thames Corridor
Bread Street	*	Not on route
Ludgate Broadway	*	Not on route
St Martins-le-Grand	*	Millennium Bridge to Barbican
Godliman Street	*	Millennium Bridge to Barbican
Houndsditch	*	Barbican to Tower
Total estimated cost of Phase 4 SuDS for Climate Resilience: £2.4M		

*New site search approved at Gateway 4. Gateway 5 report due Jan 2023

Sites not included in Cool Streets and Greening programme

Some additional sites were identified during the prioritisation exercise and subsequent site visits with potential for strategic climate resilience interventions. However, these sites have alternative sources of funding and will be progressed outside of the Cool Streets and Greening programme. This approach will be adopted as business as usual for future sites.

Site	Reason
St Mary at Hill	S106 funding for this site
Temple Avenue	Landowner funding for this site

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