



Streets and Walkways Sub (Planning and Transportation) Committee

Date: TUESDAY, 23 OCTOBER 2018
Time: 10.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Christopher Hayward (Chairman)
Oliver Sells QC (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Deputy Kevin Everett
Deputy Jamie Ingham Clark
Marianne Fredericks
Alderman Alison Gowman (Ex-Officio Member)
Alderman Gregory Jones QC
Paul Martinelli (Ex-Officio Member)
Deputy Alastair Moss
Barbara Newman
Graham Packham

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N.B. Part of this meeting may be subject to audio-visual recording.

Lunch will be served in the Guildhall Club at 1.00pm.

**John Barradell
Town Clerk**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 4 September 2018.

For Decision
(Pages 1 - 6)
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk

For Information
(Pages 7 - 10)
5. **DRAFT TRANSPORT STRATEGY**
Report of the Director of the Built Environment

For Comment
(Pages 11 - 96)
6. **CENTRAL LONDON CYCLE GRID - QUIETWAYS**
Report of the Director of the Built Environment

For Decision
(Pages 97 - 114)
7. **LEADENHALL STREET, ST MARY AXE - PEDESTRIAN CROSSING**
Report of the Director of the Built Environment

For Decision
(Pages 115 - 126)
8. **RESPONSE TO MEMBER'S CONCERNS: REPLACEMENT EXISTING STREET FURNITURE TO SUPPORT CITY OF LONDON WIRELESS CONCESSION**
Report of the Director of the Built Environment

For Decision
(Pages 127 - 144)

9. **CITY PUBLIC REALM PROJECTS - COMPOSITE OUTCOME REPORT**

Report of the Director of the Built Environment

For Decision
(Pages 145 - 174)

10. **REVIEW OF PROJECTS WITHIN THE BUILT ENVIRONMENT DIRECTORATE**

Report of the Director of the Built Environment

For Information
(Pages 175 - 182)

11. **SHOE LANE QUARTER PUBLIC REALM ENHANCEMENTS - PHASE 2**

Report of the Director of the Built Environment

For Information
(Pages 183 - 194)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

14. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

Part 2 - Non-public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 4 September 2018.

For Decision
(Pages 195 - 196)

16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) **COMMITTEE**

Tuesday, 4 September 2018

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at the Guildhall EC2 at 10.30 am

Present

Members:

Christopher Hayward (Chairman)	Alderman Gregory Jones QC
Oliver Sells QC (Deputy Chairman)	Paul Martinelli (Ex-Officio Member)
Randall Anderson	Deputy Alastair Moss
Deputy Keith Bottomley	Barbara Newman
Marianne Fredericks	Graham Packham
Alderman Alison Gowman (Ex-Officio Member)	

Officers:

Joseph Anstee	- Town Clerk's Department
Olumayowa Obisesan	- Chamberlain's Department
Karen McHugh	- Comptroller & City Solicitor's Department
Iain Simmons	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Alan Rickwood	- City of London Police
Simon Glynn	- Department of the Built Environment
Sam Lee	- Department of the Built Environment
Mark Lowman	- City Surveyor's Department
Leah Coburn	- Department of the Built Environment

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Jamie Ingham Clark.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Alderman Alison Gowman declared an interest in Item 5 by virtue of living in the vicinity of Beech Street.

Graham Packham declared an interest in Item 6 by virtue of living in the vicinity of Tudor Street.

3. MINUTES

The Committee noted that Alderman Alison Gowman had given her apologies for the previous meeting and this was not recorded in the minutes.

RESOLVED – That, pending the above correction, the minutes of the meeting held on 3 July 2018 be approved as a correct record.

4. **OUTSTANDING REFERENCES**

The Committee received a list of outstanding references.

Swan Pier

The City Surveyor advised the Sub-Committee that work was on target for completion in February 2019.

Members queried whether the works related to the pier itself or the flood defence wall, and whether there would be any legal ramifications if the pier was taken out, even temporarily. The Chairman asked for officers to prepare a response to all Members of the sub-Committee as there was some confusion around the project.

22 Bishopsgate

The Director of the Built Environment advised the Sub-Committee that the negotiations over public realm improvements had been successful. It was hoped that a legal agreement with the developer would be in place by October 2018 and that work could start in late October or early November 2018.

The Sub-Committee noted that Dockless Bikes was on the agenda for the meeting, and that a report on ATTRO had been received by the Planning & Transportation Committee on 26 July 2018. Members asked that an annual report on ATTRO be submitted.

Members asked that two items be added to the list of Outstanding References:

Committee Structure

Members had previously discussed asking the Port Health and Environmental Services Committee to nominate a Member to the Sub-Committee, to ensure pollution issues were tied in with the Sub-Committee's discussions. Members agreed that the Planning & Transportation Committee should be asked to amend the terms of reference of the Sub-Committee to include one member of the Port Health & Environmental Services Committee, and to invite the Port Health & Environmental Services Committee to nominate one Member to the Streets & Walkways Sub-Committee.

Fann Street

The Director of the Built Environment advised the Sub-Committee that further work had been done to improve the street from U-turning traffic. An independent study had been undertaken which had resolved that it would not be unsafe to take away the current banned U-turn at the Aldersgate Street/Fann Street junction. Subject to the outcome of consultation with ward Members, the changes would be made in the next few weeks.

5. **BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**

The Sub-Committee considered a report of the Director of the Built Environment concerning the Beech Street Transport and Public Realm Project. The report had been resubmitted following its original submission in July, with increased scope for the project, an increased emphasis on air quality, and more consideration given to the possibility of a City-wide traffic model which could be applied to the area.

This model could have several aspirational City schemes input into it to understand cumulative traffic impacts, more discussions are to follow between City officers and TfL as well as Islington Council who were working on a project for the Clerkenwell Road area. Officers had also undertaken structural investigation work and ground radar surveys were ongoing.

The Chairman noted that 2024 felt like a long timescale, and that if there were options to bring this forward they should be explored, including high-level political intervention if necessary. A Member suggested that this could be an opportunity to work closely and cooperate with TfL as a way forward. The Director of the Built Environment advised that officers had been working with TfL and had offered the City as a pilot for their model.

Members discussed the timescales of the project, noting that whilst 2024 was an unattractive target, in light of the scale and significance of the project it might be necessary and that it was comparable to other similarly complex projects such as Aldgate. The Chairman concurred but felt it was necessary to keep pressing on this project, politically and with TfL, and it was agreed that regular updates should be provided to the Committee as a standing item. It was important for the project to be done correctly and with minimal impact on neighbours. A Member suggested that it might be more efficient to simply ban polluting vehicles from the tunnel. Members asked about the timescales for the TfL model and detailed designs to be developed.

The Director of the Built Environment responded to questions from Members. The recommendations included a request to increase the scope of the project to explore the possibility of introducing Ultra-Low Emission Vehicle restrictions in Beech Street. Early indications were that it would take 12-18 months for the TfL model to be developed. The detailed design phase carried a timescale of 14 months as Beech Street was complicated structurally, and the project would need to tie in with other works. The timescales attached were a best guess and whilst there would be ways to speed things up such as overlapping works, these would often carry risks. Officers would work with Members to explore ways the project could be accelerated, and agreed to update officers on the project at each meeting.

A Member asked if the Ultra-Low Emissions Vehicles restrictions could be implemented quickly. The Director of the Built Environment responded that officers would look at other Boroughs and report back.

RESOLVED – That the Streets & Walkways Sub-Committee:

1. Note the vision for Beech Street as approved by the Policy and Resources Committee, which includes the reduction of traffic, improvements to the public realm, widening of footways and improvements in air quality;
2. Note the separation of the podium water-proofing, property redevelopment and transportation & public realm projects, to follow individual Gateway paths and reporting times;
3. Note the results of the traffic and public realm work done so far;
4. Note the key project risks, next steps & programme.
5. Approve further development of the feasibility of Option 1 (Beech Street closed to eastbound traffic) and Option 2 (Beech Street closed to westbound traffic);
6. Approve an increase in the scope of the project (requested by the Port Health & Environmental Services Committee) to investigate the feasibility of introducing Ultra-Low Emission Vehicle restrictions in Beech Street;
7. Approve the proposed procurement route for consultancy services utilising the City's Highways Term Contract;
8. Approve an increase in the estimated project budget of £1,526,435, to £1,745,362 to fund the project to Gateway 4, subject to the procurement of the relevant consultancy appointments;
9. Approve the allocation of Public Realm and Local Transport Improvement CIL funds to fund the development of the project to Gateway 4;
10. Delegate authority for any adjustments between elements of the budget to the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance provided the total approved budget of £1,745,362 (subject to procurement) is not exceeded and the scope remains unchanged; and
11. Ask that officers explore ways to accelerate the project if appropriate, and that officers update Members on the project at each meeting of the Streets & Walkways Sub-Committee.

6. **TUDOR STREET/NEW BRIDGE STREET - UPDATE REPORT**

The Chairman proposed that the item be withdrawn, as the other planned activities in the area meant that funding for the project in its present guise was unlikely to be agreed. The timing was not right, and a number of issues including which projects would be deferred needed to be settled before the project could proceed.

A Member requested that a report or a presentation be brought to the Sub-Committee on the Temple Area Traffic Study, as it would inform future decisions. The Member was also concerned with the arrangements of using a third-party transport consultant to review the Embankment access. Another Member queried what the City was doing regarding a recent injury collision at the Tudor Street/New Bridge Street junction.

The Sub-Committee was advised that as part of the Temple Area Traffic Review project, a further report setting out the findings would be submitted to this committee soon. The arrangements to use a third party had previously been agreed by Members. The Sub-Committee was assured that any proposals would be scrutinised by Corporation officers who would undertake their own due diligence and provide advice on anything brought before Members. A copy of this agreed arrangement will be circulated. The Sub-Committee was advised that officers would continue to discuss the safety performance of the current junction with TfL to see what safety improvements they could make.

The Sub-Committee agreed to withdraw the item.

7. BANK ON SAFETY: FURTHER DETAIL ON THE ADDITIONAL FUNDS SOUGHT

The Sub-Committee received a report of the Director of the Built Environment giving further detail on additional funds sought for the Bank on Safety scheme, subject to the outcome of the decisions of the Policy & Resources Committee and Court of Common Council on 6 September 2018 and 13 September 2018 respectively.

The Director of the Built Environment gave Members an overview of the small package of enhancement works planned in advance of the All Change at Bank project. Members noted the proposed timescale set out in the report, and that resources would be allocated to complete the works as quickly as possible.

RESOLVED – That the report be noted.

8. ADOPTION OF THE CITY LIGHTING STRATEGY

The Sub-Committee received a report of the Director of the Built Environment concerning adoption of the City Lighting Strategy. The strategy would introduce significant changes including upgrades to LED lights. The public consultation on the strategy had been well-received. There would be an emphasis on linking the strategy with the planning process as this had been a consistent feature in consultation feedback, and officers were looking at producing a guidance note for developers to this end.

Members praised the strategy and commended officers for their work, adding that the consultations had been very well-organised. Members of the Sub-Committee endorsed the recommendations that would be put to the Planning & Transportation Committee on 11 September 2018.

RESOLVED – That the report be noted.

9. **DOCKLESS CYCLE HIRE REVIEW**

The Sub-Committee received a report of the Director of the Built Environment concerning the City of London Corporation's dockless cycle hire policy. Officers had reviewed the policy and confirmed that the Corporation does not have the power to prevent dockless cycle operators from operating within the City, but has the power to remove cycles if they were deemed to be causing an obstruction, danger or nuisance.

The recommendation was that officers would investigate whether additional management measures could be applied pending the adoption of the City's new Transport Policy and in the meantime the Corporation could be more proactive in removing cycles in accordance with the Street Obstructions Policy. The Sub-Committee was advised that TfL was consulting on devising a London-wide byelaw which would enable the Corporation to licence dockless bike operators in coordination with other boroughs and TfL.

The Comptroller & City Solicitor drew the Sub-Committee's attention to the legal advice set out in the report. Whilst Members' frustrations were understandable, the matter had been looked at very carefully, and the general law does not permit the City to ban operators from operating in the City. Officers were continuing to work closely with the operators, and the Corporation retained the right to remove any dockless bikes that were an obstruction, nuisance or danger.

Members suggested that the opportunity be taken to undergo a wider review of the Corporation's Street Obstruction Policy to reconsider issues such as A-boards, road signs, and people congregating in large numbers to drink outside pubs. The current Street Obstructions Policy was agreed in 2014 and may need to be updated given the greater number of pedestrians in the City today. Members asked that a report be brought back on street obstructions generally.

A Member commented that the City had power to prosecute obstructions of the highway. A Member asked what was happening with regards to dockless cycles in other London Boroughs and cities elsewhere. The Director of the Built Environment responded that experience varied, but most London Boroughs had reported similar experiences to that of the City of London. TfL had a working group that was focussed on the issue in London. Mobike was withdrawing from Manchester because of operational issues and operators were now focussing more on London as they worked towards a profitable business model. Other countries had different experiences, affected by their relevant laws, China's had been well documented; some US cities had banned them, others had problems with electric scooters. Most cities were having to balance encouragement of cycling with the fact that it could be a challenge to manage.

A Member enquired about the fee of £82.58 charged for removing a cycle and how this figure was reached. The Director of the Built Environment responded that the figure was the same as that applied to individual (private) bikes and could be reviewed.

A Member expressed disappointment that the report did not address comments or provide information requested by Members, such as measures introduced in other countries who seemed to have stricter rules, like Singapore, who operated on a basis of licensing all dockless cycle operators, with a limited number of licences available. The Corporation had the power to deal with obstructions and needed to make more use of those powers. The report needed to provide further detail about removals such as its impact on officer resources. It was suggested that officers look at the Metropolitan Streets Act 1867 and Schedule 4 of the Environment Act 1990, which had for example enabled authorities to take stricter action against supermarket operators when the dumping of shopping trolleys had become a problem.

A Member argued that the City of London was not a suitable location for dockless cycles and the operators should be told that they were not allowed to use the City of London. The Member highlighted limited capacity on the City's streets and the Corporation's responsibility to account for the impact of street obstructions on disabled people, as the streets could be difficult to navigate for them. It should be suggested that dockless bikes could be ridden in the City - but could only be parked outside of the City.

A Member suggested that the service could be a real benefit if it was well-run, and a possible way forward might be to designate areas where the cycles could be left, such as car parks like Baynard House. A Member added that it was not clear how significant an issue the cycles were as obstructions, as the report stated that poorly-parked cycles had often been ridden away by a customer between the cycle being reported to officers and the operator reaching the location. It was noted that the City's SEO or City Police had only had to remove bikes on three occasions since November 2017.

A Member asked officers to clarify whether the City of London was a Participating Borough (for the purposes of TfL's Code of Practice (Dockless bike share)). The Director of the Built Environment responded that the Corporation had not entered into a Memo of Understanding with operators as officers had been advised that these did not carry weight. The City has formal arrangements with 2 operators. Designated parking areas had been suggested before and work on this proposal could be brought forward. Geofencing was raised and it was suggested that the Corporation could give preferred locations to operators. Officers commented that the GPS technology on the bikes was not sophisticated enough to trigger charges if the bikes were left in the wrong location, as it was only accurate to within 100 metres. However, different technology such as Bluetooth could be explored. Mobike has a surcharge system for bikes left outside their operating area (which currently includes the City).

The Director of the Built Environment advised the Sub-Committee that the current arrangements with operators could be revoked and the operators could be asked not to operate within the City, but legally the Corporation could not stop them from doing so. A Member responded that the main issue was with using public pavement space. The operators could hire car parking space or private land to station their bikes. Provision for private bikes was already

limited. The Corporation should take the proactive course of saying that dockless bikes could not be parked on public pavements to ensure the pavements were kept clear and safe, and if the operators wanted to so trade, they should follow the same rules as others. This would not be banning the bikes from the City but only from the public highway.

The Director of the Built Environment responded that officers needed time to assess the degree of obstruction being caused and to develop an understanding of the scale of any negative impacts that the bikes were causing. The upcoming Transport Strategy would also identify the level of public amenity provided by dockless cycle schemes, which could be set against the issue of obstructions. It was requested that officers be given time to gather more data and bring a further report back at a future meeting.

The Comptroller and City Solicitor advised the Sub-Committee that revoking the current arrangements with operators would not give the Corporation greater powers to act against them and would not make a difference to the City's current ability to remove the bikes where they are causing an obstruction danger or nuisance. The Sub-Committee was advised that the City had a better ability to manage the situation if it continued to work with operators under the current arrangements, and that the Corporation would be better off being part of a London-wide model. Members' suggestions on previous legislation could be fed back into the discussions taking place on the establishment of a London-wide byelaw.

A Member stressed the need for a measured and proportionate response. A co-ordinated approach with other boroughs should be the central means of working with operators so that there is regulation across Central London, but officers need to keep up the momentum so as to make progress with this. Members recognised the need for a proper enforceable legal agreement with operators.

RESOLVED –

a) That officers take the comments of the Sub-Committee into account and produce this note of the Sub-Committee's discussion, and previous reports, to the Planning & Transportation Committee ahead of consideration of the matter by the Planning & Transportation Committee; and

b) That officers be instructed to bring a report back to the Sub-Committee on the Corporation's Street Obstructions Policy for review.

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

A Member asked about the current situation with Cadent, and what formal work was being done to address it. The Director of the Built Environment responded that central London as a whole was experiencing the same issues as the City due to the age of the gas main network in place. There had been 8 major gas main failures recently, and officers were pushing for the mains to be replaced rather than repaired. However, the Tideway project and potential closure to

Embankment could cause delay to this work. A report would be brought to the Planning & Transportation Committee on plans for 2019 when more details about Tideway were known.

A Member reported that on Saturday 11 August 2018 a mass cycling event organised via Facebook had come through the City and had resulted in a number of incidents including pedestrians being hit and intimidated, and asked what officers knew about the incident. The Director of the Built Environment responded that a large anti-knife crime event had been organised, and that a Metropolitan Police escort had been arranged to monitor the event. A Member advised officers that incidents had been reported and received crime numbers. Officers were asked to look into the matter and provide a written response to Members.

A Member requested that officers give an update to Members regarding the delay to the opening of Crossrail. The Director of the Built Environment responded that officers were disappointed about the delays, but it had become clear that although the Crossrail project at Farringdon East was on course to be completed by the original deadline, Liverpool Street/Moorgate was falling behind. In response to a query from a Member, the Director of the Built Environment responded that full funding for the public realm works had been received for Farringdon East and Moorfields, but not for Liverpool Street. The upcoming Transport Strategy would have more information on the impact on buses, as some routes were being taken out.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was none.

12. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
13 - 15	3
16 - 17	-

13. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 3 July 2018 be agreed as a correct record.

14. BANK ON SAFETY UNATTENDED ENFORCEMENT CAMERA CONTRACT EXTENSION

The Sub-Committee considered a report of the Director of the Built Environment.

15. NON-PUBLIC APPENDIX - TUDOR STREET/NEW BRIDGE STREET

The item was withdrawn.

16. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There was a non-public question.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The meeting closed at 12.27 pm

Chairman

**Contact Officer: Joseph Anstee
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<i>Date</i>	<i>Action</i>	<i>Officer responsible</i>	<i>To be completed/ progressed to next stage</i>	<i>Notes/Progress to date</i>
Ongoing Action 25 July 2016 27 September 2016 8 November 2016 6 December 2016 14 February 2017 16 May 2017 20 June 2017 24 July 2017 5 September 2017 17 October 2017 23 January 2018 27 February 2018 9 April 2018 3 July 2018 4 September 2018	Swan Pier Swan Pier area is to be tidied up in conjunction with the delivery of the Fishmongers Ramp project which is due for completion Summer 2016	City Surveyor	Ongoing	<p>The matter had now been referred to the City Surveyor. Officers to update.</p> <p>The City Surveyor advised that consultant engineers were currently preparing technical documentation for tenders to repair the flood defence wall, and this would be completed by 9th February 2019.</p> <p>The City Surveyor reported that the first tender exercise had resulted in very little interest and a second exercise was scheduled for June.</p> <p>Officers to prepare a response to all Members of the Sub-Committee on whether the works related to the pier itself or the flood defence wall, and whether there would be any legal ramifications if the pier was taken out, even temporarily.</p>
24 July 2017 17 October 2017 23 January 2018 27 February 2018 3 July 2018 4 September 2018	22 Bishopsgate The Sub-Committee considered an outline options appraisal report of the Director of Built Environment concerning works to improve the public realm areas and security in and around the 22 Bishopsgate development (formerly known as 'The Pinnacle').	Director of the Built Environment	Ongoing	<p>Reference was made to servicing and consolidation measures and officers agreed to report back on this.</p> <p>Officers reported that a meeting had been scheduled with relevant stakeholders to discuss security and public realm improvements and a report back was expected May 2018.</p> <p>The Sub-Committee was advised that the negotiations over public realm improvements had been successful. It was hoped that a</p>

				legal agreement with the developer would be in place by October 2018 and that work could start in late October or early November 2018.
23 January 2018 27 February 2018 9 April 2018 3 July 2018 4 September 2018	<u>Dockless Bikes</u> In response to a question concerning the dumping of yellow bikes in the City, officers reported that as a dockless cycle hire scheme could operate with no on-street infrastructure, companies were able to operate their schemes without the express consent of the Highway Authorities although bikes deemed to be causing an obstruction or nuisance could be removed. Officers agreed to speak to the relevant operators and report back to a future meeting.	Director of the Built Environment		Meetings are being held with both cycle operators who currently have agreements to operate in the City. Officers are further reviewing the legal position in relation to obstruction and options to remove bicycles left on City footways. In addition, London Councils are exploring a byelaw to enable operators to be licensed. P&T on 11 September agreed to continue the current dockless cycle hire policy until the Transport Strategy is adopted and the policy updated accordingly; the adoption of additional management measures for dockless cycle hire operations during this period; and to support London Councils in their review of the potential for a London-wide byelaw.
4 September 2018	<u>Fann Street</u> The Sub-Committee was advised that further work had been done to improve the street from U-turning traffic.	Director of the Built Environment		An independent study had been undertaken which had resolved that it would not be unsafe to take away the current banned U-turn at the Aldersgate Street/Fann Street junction. Changes are subject to the outcome of consultation with ward Members.
4 September 2018	<u>Committee Structure</u> Members had previously discussed asking the Port Health and Environmental Services Committee	Town Clerk		P&T Committee agreed to amend the terms of reference of S&W Sub to include one Member of the Port Health & Environmental Services Committee.

	to nominate a Member to the Sub-Committee, to ensure pollution issues were tied in with the Sub-Committee's discussions.			The PH&ES Committee was invited to nominate a Member to the Sub-Committee and nominated at their meeting on 25 September 2018.
4 September 2018	<p><u>Beech Street</u></p> <p>Following consideration of the report at 4 September meeting of S&W, the Sub-Committee asked that officers explore ways to accelerate the project if appropriate, and that officers update Members on the project at each meeting of the Streets & Walkways Sub-Committee.</p>	Director of the Built Environment		<p>GW3 Issues report was approved at the September committee cycle and officers proposed that an update would be provided at each subsequent S&W committee.</p> <p>Since September, officers have been working setting up the project documentation including governance and delivery team. Scoping of transport and air quality information has started to assist in developing options for short term and longer term proposals, and to provide a baseline for success to be measured against.</p> <p>A structures brief has been developed to appoint a specialist contractor to undertake investigations of the Ben Jonson car park structure which we expect to commence in November 2018.</p> <p>Regular meetings with TFL and Islington are occurring to discuss traffic modelling processes for both Beech Street and Clerkenwell Road projects.</p> <p>Meetings for senior Members to begin engaging the GLA and LB Islington are being diarised to take place in the next 1-2 months.</p>

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Committee(s)	Dated:
Local Plan Sub Committee – for decision	9 October 2018
Streets and Walkways Committee – for comment	23 October 2018
Subject: Draft City of London Transport Strategy	Public
Report of: Carolyn Dwyer – Department of the Built Environment	For Comment

Summary

The City of London Transport Strategy will set the 25-year framework for future investment in, and management of, the Square Mile's streets and for improvements to transport connections. The City Corporation's Local Implementation Plan (LIP) is being developed alongside the Transport Strategy and will act as the delivery plan, initially covering the first three years.

The development of the Transport Strategy has been informed by extensive engagement with City workers, residents, businesses and other organisations with an interest in transport in the Square Mile. The most recent phase of engagement consulted on the draft vision, aims and outcomes for the Transport Strategy, all of which were supported by the majority of respondents.

The final draft of the Transport Strategy will be submitted to the Planning and Transportation Committee for approval on 30 October, along with the draft LIP. Subject to approval, consultation on both documents will take place between November 2018 and January 2019. The final Strategy will be submitted for adoption by the Planning and Transportation Committee and the Policy and Resources Committee in March 2019.

The draft Transport Strategy aims to:

- 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.

To achieve these aims the draft Strategy includes proposals to:

- Make the Square Mile's streets great places to walk and spend time by prioritising the needs of people on foot and delivering world-class public realm
- Make the most efficient and effective use of street space, by significantly reducing motor traffic and changing the way the kerbside is managed and used
- Make the Square Mile more accessible, including developing and implementing a City of London Street Accessibility Standard and championing step-free access for all stations in the City

- Eliminate death and serious injuries from our streets through measures to deliver safer streets, reduce speeds, improve the safety of vehicles and encourage safer behaviours
- Enable more people to choose to cycle by making conditions for cycling in the Square Mile safer and more pleasant
- Improve air quality and reduce noise by encouraging and enabling the transition to zero emission capable vehicles
- Reduce the number of delivery and servicing vehicles, particularly the numbers in the Square Mile at peak times
- Minimising the impacts of streetworks and other planned and unplanned disruption on users of the City's street
- Maximising the opportunities presented by new transport technologies while avoiding negative impacts and unintended consequences
- Working with TfL, national government and transport providers to improve local, national and international transport connections to the Square Mile

Recommendation(s)

Members of the Local Plan Sub Committee are asked to approve (subject to incorporation of comments) the draft Transport Strategy. Comments will be incorporated before the final draft is presented to the Planning and Transportation Committee on 30 October.

Members of the Streets and Walkways Sub Committee are asked to comment on the draft Transport Strategy. Comments will be fed back to the Planning and Transportation Committee when the final draft is presented on 30 October.

Main Report

Background

1. The City Corporation does not currently have a Transport Strategy and has in the past relied on the Local Implementation Plan (LIP) and Local Plan to define policy and strategy.
2. There is now a need for a proactive approach to addressing the medium and long-term transport challenges facing the Square Mile, particularly those relating to unprecedented growth in employment and increased competition for finite street space. This challenge is particularly acute in the City Cluster, where a significant increase in working population will require significant changes to streets, particularly providing more space for people walking.
3. The Transport Strategy covers the next 25-years and will be supported by a series of short-term and regularly updated delivery plans, including the City Corporation's LIP. The LIP is a statutory document that will set out the projects and programmes that will help deliver the Mayor of London's Transport Strategy (MTS).

4. The development of the Transport Strategy has been informed by significant public and stakeholder engagement. Activities undertaken in Phase 1, which ran in February and March 2018, included:
 - City Streets public survey: 1949 people responded to survey questions on their perceptions of the City's streets, desired priorities for the use of streets and kerb-side space, and ideas and suggestions for future street and transport improvements.
 - Stakeholder workshops: Seventy-seven representatives from City businesses, transport user groups and other organisations with an interest in transport in the Square Mile attended workshops to share their views on the transport challenges and opportunities.
 - City Streets exhibition: A supporting exhibition was held at the City Centre on Basinghall Street from 5 February to 31 March 2018. The exhibition took visitors through historic and recent changes to the City's streets and presented future challenges. More than 7000 people visited the City Centre over the two-month period.
5. The key themes emerging from this first phase of engagement were that:
 - Motor traffic levels on the City's streets are too high
 - People walking in the Square Mile are not given enough priority or space
 - Conditions for cycling in the Square Mile need to be improved and made safer
 - More greenery and seating should be provided on streets and the quality of the public realm improved
 - Air quality in the Square Mile needs to be urgently improved
 - There is potential to use streets more flexibly to accommodate the various demands on them at different times of the day
 - The City's streets are not accessible to all
 - The management of freight needs to be improved
6. A second phase of engagement was held in June and July 2018. This sought people's view on the proposed vision aims and outcomes for the Transport Strategy. 500 people responded to the consultation survey and feedback was also received from a second meeting of the Citizens Panel.
7. Overall there was strong support for the proposed vision, aims and outcomes, with all supported or supported with proposed changes by between 77% and 92% of respondents. The outcome receiving the strongest support was 'People using our streets and public spaces are safe and feel safe'. The lowest levels of support were for the 'People enjoy a relaxed cycling experience in the Square Mile' and 'Emerging transport technologies benefit the Square Mile' outcomes. Further details are provided in Appendix 1.
8. A Strategy Board, made up of City business representatives, representatives from Greater London Authority and TfL and external transport experts, met three times during the development of the Strategy. The Board provided advice and acted as a sounding board during the development of the Strategy.

Draft Transport Strategy

9. The draft Transport Strategy is provided in Appendix 2. The document sets out the visions, aims and outcomes for the transport in the Square Mile and detailed proposals for achieving these. It also provides an overview of how the Strategy will be delivered and progress monitored and reported.
10. The main changes to the draft Strategy since the last draft that was informally reviewed by Members of the Local Plan Sub Committee are:
- The addition of an introductory section setting the context for the Strategy and outlining its alignment with the City of London Corporate Plan, the Local Plan and the Mayor's Transport Strategy
 - Introductory sections have been added to each Outcome summarising our ambitions and the key issues relating to each Outcome
 - Amendments to Proposal 11: Take a proactive approach to reducing motor traffic, adding a definition of essential traffic
 - Amendments to Proposal 12: Design and manage the street network in accordance with the City of London Street Hierarchy, removing references to 'Superblocks' and highlighting the relationship between Healthy Streets Plans and Key Areas of Change
 - The addition of a section on delivering the Strategy, which includes proposals on:
 - Using temporary interventions and trials to accelerate the pace of delivery
 - Supporting and championing change across London that is aligned with this Strategy
 - Improving our monitoring of transport in the Square Mile

Vision, aims and outcomes

11. While there were high levels of support for the draft vision, aims and outcomes, several changes to wording were suggested. These are reflected in the draft Strategy.

Consultation text	Current draft text
Vision	
The Square Mile enjoys world-class connections and streets that inspire and delight.	Streets that inspire and delight, world class connections and a Square Mile that is accessible to all.

Consultation text	Current draft text
Aims	
Ensure the Square Mile is accessible to all and an easy, attractive and healthy place to work, live, learn and visit.	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.	No change
Outcomes	
The Square Mile is a great place to walk and spend time	The Square Mile's streets are great places to walk and spend time
Street space is used more fairly and effectively	Street space is used more efficiently and effectively
Our streets are accessible to all	The Square Mile is accessible to all
People using our streets and public spaces are safe and feel safe	No change
People enjoy a relaxed cycling experience in the Square Mile	More people choose to cycle
The Square Mile is cleaner and quieter	Our air and streets are cleaner and quieter
Delivery and servicing needs are met in ways that benefit the Square Mile	Delivery and servicing are more efficient, and impacts are minimised
Our street network is resilient to changing circumstances	No change
The Square Mile benefits from better transport connections	No change
Emerging transport technologies benefit the Square Mile	No change

Proposals

12. The Transport Strategy includes 54 proposals for achieving the vision, aims and outcomes. The approach to delivering each outcome is summarised below.

- a. Make the Square Mile's streets great places to walk and spend time by prioritising the needs of people on foot and delivering world-class public realm. This includes increasing the number of pedestrianised or pedestrian priority streets and accepting that delivering priority for people walking may result in delays or reduced capacity for other street users.

See proposals 2 – 10 for further details.

- b. Make the most efficient and effective use of street space, aiming for a 25% reduction in motor traffic by 2025 – partly achieved by supporting and championing the introduction of next generation road user charging.

See proposals 11 – 15 for further details.

- c. Make the Square Mile more accessible, including developing and implementing a City of London Street Accessibility Standard and championing step-free access for all stations in the City.

See proposals 16 – 19 for further details.

- d. Eliminate death and serious injuries from our streets through a priority investment programme to deliver safer streets, reducing speeds (including introducing a City-wide 15mph speed limit), improving the safety of vehicles and encouraging safer behaviours.

See proposals 20 – 23 for further details.

- e. Enable more people to choose to cycle by making conditions for cycling in the Square Mile safer and more pleasant, with a focus on establishing a core City cycle network.

See proposals 24 – 28 for further details.

- f. Improve air quality and reduce noise by encouraging and enabling the transition to zero emission capable vehicles, including encouraging the Mayor and TfL to establish central London Zero Emission Zone. In the meantime, establishing local Zero Emission Zones covering the City Cluster and the Barbican and Golden Lane.

See proposals 29 – 37 for further details.

- g. Reduce the number of delivery and servicing vehicles, particularly the numbers in the Square Mile at peak times, through consolidation, retiming and increasing the use of the Thames for freight.

See proposals 38 – 39 for further details.

- h. Minimising the impacts of streetworks and other planned and unplanned disruption on all street users, and in particular people walking and cycling.

See proposals 40 – 42 for further details.

- i. Maximising the opportunities presented by new transport technologies while avoiding negative impacts and unintended consequence, including

establishing a Future Transport Programme to work with developers of new transport technologies.

See proposals 43 – 45 for further details.

- j. Working with TfL, national government and transport providers to improve local, national and international transport connections to the Square Mile

See proposals 46 – 51 for further details.

Local Implementation Plan (LIP)

13. The City Corporation, along with London's 32 boroughs, is required to produce a LIP that details how we will support the delivery of the MTS. The City Corporation's LIP will act as a short-term delivery plan for this Transport Strategy and provides a detailed breakdown of the projects that will be delivered over the next three years.
14. There is good alignment between the Transport Strategy and the MTS, which seeks to improve London's streets to make them healthy, inclusive and safe, provide a good public transport experience and support the delivery of homes and jobs.
15. The draft LIP is currently being finalised and will be presented to the Planning and Transportation Committee on 30 October, prior to consultation alongside the draft Transport Strategy.
16. The LIP will follow a template provided by TfL and will include:
 - A summary table of projects and programmes identified in the Transport Strategy that will be delivered between 2019/20 and 2021/22
 - A table summarising links between the Transport Strategy projects and programmes and MTS outcomes
 - Details of longer-term projects and programmes as set out in the Transport Strategy
 - A high-level risk assessment for projects that will be delivered by 2021/22
 - A summary table of targets and KPIs, as defined by the Transport Strategy

Corporate and Strategic Implications

17. The 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. The relationships between Transport Strategy and Corporate Plan outcomes are mapped in Appendix 4.
18. Transport plays a key role in enabling and accommodating development, and the way the City grows affects demand for travel and public space. Reflecting this interrelationship, relevant policies and proposals in City Plan 2036 and this Strategy are aligned. In particular, several proposals support and respond to the significant change anticipated in the Key Areas of Change.

Financial implications

19. The delivery of this Transport Strategy will be funded from a range of sources, including:
- Money received from TfL, including:
 - LIP Corridors and Neighbourhoods – an annual allocation that contributes to projects identified in our LIP
 - Liveable Neighbourhoods – funding for large projects that encourage walking, cycling and the use of public transport, allocated through a bidding process
 - Strategic funding – funding for specific priorities or initiatives, such as cycling infrastructure, air quality improvements and bus priority
 - The City Corporation's on-street parking reserve – reinvesting revenue from parking charges and penalty charge notices
 - Contributions from developers through the Community Infrastructure Levy, Section 106 and Section 278
20. The long-term nature of the Transport Strategy means it is not possible to scope the full cost for all projects and programmes. However, a core principle will be to generate the necessary revenue/funding to make the delivery of this Strategy largely self-supporting.

Integrated Impact Assessment

21. The City of London has commissioned an Integrated Impact Assessment (IIA) of the Transport Strategy and LIP. The IIA brings together Strategic Environmental Assessment, Equality Impact Assessment and Health Impact Assessment into a single assessment. The assessment report for the draft Strategy and LIP is currently being finalised and will be published as part of the consultation.

Conclusion

22. The vision, aims, outcomes and proposals represent a radical and ambitious approach to tackling the transport challenges facing the Square Mile. The delivery of the Transport Strategy will help support the City's growth and ensure the Square Mile remains an attractive place to work, live, learn and visit.
23. Subject to approval consultation on the draft Transport Strategy and LIP will take place between November 2018 and January 2019. The final Strategy will be submitted for adoption by the Planning and Transportation Committee and the Policy and Resources Committee in March 2019.

Appendices

- Appendix 1 – Phase 2 Engagement report
- Appendix 2 – Draft Transport Strategy
- Appendix 3 – Corporate Plan outcome mapping

Background Papers

City of London Transport Strategy – scope, process and programme, 12 December 2017

Transport Strategy – Vision, aims and outcomes, Planning and Transportation Committee, 29 May 2018

Transport Strategy - Phase one engagement report, Planning and Transportation Committee, 29 May 2018

Bruce McVean

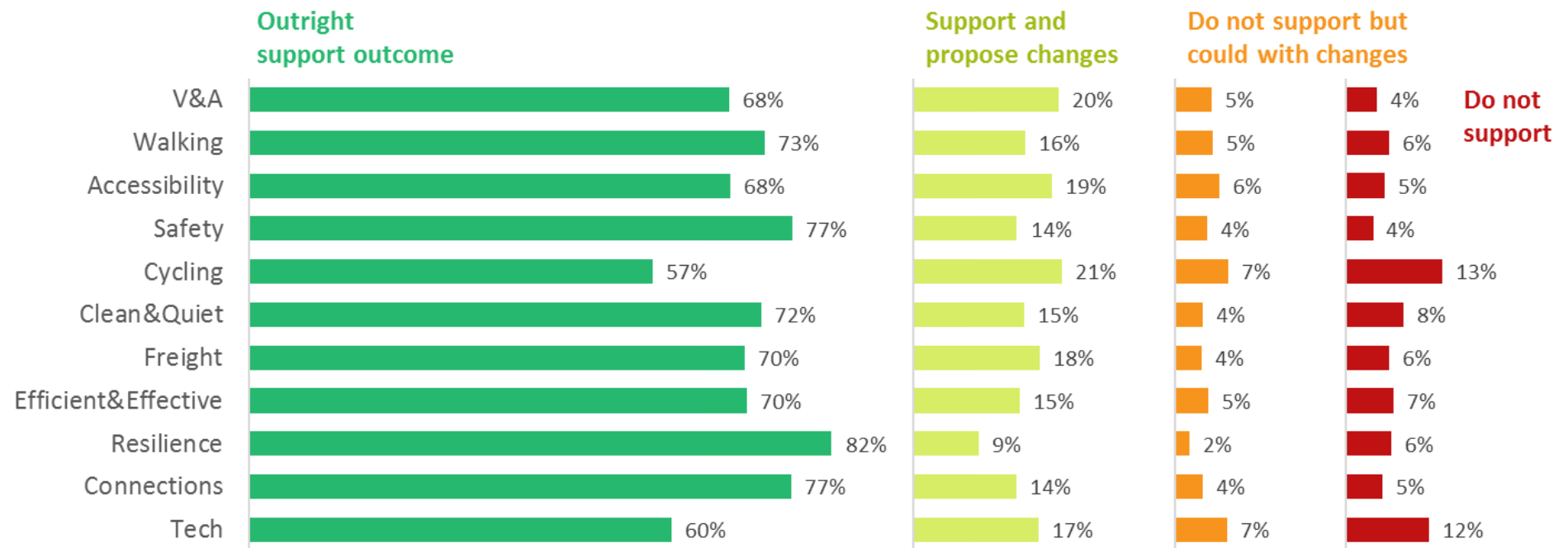
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Appendix 1 – Phase 2 survey responses

- Support/support and propose changes ranges from 77% to 92%
- Safe streets outcome has highest overall support
- Cycling and tech outcomes have lowest overall support



Appendix 2 – Draft Transport Strategy

City Streets: Transport for a changing Square Mile

Draft City of London Transport Strategy

Version 3, 28/09/18

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Chairman's foreword

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Have your say

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Introduction

The City of London, also known as the Square Mile, is the historic heart of London and one of the world's leading financial centres. It is home to 8,000 residents and a working population of over 480,000 people. Each year the City also welcomes over 10 million tourists, in addition to those visiting for business.

How people and goods travel to and around the City has a significant impact on the experience of living, working and studying in or visiting the Square Mile. Facilitating the safe, clean and efficient movement of people and vehicles serving the City, alongside improving the quality of streets and public spaces, will be essential to ensuring the continued success of the City as a global centre for business and cultural destination.

As the highway authority for the Square Mile, the City of London Corporation (City Corporation) is responsible for the management of most streets within the City. Transport for London (TfL), the integrated transport authority for Greater London, manages the Transport for London Road Network (TLRN, also known as 'Red Routes'), of which there are several miles within the Square Mile. TfL also manages and operates London's public transport, the Congestion Charge and Emission Zones.

----- MAP OF CITY BOUNDARY AND TLRN -----

This Transport Strategy provides a 25-year framework for future investment in and management of the City's streets, as well as measures to reduce the social, economic and environmental impacts of motor traffic and congestion. It also sets out our aspirations for improvements to the TLRN and local, national and international transport connections. It details an ambitious approach to transport and the design and management of streets in response to the challenges arising from significant growth, fast-moving technological development and changing travel habits.

The Square Mile's workforce is forecast to increase to 570,000 by 2030 and to over 620,000 by 2044. The residential population will also grow, with nearly 3,000 more people living in the Square Mile by 2044. This growth will lead to more people travelling on the City's streets, and in particular more people walking, and increased demand for high quality public spaces. More residents, workers and visitors will also mean more deliveries and servicing of offices, homes, shops, pubs, cafes and restaurants.

This extra demand must be accommodated within a fixed amount of street space. The Square Mile's streets must enable the movement of people and vehicles to and through the City while also providing space for parking and loading. Our streets are also public spaces that provide workers, residents and visitors with places to meet, eat and drink, or just appreciate the unique character of the Square Mile. Attractive and safe public spaces, with seating and things to see and do are a vital ingredient of a modern city.

The next 25 years will see major changes in transport technology. Vehicles will increasingly be connected and automated, and new mobility services will emerge. New technology can present great opportunities for travel and transport, but also presents challenges over how these new advancements are managed and controlled. Automated vehicles, for example, may be able to use street space more efficiently and reduce collisions, but the availability of

relatively cheap private transport could lead to more people choosing not to use public transport.

As the City grows it will be essential to reduce motor traffic and facilitate the movement of people by the most efficient modes of transport. Reductions in traffic will also help improve air quality and make our streets safer. Fortunately, most people already travel to and around the Square Mile on foot, by cycle or public transport. These travel trends are likely to continue in the future, but only if walking, cycling and using public transport are convenient, attractive and safe ways to travel.

Travel and transport in the Square Mile

The City is one of the best-connected places in the world. Transport for London rates the whole of the Square Mile as having a Public Transport Accessibility rating of above 6 – the highest possible score. This is made possible by an extensive public transport network with six mainline railway stations, 12 Underground and DLR stations and a high density and frequency of bus services. Large numbers of commuters also use stations near the City, including London Bridge and Waterloo. Significant improvements have and are being made to public transport provision, particularly with the construction of the Elizabeth line which will operate trains to the City at Farringdon and Liverpool Street/Moorgate from autumn 2019. There are also river bus services which stop at Blackfriars Pier and at Tower Pier just outside the City.

-----PUBLIC TRANSPORT MAP-----

93% of commuter travel to the Square Mile is by public transport (84%), walking (5%) or cycling (4%)ⁱ. Fewer than 5% of City workers drive to work. Walking is by far the main mode of travel within the City, with over 750,000 walked journeys a day. In recent years investment in cycling infrastructure has resulted in an estimated tripling in the number of people cycling in the Square Mile. People cycling now make up a quarter of vehicles and this figure can rise to over 50% on major streets during rush hourⁱⁱ.

-----MODE SHARE INFOGRAPHIC-----

Traffic in the City has changed significantly since the late 1990s, both in terms of total volume and overall composition. Traffic counts across the City show that overall motor traffic volumes have reduced by approximately 50%, with the greatest reduction being in the number of cars and taxis. The greatest observed reductions have coincided with key events such as the introduction of the Congestion Charge, the global recession and the introduction of cycle superhighways. ⁱⁱⁱ

-----TRAFFIC IN THE CITY INFOGRAPHIC-----

The most recent traffic counts in autumn 2017 found a slight increase in car volumes, probably caused by the increasing volumes of private hire vehicles. Freight volumes, after dropping significantly between 1999 and 2004, have levelled off in recent years^{iv}.

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How the Square Mile's streets have changed over the last 25 years

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Understanding people's views of transport and streets in the Square Mile

The development of this Strategy has been informed by extensive engagement with the public and organisations with an interest in transport in the Square Mile. The first phase of engagement, held in February and March 2018, included:

- **City Streets survey:** 1,949 people accessed this survey which included questions on perceptions of the City's streets, priorities for the use of streets and kerb-side space, and ideas and suggestions for future street and transport improvements.
- **City Streets exhibition:** A supporting exhibition was held at the City Centre on Basinghall Street. The exhibition took visitors through historic and recent changes to the City's streets and presented future challenges. More than 7,000 people visited the City Centre over the two-month period.
- **Stakeholder workshops:** 77 representatives from City businesses, transport user groups and other organisations with an interest in transport in the Square Mile attended workshops in February and March 2018 to share their views on the transport challenges and opportunities.

The key themes emerging from this first phase of engagement were that:

- Motor traffic levels on the City's streets are too high
- People walking in the Square Mile are not given enough priority or space
- Conditions for cycling in the Square Mile need to be improved and made safer
- More greenery and seating should be provided on streets and the quality of the public realm improved
- Air quality in the Square Mile needs to be urgently improved
- There is potential to use streets more flexibly to accommodate the various demands on them at different times of the day
- The City's streets are not accessible to all
- The management of freight needs to be improved^v

A second phase of engagement, in June and July 2018, consulted on the proposed vision, aims and outcomes for this Strategy. Over 500 people and organisations responded to this consultation. The draft vision, aims and outcomes received high levels of support, with each being supported or supported with changes by between 77% and 92% of respondents^{vi}.

An independently recruited panel of City workers and residents also met three times during the development of the Strategy. This panel, which was facilitated by Populus, provided an

opportunity to gain a deeper understanding of residents and workers' transport needs and concerns.

A Strategy Board, made up of City business representatives, representatives from the Greater London Authority and TfL, and transport experts, also met three times during the development of the Strategy. This Board provided advice and acted as a sounding board for emerging proposals.

Reports of each phase of engagement, providing more details of feedback received, can be found on our website.

Supporting the delivery of the City of London Corporate Plan

The Transport Strategy is one of a suite of strategies that help to deliver the City of London Corporation's Corporate Plan. The Corporate Plan sets out the City Corporation's aims to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

The Transport Strategy will help contribute to a flourishing society by:

- Making streets safer and reducing the number of traffic related deaths and serious injuries
- Enabling people to walk and cycle and reducing the negative health impacts of transport
- Ensuring streets are accessible to all and provide an attractive space for the City's diverse community to come together

A thriving economy will be supported by:

- Enabling the City to continue to grow and accommodating the associated increase in demand for our limited street space
- Improving the quality of streets and transport connections to help attract talent and investment
- Helping create a smarter City, that supports and enables innovative transport technology and other mobility solutions

The Transport Strategy will help shape outstanding environments by:

- Advocating for improved local, national and international transport connections.
- Reducing motor traffic levels to enable space to be reallocated to walking, cycling, greenery and public spaces
- Improving air quality and reducing noise from motor traffic
- Ensuring streets are well maintained and resilient to natural and man-made threats

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Culture Mile

Culture Mile is a partnership between four UK leading arts, culture and learning institutions and the City Corporation to create a vibrant, cultural quarter. Stretching over just under a mile, from Farringdon to Moorgate, Culture Mile covers 15% of the total area of the Square Mile. Culture Mile incorporates the Barbican arts centre and the new Museum for London and Centre for Music. Several proposals in this Transport Strategy will directly support the delivery of Culture Mile by improving the public realm and enhancing walking and cycling routes to and within the area.

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Alignment with the City of London Local Plan

The new City of London Local Plan, called City Plan 2036, sets out the planning policies that will guide future growth and decisions on planning applications for the next 20 years.

Transport plays a key role in enabling and accommodating development, and the way the City grows affects demand for travel and public space. Reflecting this interrelationship, relevant policies and proposals in the City Plan 2036 and this Strategy are aligned. In particular, several proposals support and respond to the significant change anticipated in the following 'Key Areas of Change';

- **Aldgate and Tower:** major hotel and office developments are under construction on Minories, as well as the Chinese Embassy relocating to the area's vicinity and proposals for redevelopment of the Mansell Street estate
- **Blackfriars:** public realm enhancements are proposed along the Riverside walk, and the development of the Thames Tideway Tunnel will create a large new public space
- **City Cluster:** a number of significant tall buildings are under construction, with further tall buildings permitted but not yet commenced. Employment in the Cluster is expected to nearly double once all current permissions are built and occupied
- **Fleet Street:** significant occupational change in major buildings is expected in the short to medium term as existing occupiers relocate to other buildings
- **Pool of London:** several buildings are likely to be vacated in the short-term, providing an opportunity for redevelopment in the area
- **Liverpool Street:** increased retail space at Broadgate, the completion of Crossrail at Liverpool Street station and linkages to Culture Mile will initiate change in this area
- **Smithfield and Barbican:** the delivery of the Culture Mile initiative, relocation of Museum of London to Smithfield, the potential development of a new Centre for Music on the site of the existing Museum of London and the possible relocation of Smithfield Market will see this area undergo significant change

----- MAP OF KEY AREAS OF CHANGE -----

Supporting the delivery of the Mayor's Transport Strategy

The Mayor's Transport Strategy (MTS) sets out the Mayor of London's policies and proposals to reshape transport in London by transforming the Capital's streets, improving public transport and creating opportunities for new homes and jobs. To achieve this, the Mayor wants to encourage more people to walk, cycle and use public transport.

The three key themes of the MTS are:

- **Healthy Streets and healthy people:** Creating streets and street networks that encourage walking, cycling and public transport to reduce car dependency and the health problems it creates
- **A good public transport experience:** Enabling more people to travel by public transport, the most efficient way for people to travel over distances that are too long to walk or cycle
- **New homes and jobs:** Planning the city around walking, cycling and public transport use to unlock growth in new areas and ensure that London grows in a way that benefits everyone

The City Corporation, along with London's 32 boroughs, is required to produce a Local Implementation Plan (LIP) that details how we will support the delivery of the MTS. Our draft LIP is published alongside this draft Strategy and highlights the alignment between our visions, aims, outcomes and proposals and the MTS. The City Corporation's LIP also acts as a short-term delivery plan for this Transport Strategy and provides a detailed breakdown of the projects that will be delivered over the next three years.

Vision, aims and outcomes

Our vision

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

By delivering this vision we aim to...

- 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.

To create a future where ...

- The Square Mile's 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 streets and public spaces are safe and feel safe
- More people choose to cycle
- The Square Mile's air and streets are cleaner and quieter
- Delivery and servicing are more efficient, and impacts are minimised
- Our street network is resilient to changing circumstances
- The Square Mile benefits from better transport connections
- Emerging transport technologies benefit the Square Mile

Proposals

For each outcome, this chapter outlines our ambitions, summarises the key issues and challenges and sets out proposals for delivery.

Where appropriate proposals include delivery timescales using the following milestones:

- 2022 (to align with our LIP)
- 2025
- 2030
- 2040
- 2044 (the end date for this Strategy)

Healthy Streets Approach

The Healthy Streets Approach provides the framework for this Strategy. This means we will place improving people's health and their experience of using streets at the heart of our transport decision making.

The ten Healthy Streets Indicators (Figure X) capture the elements that are essential for making streets better places to walk, cycle and spend time, and for supporting social and economic activity. All the proposals set out in this Strategy will contribute to the delivery of Healthy Streets.

----- HEALTHY STREETS INDICATORS GRAPHIC -----

Proposal 1: Embed the Healthy Streets Approach in transport planning and delivery

We will ensure that the Healthy Streets Approach is embedded in our transport planning and the design and delivery of projects by:

- Using the Healthy Streets Approach to inform strategic decision making and project prioritisation.
- Using the Healthy Streets Check for Designers to assess proposals for projects that will have a significant impact on people's experience of using the City's streets and publishing the results.
- Assessing planning applications against the Healthy Streets Indicators and requiring the use of the Healthy Streets Check for Designers on all developments that will have a significant impact on surrounding streets.
- Assessing the health impacts of projects as part of the design process and post-implementation monitoring.
- Including questions relating to the Healthy Streets Indicators in project monitoring and public perceptions surveys.

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The Healthy Streets Check for Designers

Include results from Aldgate or Bank

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DRAFT

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

Walking is, and will remain, the main way that people travel around the Square Mile. We want people walking in the City to feel that their needs have been prioritised. By delivering this Strategy we will make the experience of walking on our streets a more enjoyable and rewarding experience – a great way to travel and to discover all that the City has to offer. Fewer, cleaner and quieter motor vehicles will mean that streets are less dominated by traffic and easier to cross. People driving and riding in the City will recognise the Square Mile as a place where people on foot come first – they will travel slowly and be prepared to give way to people walking. Pavements will be wide enough to avoid feeling uncomfortably crowded, even during the hustle and bustle of the morning and evening commute. High quality public realm, more seating, greenery, public art and events will mean that streets are also great places to stop, rest and relax.

Today, only 10% of people rate the experience of walking in the Square Mile as pleasant^{vii}. Our ambition is that this will increase to 75% by 2044. The City's streets are busy with people walking at all times of the day, and between 7am and 11pm there are more people walking on our streets than travelling by any other mode^{viii}. 65% of all travel movements in the Square Mile are made on foot and almost all of the 8,000 residents and 480,000 workers in the City will walk at least once during the day^{ix}. These numbers will increase as the City grows, with potentially a further 125,000 people walking on our streets within the next 25 years^x. The completion of Elizabeth line in 2019 will intensify the arrival of people into the City – with each Crossrail train capable of accommodating 1,500 passengers.

Nearly three quarters of respondents to our City Street's survey think that people walking should be prioritised first out of all street users^{xi}. However, almost two thirds of respondents feel that people on foot are currently under prioritised and four in five think that pavements are overcrowded at some point during the day^{xii}. Respondents also want a more pleasant and attractive street environment; when asked to change one thing to improve the City streets, the most frequent non-transport request was for more greenery^{xiii}.

Proposal 2: Put the needs of people walking first when designing and managing our streets.

We will ensure that the needs of people walking are prioritised by:

- Applying the Healthy Streets Approach (Proposal 1) and considering the needs of people walking first when delivering changes to streets
- Accepting that delivering priority for people walking may result in delays or reduced capacity for other street users, while seeking to minimise the impact on essential traffic through general traffic reduction (Proposal 11)
- Increasing the number of pedestrianised or pedestrian priority streets from 25 kilometres at present, to 35 kilometres by 2030, and aiming for at least 50% (by length) of streets to be pedestrian priority by 2044
- Making streets easier to cross and giving people on foot greater priority at the entrances to side streets
- Widening pavements to provide more space for people walking, with the aim that all pavements will have a minimum Pedestrian Comfort Level of B+

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Pedestrian Comfort Levels

Pedestrian Comfort Levels are used to assess the level of crowding on a pavement or at a pedestrian crossing. The level of comfort, which is graded between A+ (most comfortable) and E (least comfortable), is based on the number of people walking and the space available, taking account of street furniture and other restrictions.

Transport for London's Pedestrian Comfort Guidance recommends a minimum comfort level of B+. This provides enough space for people to feel comfortable when walking at a typical pace and for them to be able to choose where to walk. Below this level, conflicts between people walking become frequent, walking is increasingly uncomfortable and frustrating and can lead to people stepping into the carriageway.

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Key walking routes

We will prioritise improvements to junctions and routes that are busiest with people walking and where pavement width and pedestrian crossings are inadequate for current or forecast demand. Improvements to the following routes and junctions will be delivered by 2030 to make walking quicker, safer and more comfortable:

- The area around Moorgate and Liverpool Street Stations (including Moorgate/London Wall junction) and the routes between these stations and key destinations, including the City Cluster, Culture Mile and Bank Junction
- Bank Junction and streets between the junction and the City Cluster
- To support Culture Mile and coincide with the opening of the new Museum for London and Centre for Music:
 - The route from the Millennium Bridge to Culture Mile, including changes to St Paul's Gyratory
 - The route between the Barbican and the new Museum for London, including Beech Street and Long Lane
- Fleet Street, including Ludgate Circus (in partnership with TfL)
- The Bishopsgate corridor, including Monument junction (TfL)
- The Globe View section of the Riverside Walkway

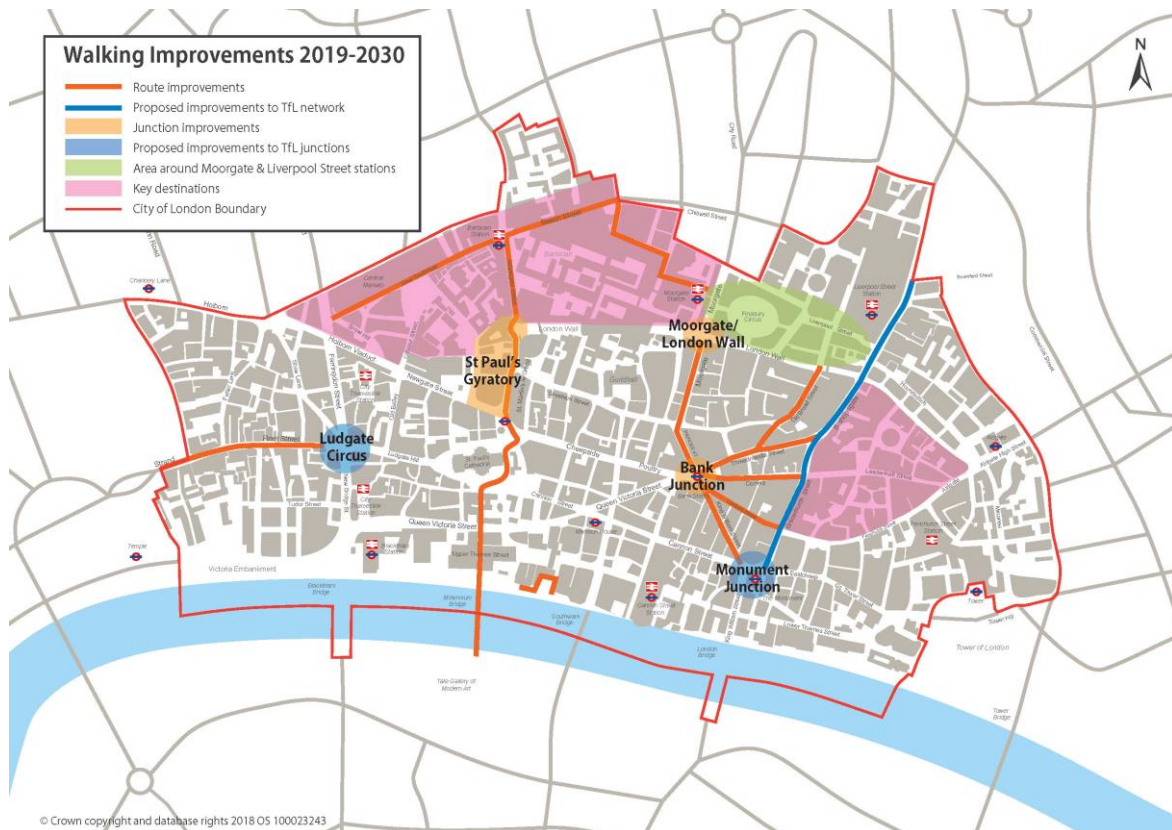


Figure X Key walking routes to be delivered by 2030 [MAP TO BE UPDATED]

Pedestrian priority streets

New pedestrian priority streets will be introduced across the Square Mile. The initial focus for introducing pedestrian priority streets will be within the City Cluster and Culture Mile. We will also identify opportunities to introduce pedestrian priority on streets with a pavement width of less than two metres. An indicative map of these streets with a pavement width of less than two metres is shown below. We will use traffic orders, temporary measures to change the look and feel of streets and signage to accelerate delivery of pedestrian priority streets in advance of permanent changes.

Pedestrian priority streets will be access only for motor vehicles, with all vehicles, including cycles, expected to give way to people walking. In some instances, streets will be fully pedestrianised or not allow motor vehicle access at certain times. The use of pedestrianised streets by cycles will be decided on a case-by-case basis to ensure people walking and cycling feel safe and comfortable. Pedestrian priority will be supported by design measures to encourage slow and courteous driving and riding.

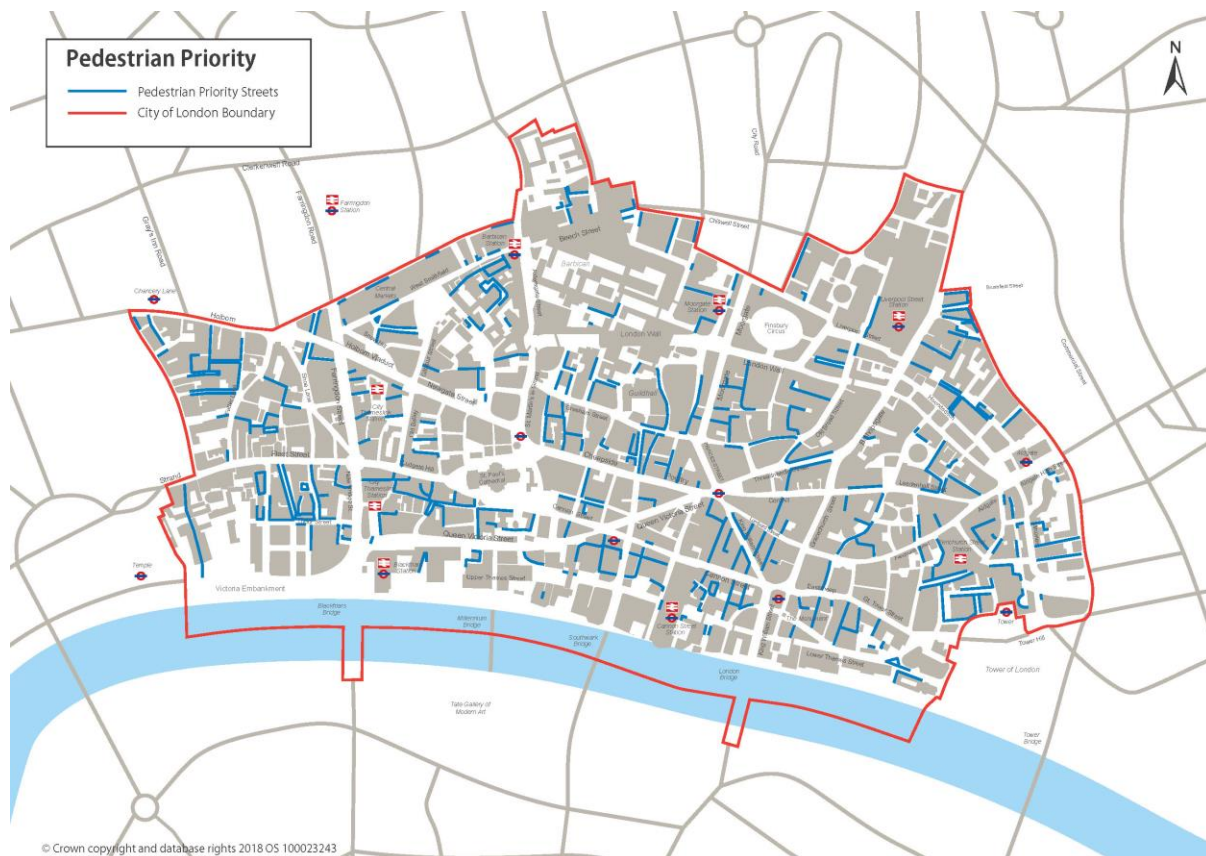


Figure X Indicative pedestrian priority streets proposals map [MAP TO BE UPDATED]

Pedestrian crossings

We will work with Transport for London to make it easier for people walking to cross streets by reviewing all signalised pedestrian crossings with the aim of:

- Reducing the amount of time people wait for a green man, initially to a maximum of 60 seconds, followed by further reductions in waiting time over the life of this Strategy
- Giving people more time to cross by using a walking speed of 0.8 metres per second to determine crossing times (currently 1.2 metres per second)
- Installing sensors (Pedestrian SCOOT) to allow the amount of green man time to be automatically adjusted according to the number of people crossing
- Reducing overcrowding by widening crossings to provide a minimum pedestrian comfort level of B+
- Introducing formal diagonal crossings at all crossroads, ensuring pedestrian crossings are on desire lines and removing multi-stage crossings
- Installing raised tables to improve accessibility and ease crossing
- Introducing 'Green man authority' at appropriate locations – providing a default green man for people walking rather than a default green light for motor traffic

Continuous footways and courtesy crossings

We will give people walking greater priority and make streets easier to cross by:

- Providing courtesy crossings or continuous footways across all side street entrances
- Installing raised tables at junctions
- Installing raised tables at existing informal crossings and identifying locations for additional crossings

Campaigns and promotion

Campaigns and promotional activities will raise awareness among all street users of the priority being given to people walking in the Square Mile. Physical changes to streets will be supported by education, engagement and enforcement to reinforce positive behaviours by drivers and riders towards people walking.

Proposal 3: Complete the riverside walkway and improve walking connections between the riverside and the rest of the City.

We will complete the Globe View section of the riverside walkway by 2022. We will also work with Transport for London, landowners, developers and other partners to:

- Improve the connections between the riverside and the rest of the City by making it easier to cross Upper and Lower Thames Street. Improvements will include installing a new pedestrian crossing at the junction with Puddle Dock by 2022, to provide direct access to Blackfriars Pier. We will also work with Transport for London to explore the potential to install additional street-level crossings as an alternative to existing bridges
- Improve the quality of the public realm along the riverfront and identify opportunities to create new open spaces. Opportunities will be identified and delivered through an updated Riverside Walkway Enhancement Strategy that will be published in 2022
- Wherever feasible use the redevelopment of sites along the riverside to widen the walkway
- Use the planning process to activate the riverfront by introducing more ground floor leisure uses such as restaurants and cafes where they will not adversely affect residents

Proposal 4: Enhance the Barbican high walks

We will ensure that the Barbican high walks are well maintained and enhanced where necessary. This will include improving signage and the visibility of access points to make them easier to navigate, particularly along the key north-south link from Wood Street.

We will maintain existing public lifts that provide access to the high walks and other walking routes. We will explore the potential to add new public and publicly accessible lifts where required through the development process.

Proposal 5: Ensure new developments contribute to improving the experience of walking and spending time on the City's streets.

Through the planning process we will work with developers and future occupiers to ensure all new developments provide world-class public realm and contribute to improvements to surrounding streets and walking routes. Existing walking routes and public access across private land will be maintained and major developments will be expected to create new walking routes through their site.

Proposal 6: Promote and celebrate walking

We will encourage residents, workers and visitors to explore the Square Mile on foot by:

- Completing the roll out of Legible London maps and directional signs across the Square Mile by 2022
- Improving people's awareness of traffic free walking routes, such as alleyways and routes through parks and gardens, through promotional activities and dedicated wayfinding
- Organising led walks, working with businesses and heritage and cultural institutions to promote walking and exploring the potential for an annual City walking festival
- Supporting London-wide, national and international walking campaigns

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Legible London

Legible London maps and signs were developed by Transport for London to make it easier for people to walk around London. They provide a consistent approach to wayfinding, with over 1,700 signs and maps already installed across the Capital. Legible London maps are also provided in Underground stations, and at bus stops and cycle hire docking stations.

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Proposal 7: Provide more public space and deliver world-class public realm

We will improve the experience of spending time on the City's streets by:

- Identifying opportunities to create new public spaces by reallocating carriageway
- Increasing the amount of formal and informal seating on-street and in squares, public spaces and parks. The amount and location of additional on-street seating will be carefully considered to maximise opportunities for social interaction while maintaining adequate width and comfort for people walking. Where necessary space will be reallocated from the carriageway
- Implementing a high standard of design when delivering improvements to streets and public spaces and ensuring streets and public spaces are clean and well maintained
- Working with partners to activate the public realm and make the experience of walking and spending time on streets and public spaces more interesting and engaging
- Improving the public realm in areas where there are buildings and structures of significant historical and architectural importance. Improvements will enhance the setting of significant buildings and other heritage assets and improve accessibility to historic attractions

The City of London Public Realm Supplementary Planning Document (SPD) provides detailed guidance on designing, delivering and managing world-class public realm in the Square Mile. The Public Realm SPD will be reviewed and updated by 2022 following the adoption of the City Plan 2036.

Proposal 8: Incorporate more greenery into the City's streets and public spaces

We will work with occupiers, businesses, residents and other partners to provide and maintain more permanent and seasonal greenery on the City's streets. This will include incorporating greenery and planting when making changes to streets and the public realm, including measures that deliver pedestrian priority, traffic calming and vehicle access restrictions. Where possible new planting will incorporate sustainable drainage. Plants will be chosen to maximise biodiversity and create a more interesting and engaging streetscape.

Proposal 9: Reduce rainwater run-off on City streets and public realm

Opportunities to incorporate sustainable drainage systems will be reviewed for all transport and public realm schemes, with projects designed to minimise the volume and discharge rate of rainwater run-off. The inclusion of soft landscaping, planters, green walls and trees in all schemes where space permits will also contribute to reducing run-off rates.

Proposal 10: Incorporate protection from adverse weather in the design of streets and the public realm

Where possible, transport and public realm projects will incorporate features that provide people walking, cycling and spending time on streets with protection from rain, wind and high temperatures. For example, shade and shelter provided by trees, building canopies and awnings and other street furniture, such as bus stop shelters. Designs will be carefully considered to ensure features to provide shade and shelter help makes streets and public space more attractive and engaging.

The potential impact on street users of sun exposure and any increase in wind speeds and tunnel effects from new developments (particularly tall buildings) will be assessed and mitigated through the planning process.

Street space is used more efficiently and effectively

We want the use of the Square Mile's streets to better match the priorities of residents, workers and businesses. Street space will be used more efficiently, with more space and time provided for people walking, cycling and travelling by bus. General reductions in the number of motor vehicles will help reduce delays for the essential traffic that remains. Some streets will be used in different ways at different times of the day. For example, by providing space for people to walk and relax during the day, while allowing deliveries overnight. Temporary closures of streets to motor vehicles will provide opportunities for cultural and community events and simply enjoying the City. The kerbside will also be used more dynamically and effectively, with commercial vehicles having priority access to parking and loading no longer causing an obstruction, particularly at the busiest times of day.

The most common suggestion, made by a third of City Streets survey respondents, for one change people would like to see on the City's streets was for a reduction, cap, targeted or City-wide ban of motor vehicles. The second and third most requested changes were for more space for walking and more space for cycling respectively^{xiv}. When asked how different uses of the City's streets should be prioritised, respondents ranked people walking, cycling and using buses as the highest priorities.

-----CITY STREETS SURVEY USER AND KERBSIDE PRIORITY INFOGRAPHIC-----

Over the last two decades there has been a 50% reduction of motor traffic levels in the Square Mile while the number of workers in the City has increased by 50%^{xv}. Currently, 45% of motor vehicles in the Square Mile are cars (including private hire vehicles), 21% are taxis and 22% vans and goods vehicles.

Cycles and buses represent the most space efficient modes of vehicular transport. Based on average occupancy, they require 200m² and 250m² of street space respectively to move 100 people. The same number of people travelling in a car or taxi would need 760m².

Proposal 11: Take a proactive approach to reducing motor traffic

Delivering this Strategy will result in a reallocation of street space from motor vehicles to provide more space for people walking, cycling and spending time on the City's streets. To avoid unreasonably impacting the movement of essential motor traffic it will be necessary to reduce the overall volume of motor vehicles on the City's streets. Reducing the motor traffic is also key to improving air quality and delivering Vision Zero.

-----ESSENTIAL TRAFFIC INFOGRAPHIC-----

[Walking, cycling, buses, freight and servicing with a destination in the City, private and shared vehicles being used by people with particular access needs]

We will proactively seek to reduce motor traffic to support the delivery of this Strategy, with the aim of achieving a 25% reduction by 2030. Reductions in all types of motor traffic will be required to achieve this, with the most significant reductions being in the number of private cars and private hire vehicles using the City's streets.

To achieve this, we will champion and support the development of the next generation of road user charging for London and encourage the Mayor of London and TfL to accelerate the development of new charging mechanisms.

This new approach to charging should be implemented within the next Mayoral term. All income should be reinvested in the delivery of Healthy Streets, with a proportion of income generated ring fenced to provide funding for City of London and borough projects.

While the new charging mechanism is being developed, we will encourage TfL to undertake a further review of the existing Congestion Charge. This review should be wide-ranging and consider charging levels, boundaries, timings and exemptions.

If a clear commitment to road user charging is not set out in the next Mayor's election manifesto, we will explore the feasibility of developing an appropriate charging mechanism for the Square Mile, working with London Councils and London's boroughs to ensure a coordinated approach.

Additional measures and initiatives to reduce motor traffic in the Square Mile will include:

- Supporting TfL's efforts to reduce the number of Private Hire Vehicles operating in central London. We will also work with TfL and large operators to reduce circulation and empty running and promote ridesharing
- Working with the taxi industry to reduce empty running of taxis within the Square Mile, including a City-wide review of taxi ranks and promotion of ride hailing apps
- Delivering Proposals 38 and 39 to reduce the number of delivery and servicing vehicles in the Square Mile, particularly at peak travel times
- Working with TfL to identify opportunities to reduce the number of buses travelling through the City without compromising public transport accessibility (Proposal 49)
- Not providing any additional on-street car and motorcycle parking, identifying opportunities to use parking reductions and restrictions to discourage private vehicle use and continuing to require all new developments to be car-free
- Working with businesses to reduce the use of private cars, private hire vehicles and taxis for commuting and for trips within the Square Mile and central London
- Introducing access restrictions and other measures to reduce through traffic in line with the City of London Street Hierarchy (Proposal 12)

We will aim for further reductions in motor traffic volumes of up to 50% by 2044, working with TfL to develop coordinated measures across central London. Achieving this level of traffic reduction is likely to require new shared mobility services and other transport technology innovations, which the City Corporation will support and champion through our Future Transport Programme (Proposal 43) .

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Road User Charging

London was a global leader in road user charging when the Congestion Charge was introduced to central London in 2003. There was an immediate reduction in congestion of 30% and 15% less circulating traffic^{xvi}.

The Congestion Charge is now however 16 years old and has only been subject to minor alterations since it was introduced. In this time, the challenges facing central London have changed considerably. A thriving weekend and night time economy now means that evening and weekend traffic levels (when the Congestion Charge is not in operation) are now similar to those on weekdays. In addition, the proportion of vehicles in the zone that are subject to the charge continues to reduce; particularly because of increasing numbers of licensed private hire vehicles, which are currently exempt from the charge.

An updated road user charge, that could be varied according to patterns of demand and by vehicle type, would be more effective in reducing traffic levels and congestion in central London. A central London or London-wide approach, compared to a City specific charge, would be the most beneficial model. This will help reduce traffic over a much wider area and avoid a 'patchwork' approach to traffic management by different authorities.

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Proposal 12: Design and manage the street network in accordance with the City of London Street Hierarchy

The City of London Street Hierarchy describes the function of every street in terms of motor traffic movement. We will design and manage the street network in accordance with the hierarchy to encourage drivers to use the right street for the right journey.

The categories in the hierarchy are:

London Access	Preferred streets for motor vehicles that do not have a destination in, or immediately adjacent to, the Square Mile.
City Access	Preferred streets for motor vehicles that are travelling around the Square Mile or to immediately adjacent destinations.
Local Access	Primarily used for the first or final part of a journey, providing access for vehicles to properties.

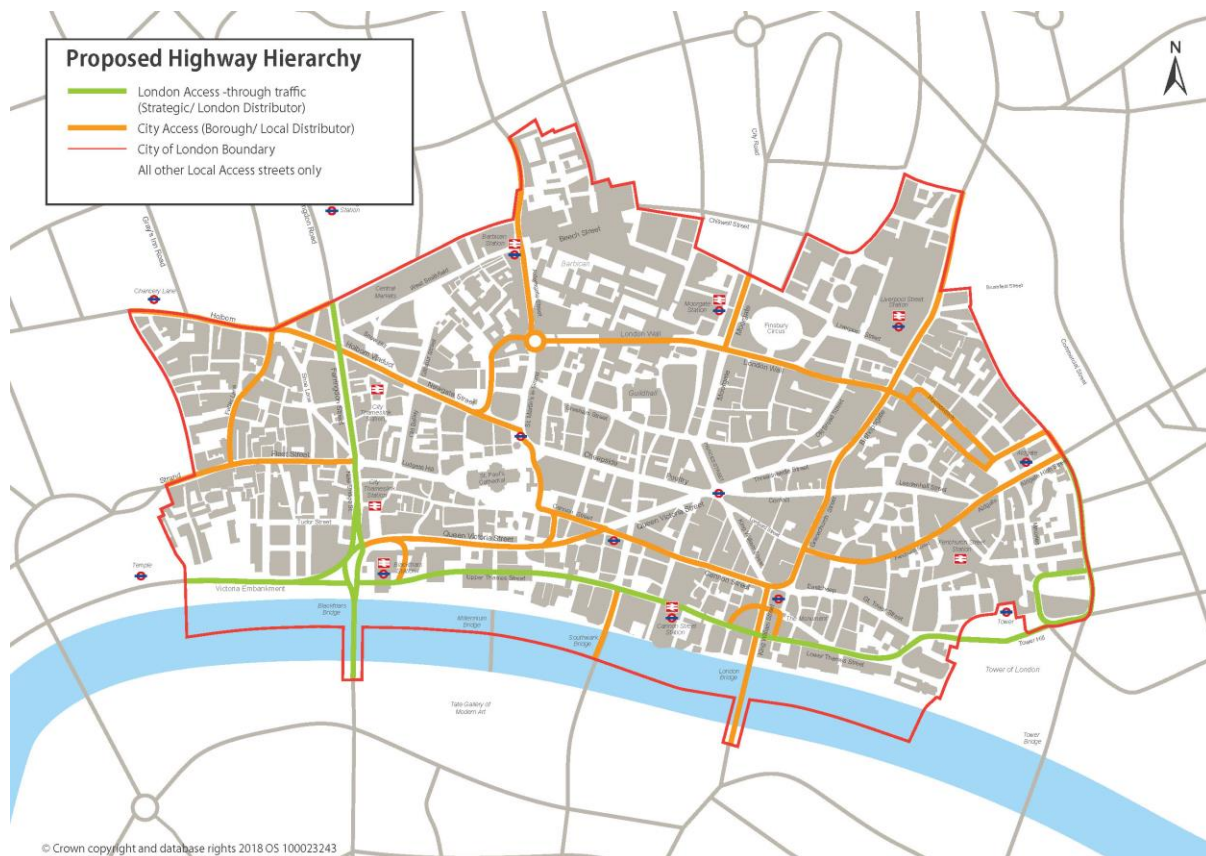


Figure X Proposed City of London Street Hierarchy

A street's position in the hierarchy will be one factor that helps inform decisions on how space is allocated between different users and uses of that street. Alongside the street hierarchy we will also consider:

- The views and aspirations of different street users and City residents, workers and businesses
- How to best prioritise walking, cycling and buses as the most efficient ways to move people
- How to incorporate the street's role as a public space and reflect the types of buildings and uses along it, including planned development
- How to provide appropriate access for delivery, servicing, and other commercial activities
- How to provide access for residents, people of all abilities and people with access requirements, such as heavy luggage or injuries and illness
- How to maintain emergency response times and access for emergency services

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Movement and place

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Traffic management measures to implement the Street Hierarchy will be identified through the development of area based Healthy Streets Plans. These will consider:

- How to reduce the use of Local Access streets by through traffic, while maintaining access
- Opportunities to introduce pedestrian priority, improve the experience of walking and cycling, enhance the public realm and create new public space
- Potential changes to kerbside uses including loading and parking
- Opportunities for area-based approaches to the management of freight and servicing, including consolidation and retiming of deliveries
- The need for network changes to support planned and future development

The first three plans, to be developed by 2022, will cover the following areas:

- Barbican and Smithfield: supporting the delivery of the Culture Mile Look and Feel Strategy and the new Museum for London. The area covered will align with City Plan 2036 Barbican and Smithfield key area of change
- Bank and Guildhall: incorporating the transformation of Bank Junction and supporting the delivery of the new Centre for Music and associated changes to the Museum of London roundabout and St Paul's Gyratory
- City Cluster and Fenchurch Street – responding to the growth of the City Cluster and the proposed upgrade of Fenchurch Street station and enabling the delivery of the City Cluster Area Strategy. This will align with the City Plan 2036 City Cluster key area of change and incorporate part of the Aldgate and Tower key area of change

Healthy Street Plans will be developed in consultation with residents, businesses and other partners and stakeholders. Initial delivery will focus on implementing functional network changes, small scale projects and temporary interventions to change the look and feel of streets and provide additional public space. This will be followed by full implementation, including major transformational projects, that will be programmed to correspond with major developments in the area.

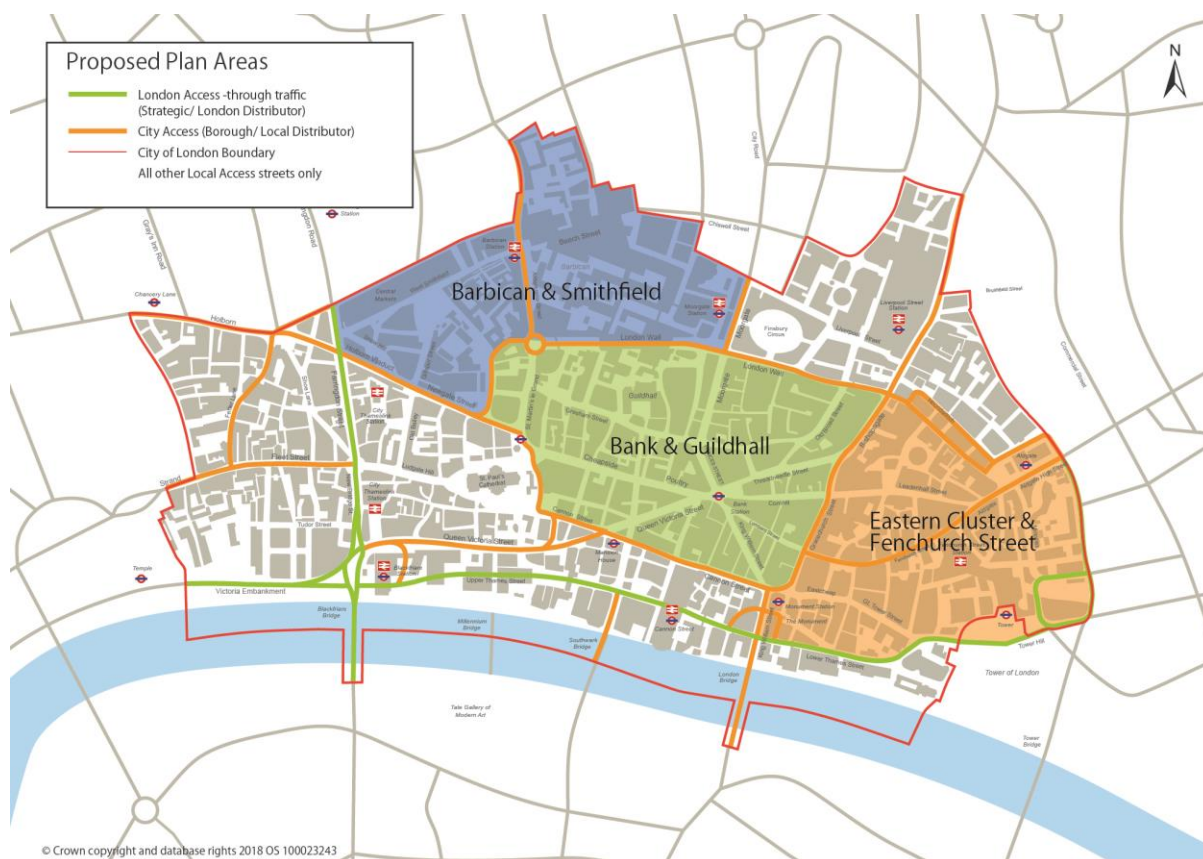


Figure X Proposed Healthy Street Plan areas

Proposal 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time

Where necessary and appropriate, we will introduce timed restrictions to motor vehicle access to support the implementation of pedestrian priority streets; make walking and cycling safer and more accessible; and improve the experience of spending time on the City's streets. The potential for timed closures to general motor traffic to improve bus journey times will also be explored. The extent of timed restrictions and types of vehicles excluded will be decided on a case-by-case basis, applying the approach outlined in Proposal 12, and subject to modelling, impact assessments and consultation prior to implementation.

We will also seek to improve the experience of walking and spending time on the City's streets by:

- Launching a Lunchtime Streets programme in 2019 to provide additional space for people using streets at lunchtime during the summer months. At least five Lunchtime Streets will be in operation by 2025
- Supporting the leisure and cultural offer of the City by holding traffic-free weekends and days, with streets only open to people walking and cycling. We will aim to hold the first car-free day, covering the area around Guildhall and Bank, in 2019
- Supporting and facilitating closures by third parties and residents, particularly those that help promote walking and cycling and allow residents, workers and visitors to enjoy the City's leisure, cultural and historical offer
- Exploring the potential to make better use of street closures already required to facilitate existing events, such as the Lord Mayor's Show and City Run. For example,

by extending the time closures are in place or increasing the number of streets that are closed to traffic

Proposal 14: Make the best and most efficient use of the kerbside and car parks

We will keep the use and management of the kerbside and City Corporation car parks under frequent review to:

- Identify opportunities to reallocate space from on-street car and motorcycle parking to increase the space available for people walking, support the delivery of cycle infrastructure and provide additional public space and cycle parking
- Ensure adequate on-street provision of short stay commercial parking, disabled bays, taxi ranks, loading bays and coach bays
- Identify spare capacity in City Corporation car parks and explore alternative uses for this space
- Identify opportunities to reduce obstructions caused by vehicles loading or waiting to pick up passengers, particularly on bus and cycle routes and at peak travel times

We will complete and consult on the outcomes of the first City-wide kerbside review by 2022. In addition to the items outlined above, this review will consider the potential to:

- Extend the charging period for on-street parking bays to include evenings and weekends for non-commercial vehicles
- Introduce variable charging for motorcycle parking based on motorcycle size and emissions
- Encourage the use of car parks for long stay parking by reducing the maximum parking time for cars and vans on-street and introducing a maximum on-street parking time for motorcycles
- Extend the Controlled Parking Zone hours to evenings and weekends
- Designate on-street car parking as 'service bays' during the working day (7am-7pm), with parking restricted for use by commercial vehicles
- Reduce loading times, introduce more dedicated loading bays and use technology to allow real-time management of loading activity
- Implement multi-use spaces, for example loading bay during off-peak hours, additional pavement space during the morning, lunchtime and evening peaks and a taxi rank during the evening

Further reviews will be conducted on a regular basis, and at least every five years.

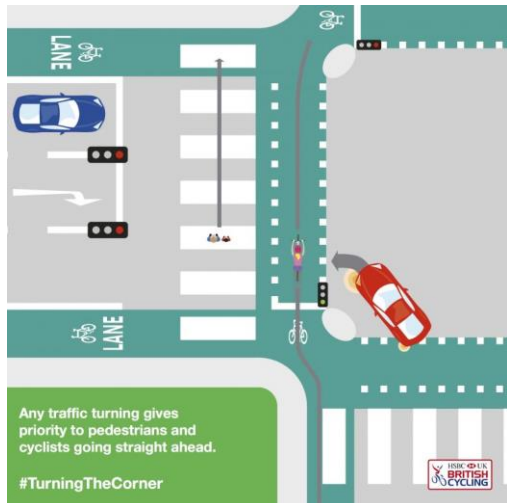
Proposal 15: Support and champion the 'Turning the Corner' Campaign

We will support efforts to secure changes to the Highway Code and national legislation to give people walking and cycling priority at all types of junctions over traffic turning across their path. This arrangement enables simpler junction designs and reduces waiting times at signal-controlled junctions for all users, including drivers. By reducing conflicts between left turning vehicles and people walking and cycling, these changes will support proposals to prioritise people walking and deliver Vision Zero.

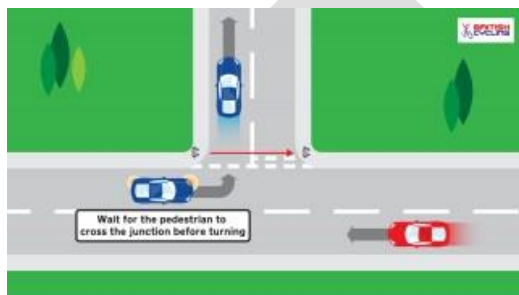
Turning the corner campaign

'Turning the Corner' is a campaign led by British Cycling, lobbying the government to update the Highway Code and national legislation to change the way priority is given at junctions to people walking and cycling. These changes would bring benefits to all street users by improving safety for people walking and cycling, allowing junction layouts to be simpler and clearer and more efficient for all users.

Example changes to junctions:



At a signal-controlled crossing, the changes would mean people walking, cyclistspeople cycling and motor traffic going in the same direction would all receive a green signal at the same time. Vehicles turning across those walking and cycling would have to give way. Most other countries, including across the rest of Europe, operate their signal-controlled crossings in this manner.



At a T-junction, vehicles entering and exiting the minor road would have to give way to both people walking across the minor road and people cycling going straight ahead on the major road. This arrangement is used across much of Northern Europe.

The Square Mile is accessible to all

Everybody must be able to travel easily, comfortably and confidently to and around the Square Mile. Delivering the Strategy will help remove obstacles to walking, cycling and using public transport. Pavements and crossings will be smooth, level and wide enough to avoid uncomfortable crowding. People using cycles as mobility aids or mobility scooters and powered wheelchairs will be able to use new and improved cycle lanes. Streets will be cleaner, quieter and less stressful places that offer more opportunities to stop and rest. Changes to streets will be supported by new transport technologies that will emerge over the next 25 years, including new shared transport services. Advancements in app-based technologies and other transport innovations will help provide specialised and tailored accessibility support for anyone who may benefit from them. An accessible public transport network will mean that people with limited mobility are no longer penalised by having to make longer or more expensive journeys.

14% of Londoners currently consider themselves to have a disability that impacts on their day to day activities 'a little' or 'a lot'. This is expected to rise to 17% by 2030^{xvii}. An estimated 72000 Londoners live with Dementia, who have identified transport as the biggest challenge to living in the capital^{xviii}.

Walking is the main mode of travel for disabled Londoners, with 78% reporting they walk at least once a week. However, 65% of disabled Londoners consider the condition of pavements to be a barrier to walking more frequently^{xix}. London-wide the proportion of disabled Londoners who travel by Underground and National Rail is considerably lower than for non-disabled Londoners. Gaps in the step-free public transport network mean that a step-free journey is on average 11 minutes slower than a journey using the full network^{xx}.

Respondents to our City Streets survey who identified as having a disability or long-term health conditions, highlighted particular concerns about poor air quality, motor traffic volumes and public transport crowding^{xxi}.

Proposal 16: Develop and apply the City of London Street Accessibility Standard

We will work with City residents, workers, the City of London Access Group (COLAG), our internal access team and groups representing the needs of different street users to develop the City of London Street Accessibility Standard (COLSAS). COLSAS will set minimum and desired standards for the design of streets to ensure they provide an environment where all current and potential users feel welcome and safe and can travel comfortably and confidently.

The standard will be applicable to all City Corporation managed streets and we will work with TfL to apply the standard to the Transport for London Road Network. We will apply COLSAS by carrying out a detailed access audit of all City streets to assess the current level of accessibility. Details of necessary improvements, including a delivery timetable, will be set out in a Streets Accessibility Action Plan. COLSAS and the Streets Accessibility Action Plan will be published by 2022. Improvements to streets that do not meet the minimum COLSAS standard will be prioritised, with all critical improvements delivered by 2025.

Proposal 17: Keep pavements free of obstructions

We will ensure that pavements are free of obstructions by:

- Not permitting a-boards on the pavement and encouraging owners and occupiers to not place a-boards on private land adjacent to the pavement
- Only allowing outdoor seating where businesses can demonstrate that adequate width will be maintained during the busiest time of day
- Working with owners and landlords and using the licencing system to prevent pavements and streets being blocked by people standing outside bars and pubs
- Ensuring operators of dockless cycle hire schemes require users to leave bikes in designated parking locations and promptly remove any cycles not left in these locations (see Proposal 28)
- Continuing to reduce clutter by removing unnecessary street furniture and ensuring remaining furniture is positioned to maintain a clear walking route, including identifying opportunities to affix street lights and signs to buildings
- Seeking to maintain a pedestrian comfort level of B+ when installing new street furniture, signage, trees and greenery, bollards and security features (see Proposal 2)
- Ensuring that temporary signage does not significantly reduce pavement width and work with contractors, utilities and developers to ensure signs are placed in carriageway when they will not pose risk to other road users
- Review the role of pavement obstructions in incidences of trips, falls and claims against the City Corporation

Proposal 18: Keep pedestrian crossings clear of vehicles

We will work with TfL and London Councils to lobby the Government to change the Highway Code and introduce new legislation to prevent queuing vehicles blocking pedestrian crossings. Any new offences should be decriminalised to allow civil enforcement through issuing a penalty charge notice (PCN).

While awaiting legislative change, we will encourage drivers to leave crossings clear through targeted campaigns and trialling changes to crossing design, such as coloured markings or box junction style hatching.

Proposal 19: Support and champion accessibility improvement to Underground stations

We will work with TfL to prioritise investment in accessibility improvements to Underground and DLR stations within the Square Mile, beginning with making Bank Station accessible. Through the planning process we will identify opportunities to introduce step free access as part of new developments and major refurbishments. We will also work with Network Rail to introduce step free access at Moorgate national rail platforms. Our ambition is that all stations within the Square Mile are accessible by 2044.

----- STEP FREE STATION INFOGRAPHIC -----

Step free access available from street to train	Step free access available from street to platform	No step free access
Cannon Street (westbound)	Mansion House	
Bank (DLR, Waterloo + City + Northern line 2022)	Liverpool Street (eastbound Metropolitan, Circle, Hammersmith + City)	Cannon Street (eastbound)
Liverpool Street (Elizabeth line)	Moorgate (Northern)	Monument
Moorgate (for Elizabeth line at Liverpool Street, Metropolitan, Circle, Hammersmith + City)		Bank (Central)
Barbican (westbound via lift to Farringdon east Elizabeth line exit)		Aldgate
Blackfriars		Liverpool Street (westbound Metropolitan, Circle, Hammersmith + City, Central)
Tower Gateway		Barbican (eastbound)
		St Pauls
		Chancery Lane

Accessibility at Underground stations from December 2019

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

No one will be prevented from choosing a particular mode of transport because of concerns for their personal safety. Delivering this Strategy will result in fewer motor vehicles on our streets and those vehicles will be moving at slower speeds. Collisions will occur less often and will not result in death or serious injury. Fewer, slower vehicles, together with high quality street lighting, will also mean that streets feel safer at all times of the day. Motor vehicles themselves will be equipped with advanced sensors and better automatic safety features that will further reduce or eliminate human driving error. Security features will be sensitively incorporated into the streetscape and will incorporate features that help make streets more attractive places to walk and spend time. The Square Mile will continue to experience a low rate of crime and fear of crime, supported by reductions in thefts of and from vehicles.

In 2017, 54 people were killed or seriously injured in traffic collisions on the City's streets, including X while walking, X while cycling and X while riding a moped or motorcycle [Awaiting latest statistics, due to be released on 1 October]. The number of people killed and seriously injured in the Square Mile has unfortunately remained relatively consistent at approximately 50 a year, since 2010^{xxii}. Nine out of 10 collisions in the Square Mile that result in a death or serious injury involve a motor vehicle^{xxiii}.

The City is fortunate to experience low levels of crime and fear of crime, with 80% of people reporting that they feel safe from crime and terrorism^{xxiv}. While this is encouraging, we must continue to provide high-quality policing, well designed and maintained public spaces and proportionate security measures that ensure people are safe and feel safe.

Proposal 20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero

We will deliver Vision Zero to eliminate death and serious injuries on the City's streets by 2040. Our interim targets are that no more than 35 people a year are killed or seriously injured by 2022 and fewer than 16 deaths or serious injuries a year by 2030

Measures to deliver Vision Zero and reduce road danger will be delivered across four themes:

- Safer streets
- Safer speeds
- Safer vehicles
- Safer behaviours

We will work in partnership with the City of London Police, TfL and organisations representing different street users to apply the safe system approach and the principles of road danger reduction. This means:

- Being proportional in our efforts to tackle the sources of road danger, focussing on those users of our streets who have the greatest potential to harm others due to the size and speed of their vehicle
- Recognising that people will always make mistakes and that collisions can never be entirely eliminated. Our streets must therefore be designed, managed and used to cater for an element of human error and unpredictability

- Reducing vehicle speeds on our streets to minimise the energy involved in collisions and protect people from death or injury
- Seeking to reduce slight injuries and fear of road danger alongside the principal focus on eliminating death and serious injuries

We will publish a comprehensive Road Danger Reduction Action Plan every five years. The current 2018 – 2023 plan will be updated in 2019 immediately following the adoption of this Strategy.

Safer Streets

We will redesign our streets to reduce the likelihood and severity of collisions. Locations for change will be identified and prioritised based on the risk to people walking, cycling and riding powered two wheelers, and the number and severity of collisions. Locations will be reviewed on an annual basis.

Priority locations for change by 2030, using analysis of data from 2012 – provisional 2017/18 data, are:

- Moorgate (London Wall to Eldon Street)
- High Holborn (Holborn Circus to Warwick Lane)
- Cannon Street (Mansion House Station to New Change)
- St Paul's Gyratory
- Aldersgate Street/Beech Street
- Fleet Street/New Fetter Lane Junction
- Lombard Street – Fenchurch Street Corridor

In addition, we will work with TfL to deliver changes at the following priority locations on the TLRN:

- Bishopsgate and Liverpool Street Area
- Monument Junction
- Embankment (Temple Avenue to Puddle Dock)
- Mansell Street
- Southwark Bridge/Lower Thames Street
- Upper Thames Street (London Bridge to Eastcheap)

In addition to the above we will work with TfL to monitor and if necessary further improve Farringdon Street and New Bridge Street (including Ludgate Circus)

Other measures to change streets to reduce the likelihood and severity of collisions will include:

- Narrowing and raising the entrances to side streets to require drivers and riders to manoeuvre more slowly
- Exploring the potential for changing the look and feel of streets to reinforce positive behaviours by people driving and riding in the Square Mile, including appropriate speed, acceleration and overtaking. Innovative techniques that use road markings and temporary or light touch changes to give behavioural cues will be trialled and assessed in up to five locations by 2022
- Continuing to maintain a smooth and level surface on pavements and carriageways to reduce the risk of trips and falls by people walking and riding in the City

Safer Speeds

Reducing the speed of vehicles will decrease the likelihood of a collision and the severity of injury in the event of one.

We will adopting a City-wide 15mph speed limit by 2022. We will encourage TfL to deliver this new limit on the TLRN, particularly along the Bishopsgate corridor. To support the implementation of the 15mph speed limit and encourage people to drive and ride at speeds appropriate to the City context we will work with the City of London Police to deliver engagement, education and enforcement.

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Why 15mph?

On average, collisions reduce by 5% every 1mph decrease in average speed^{xxv}

Likelihood of death in a collision between a vehicle and person walking decreases by 40% between 20 and 15mph^{xxvi}

Likelihood of serious injury in a collision between a vehicle and person decreases by 60% between 23 and 16mph^{xxvii}

Stopping distances decrease from 12m to 8m between 20mph and 15mph^{xxviii}

Drivers on streets where people walking have priority are 14 times more likely to give way to a person walking if average speeds are below 15mph^{xxix}

----- TEXT BOX END -----

To make it easier for drivers to comply with the 15mph speed limit we will encourage the uptake of intelligent speed adaptation (ISA) in the Square Mile by:

- Asking TfL to prioritise the roll out of bus ISA on routes which operate in the Square Mile, with the aim of bus ISA operating on all routes by 2022.
- Adopting ISA in our own fleet procurement practices as part of our renewal programme. Insurance savings will be quantified and shared as best practice guidance for City suppliers and through the Fleet Operator Recognition Scheme (FORS)
- Ensuring ISA is a standard requirement for any service procured by the City Corporation with a fleet requirement
- Promoting the installation of ISA in taxis and private hire vehicles and encouraging TfL to make ISA a requirement for new taxis and private hire licensing.
- Encouraging the uptake of ISA in other fleets, such as hauliers, construction firms and coach operators
- Working with the insurance industry and vehicle manufacturers to promote and encourage the use of ISA in private vehicles

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Intelligent Speed Adaptation

Intelligent speed adaptation (ISA) is an in-vehicle system which uses GPS and a database of speed restrictions to limit vehicle speeds. Studies have shown that ISA delivers a substantial decrease in average speed and speed variances and eliminates speed limit violations. It is estimated that non-voluntary ISA could halve the number of fatal collisions in the UK¹.

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Safer Vehicles

We will improve the safety of motor vehicles which use City's streets by:

- Using the Fleet Operator Recognition Scheme (FORS) to integrate safety into fleets by:
 - Continuing the CityMark accreditation programme to ensure vehicles at City construction sites meet FORS standards. We will encourage the inclusion of CityMark in Construction Logistic Plans (CLP).
 - Encouraging TfL and industry stakeholders to develop FORS standards for coaches and vans by 2022.
 - Lobbying to integrate direct vision standards as part of FORS. This will also be mandated through CLPs and CityMark for City construction sites once the standards are implemented and normalised.
 - Supporting TfL with developing a motorcycle FORS standard for couriers and delivery riders, which will include improved safety training.
- Continuing to inspect over 1000 vehicles each year with the City Police Commercial Vehicles Unit. We will identify opportunities to intensify the programme and map enforcement related to development density by 2022.
- Work with industry, sector associations and motorcycle riders to identify and understand levers for motorcyclists to choose lighter, less powered vehicles when riding to and around the City.
- Identifying any potential risks associated with the uptake of new technologies, including the increased use of quieter zero emission capable vehicles.

Fleet Operator Recognition Scheme and CityMark

The Fleet Operator Recognition Scheme (FORS) is a voluntary accreditation scheme for fleet operators. The scheme aims to raise the level of quality within fleet operations, and to demonstrate which operators are achieving best practice in safety, efficiency, and environmental protection.

CityMark is a project developed by the City Corporation to improve monitoring of vehicle standard compliance at construction sites in the Square Mile.

All construction projects in the City are members of the Considerate Contractors Scheme (CCS) and CityMark is an addition to that scheme. This keeps the CCS up to date with the leading related safety initiatives, FORS and the Construction Logistics for Community Safety (CLOCS) standard.

Safer Behaviours

We will encourage all the users of our streets to travel safely by:

- Expanding the 'exchanging places' training course for professional drivers to include the experience of walking, as well as cycling, in the Square Mile
- Encouraging TfL to require safety training as part of private hire and taxi licensing. This will include Bikeability Level 3 training
- Providing and promoting free cycle training for people who live, work and study in the City; working closely with City businesses to offer this training in a convenient and easily accessible way
- Encouraging TfL to include safety-based performance measures instead of timetable performance measures in bus contracts. We will work with TfL and operators to implement these changes as part of its Bus Safety Standard
- Working with the City of London Police to deliver targeted enforcement of dangerous and reckless driving and riding, including using plain clothed officers
- Promoting safe driving and riding through targeted behaviour change campaigns.
- Work with the freight industry and research partners to understand the impact of delivery schedules on driving style and speeds

Proposal 21: Work with the City of London Police to reduce crime and fear of crime

We will work with the City of London Police to ensure the design and management of streets helps everyone feel safe and reduces opportunities for crime at all times of the day. Quarterly meetings will review crime trends and methods and identify opportunities to reduce crime through changes to street design and management, enforcement and awareness campaigns.

Initial measures to reduce theft and vehicle enabled crime will include:

- Trialling ground anchors at motorcycle theft hotspots to reduce thefts and help tackle motorcycle enabled crime. We will initiate the trial in 2019 and review the utilisation of anchors and impact on theft rates ahead of proposed roll out.
- Running campaigns with motorcycle and cycle groups to promote best practice locking and security measures.
- Reviewing security provision in City Corporation car parks and other assets as part of the development and delivery of last mile logistics facilities (see Proposal 38).

Proposal 22: Ensure on-street security measures are proportionate and enhance the experience of spending time on our streets

We will work with the City of London Police, developers and City businesses to take a risk-based approach to implementing appropriate and proportionate security measures. To support the delivery of this Strategy we will aim to ensure that security measures are:

- Discreet and installed to avoid reducing the space available to people walking and cycling
- Multi-functional, incorporating seating, greenery or public art where possible to improve the experience of walking, cycling and spending time on streets
- Designed and installed to take account of the access needs of people with disabilities
- Designed and installed to take account of the access requirements for servicing

We will work with industry partners to develop hostile vehicle mitigation (HVM) standard benches, planters, fountains and other street furniture. This will include moveable security features to support timed access restrictions for motor vehicles.

Proposal 23: Improve the quality and functionality of street lighting

By 2022 the City Corporation will have upgraded its street lighting in accordance with the City of London Lighting Strategy. The following principles will be embedded across our transportation and public realm schemes as well as developments through the planning process.

- Use street lighting to improve the look, feel and ambience of streets
- Improve the quality of lighting for people walking and cycling
- Reduce road danger through appropriate lighting at areas of higher risk, such as junctions
- Match lighting provision to the City of London Street Hierarchy and the character of streets
- Ensure lighting supports rather than obstructs CCTV operation
- Allow flexible lighting control to support City of London Police operations

More people choose to cycle in the City

We want the range of people choosing to cycle to match the diversity of people who live, work and study in or visit the City. Most people, whether they choose to cycle or not, will consider cycling to be a safe, easy and pleasant way to travel around the Square Mile. Reduced traffic, slower speeds and a dense network of cycle friendly streets will mean that anyone who wishes to cycle is not prevented from doing so because of concerns about safety. The cycle network will cater for all types of cycles, including cycles as mobility aids and cargo cycles. Different types of cycles will also be available for hire across the City, supporting more flexible cycling. A safer and more relaxed cycling experience will in turn encourage safer and more relaxed cycling behaviour that reflects the priority given to people walking on the City's streets.

Only 4% of people currently consider the experience of cycling in the City to be pleasant (and 56% consider it to be unpleasant). We want this figure to be 75% by 2044. More than half of people cycling in the City scored their feeling of safety while cycling as a 1 or 2 out of 5^{xxx}. On average 19 people cycling have been killed or seriously injured on our streets every year for the last 5 years^{xxxi}. We recognise that the current situation on many of our streets is also leading to perceived and real conflicts between people who cycle and other streets users, with negative interactions between people walking and cycling being raised as a significant issue in public consultations.

Despite these challenges, the number of people choosing to cycle in the Square Mile has grown significantly over the last 20 years. People cycling now make up a third of all vehicular traffic during the day in the City, compared with just 4% in 1999^{xxxii}. There is significant potential to further increase the number of people cycling. Analysis by TfL has found that up to 15,700 trips a day to the City that are currently made by motorised modes could potentially be cycled in part or full. Over two thirds of these trips currently made by taxi or car^{xxxiii}.

Proposal 24: Apply a minimum cycling level of service to all streets

We will make the Square Mile a safe, attractive, and accessible place to cycle by applying a minimum cycling level of service to all streets by 2044.

On the streets shown in Figure X below, which will form a core cycling network, we will ensure that either:

- Motor traffic volumes are kept below 150 vehicles an hour in each direction at the busiest time of day and priority is given to people cycling over motor vehicles. If necessary, we will introduce traffic management measures to reduce the number of vehicles on these streets.

or

- 2m-wide protected cycle lanes are incorporated along the entire length of these streets (with a minimum effective width of 1.5m of cycle lane per direction of travel)

We will prioritise cycling improvements and interventions on this network. This will ensure that nearly all property entrances are within 250m of the network, providing access to destinations across the Square Mile and linking with the wider London cycle network.

We will support cycle logistics and the use of cycles as mobility aids by ensuring that all parts of this network are designed to be accessible to non-standard cycles, such as cargo cycles or adapted cycles.

We will deliver the following parts of the core cycle network by 2030:

- Aldgate to Holborn Circus via Bank including connecting the City Cluster to Cycle Superhighway (CS) 2 and CS6
- CS3 to St Paul's via the City Cluster and London Wall (in conjunction with planned network improvements at St Paul's Gyratory)
- CS1 to CS4 via Bank (including working with TfL to make improvements to Monument Junction)
- Bank to Blackfriars (including improvements at Mansion House junction)
- CS2 to CS3 via Mansell Street (in partnership with TfL)

Additional smaller measures and network enhancements will be identified through development of Healthy Streets Plans and a review of existing Quietways.

On Local Access streets that do not form part of the core cycling network, we will aim to keep motor traffic volumes below 150 vehicles an hour in each direction at the busiest time of day to give priority to people cycling over motor vehicles. For the majority of Local Access streets this will require relatively little intervention, other than junction improvements. Traffic levels are already low and this Strategy will deliver reductions in traffic volumes (Proposal 11) and introduce a City-wide 15mph speed limit (Proposal 20). In cases where traffic volumes exceed this limit we will seek to reduce traffic volumes through changes to access and traffic management.

On City Access streets, we will aim to meet the standards described above but recognise this may not be possible on all streets due to their role in traffic movement or space constraints. Other proposals in this Strategy, such as the introduction of a City-wide 15mph speed limit, will help make these streets safer, more attractive, and more accessible places to cycle.

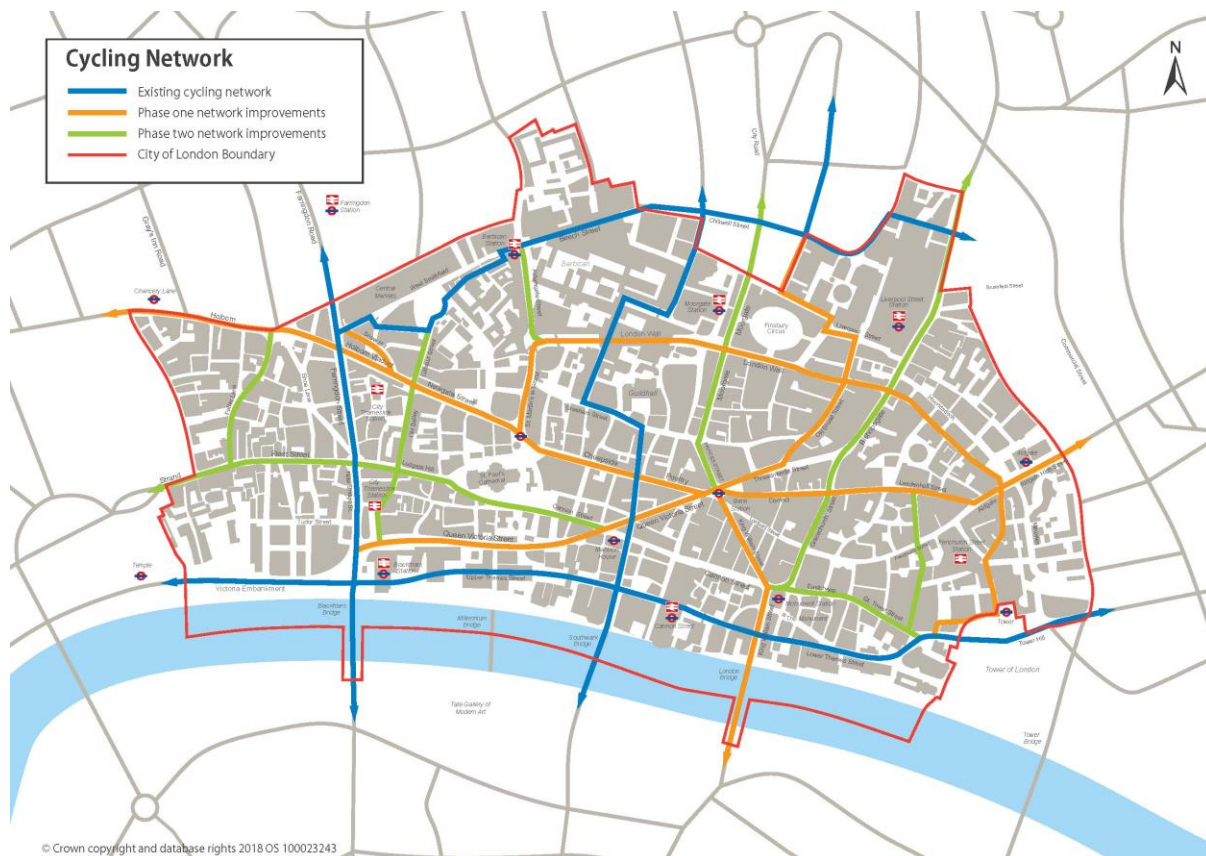


Figure X Proposed core cycling network [MAP TO BE UPDATED]

To support the new cycling levels of service we will also:

- Review all shared pedestrian/cycle spaces, such as Queen Street, and where necessary propose physical changes, campaigns, education, engagement and enforcement to improve interactions between people walking and cycling.
- Use signage and road markings to emphasise priority for people cycling over motor vehicles
- Introduce safety improvements at the priority locations identified in Proposal 21 to ensure they are safe and easy places to cycle
- Trial temporary schemes and infrastructure wherever possible to review impacts on other street users and accelerate the delivery of the cycle network

Additional measures to support the delivery of the core cycle network will include:

- Using Construction Logistics Plans and Delivery and Servicing Plans to manage the number of freight vehicles using the network, particularly at peak times.
- Enhancing cycle wayfinding and signage
- Working with boroughs neighbouring the City and TfL to improve continuity and connectivity between our cycle networks.

Proposal 25: Increase the amount of cycle parking in the City

We will conduct a City-wide cycle parking review and publish a Cycle Parking Delivery Plan by 2022. This will:

- Review the availability and distribution of both on- and off-street public and residential cycle parking provision to ensure adequate provision, taking account of forecast demand
- Assess requirements for public and residential cycle parking that can accommodate cargo cycles and adapted cycles
- Promote the use of City Corporation car parks for long stay cycle parking.
- Explore the potential for innovative parking solutions that increase the space efficiency of cycle parking
- Assess the potential for commercially operated cycle parking hubs that provide enhanced security and facilities
- Assess occupancy levels of cycle parking in recently completed commercial buildings to understand current use and inform future planning policy on workplace cycle parking

Further reviews will be conducted on a regular basis, and at least every 5-years.

Proposal 26: Ensure new developments contribute to improving the experience of cycling in the City

Through the planning process we will work with developers and future occupiers to:

- Ensure all new developments provide secure cycle parking facilities, that are at least in line with the London Plan's minimum standards for cycle parking, have step free access and include lockers and showers in commercial developments
- Encourage the provision of parking facilities that are suitable for non-standard cycles, including providing off-street storage for cargo bikes and hand carts in developments that include ground floor retail and takeaway food outlets
- Provide on-site short stay cycle parking for visitors and, where possible, additional public cycle parking in the public realm
- Contribute to improving conditions for cycling on adjacent streets, particularly those that connect to or form part of the City of London Cycle Network

Proposal 27: Promote and celebrate cycling

We will encourage residents, workers and visitors to cycle to and around the Square Mile by:

- Connecting businesses and residents to additional cycling support services, such as maintenance and insurance
- Improving people's awareness of the cycling network and cycle routes to the City through promotional activities and wayfinding
- Organising led rides, working with businesses and heritage and cultural institutions to promote cycling and exploring the potential for an annual City cycling festival
- Supporting London-wide, national and international cycling campaigns and hosting periodic cycling events
- Targeted campaigns and promotional activities to encourage a more diverse range of people to cycle

Proposal 28: Improve cycle hire in the City

We will work with TfL and cycle hire providers to improve the quality and accessibility of all cycle hire facilities including docked, dockless, and cargo cycles for residents, workers, and visitors. In doing so, we will ensure that:

- Cycles for hire are readily accessible in suitable numbers and in appropriate locations across the City
- There are adequate parking and docking facilities and that these are managed to respond to peaks in demand
- Hire cycles and associated infrastructure do not obstruct pavements or pedestrian crossings or pose a danger to street users
- Operators cover the costs of any additional infrastructure required to facilitate cycle hire
- Any redistribution of hire cycles by vans or other motorised modes are done with zero emission capable vehicles
- Dockless cycle operators actively restrict their users from parking outside designated areas and quickly remove cycles that are parked in these areas
- Cycle hire parking and docking locations and total spaces provided are reviewed and enhanced as demand changes

We will work with TfL and London Councils to secure a byelaw that grants local authorities in London regulatory powers to effectively manage current and future cycle hire activities on our streets.

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

By 2044, transport related local air pollution and carbon emissions will have been cut to virtually zero and streets will be quieter more relaxing places. Together with wider action to reduce emissions from buildings and development, this will mean that the City enjoys some of the cleanest urban air in the world. There will be fewer motor vehicles and those remaining will be powered by electricity or other zero emission technologies. Emerging automation technology will reduce speeds and avoid aggressive acceleration and braking, leading to less tyre and brake wear. New approaches to noise management will mean that street works cause less disturbance.

Exposure to high concentrations of Nitrogen Dioxide (NO_2) can irritate the airways of the lungs, increasing the symptoms of those suffering from lung diseases. Fine particles can be carried deep into the lungs where they can cause inflammation and a worsening of heart and lung diseases^{xxxiv}.

Air quality in the Square Mile does not currently meet the safe limits set by the European Union or World Health Organisation (WHO) for NO_2 . Levels of exposure to particle matter (PM10 and PM2.5) are within the UK/EU limit value, however they exceed more stringent WHO standards, and the WHO recognises that there is no safe limit for these types of pollutants^{xxxv}.

Road transport is responsible for 26% of NO_2 emissions and 60% of PM2.5, in the Square Mile. Current air quality monitoring records breaches for NO_2 on our busiest streets. In some locations recorded concentrations are twice the safe limit value. Projections show that NO_2 levels will still exceed safer limits on many of our busiest streets after the central London Ultra-Low Emission Zone's (ULEZ) restrictions on the most polluting vehicles come into effect^{xxxvi}. Brake and tyre wear mean that motor vehicles will also continue to be a significant source of particle matter even once the majority of vehicles are zero emission capable.

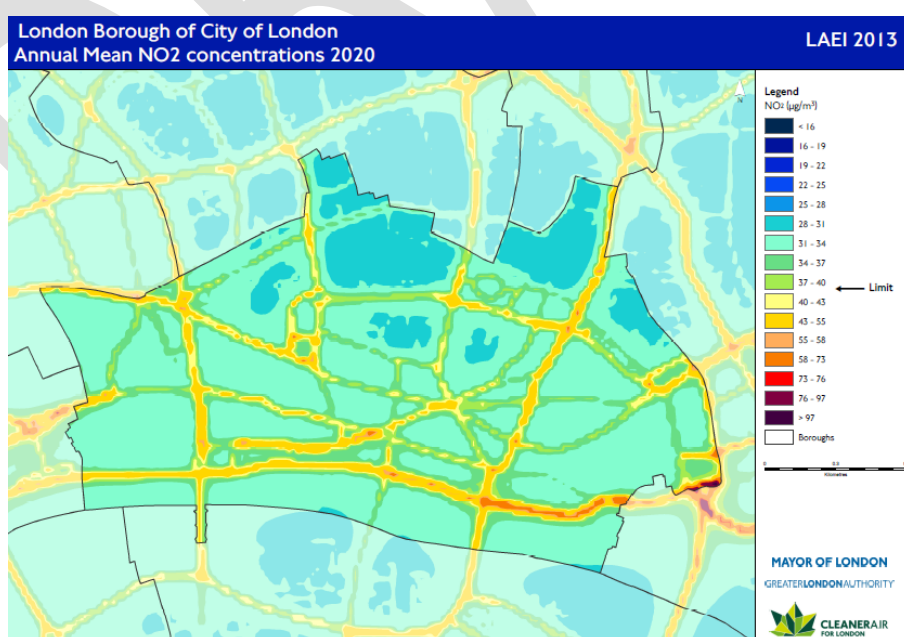


Figure X City of London Annual mean NO_2 concentrations 2020 (LAEI 2013)

In 2018, 7% of the Square Mile's CO2 emissions are produced by motor vehicles. The carbon emissions from electric vehicles are dependent on the source of electricity. However, electric vehicles are far more efficient in fuel use/CO2 output than combustion engines^{xxxvii}. An EU study based on expected performance in 2020 found that an electric car using electricity generated solely by an oil-fired power station would use only two-thirds of the energy of a petrol car travelling the same distance.^{xxxviii}

The direct health impacts of noise pollution include sleep disturbance, stress, anxiety, high blood pressure, poor mental health and school performance, and cognitive impairment in children. Risk of cardiovascular disease increases significantly when noise levels exceed 60 decibels, as they often do on urban streets. Noise can also discourage people from walking, cycling and spending time on streets^{xxxix}. 41% of respondents to a recent survey on people's experience and perceptions of noise in the Square Mile cited noise from traffic as a negative factor. Traffic noise was the most significant negative noise or sound identified, with construction/building works identified by 12% as the second biggest issues^{xl}.

Proposal 29: Support and champion a central London Zero Emission Zone

We will support and champion the introduction of a Zero Emission Zone (ZEZ) covering central London within the next Mayoral term.

We will seek a phased introduction of ZEZ restrictions with the aim of ensuring that 90% of motor vehicles entering the Square Mile are zero emission capable by 2030. This is likely to be achieved through a combination of access restrictions and charging for non-zero emission capable vehicles.

If a clear commitment to introduce a central London ZEZ is not set out in the next Mayor's election manifesto, or commitments are insufficiently ambitious, we will explore the feasibility of implementing a City-wide ZEZ, working with London Councils and boroughs neighbouring the City to ensure a coordinated approach.

Local Zero Emission Zones

While the Central London ZEZ is being developed we will introduce local ZEZs covering the Barbican and Golden Lane and City Cluster by 2022. Proposals will be developed in consultation with residents and businesses and will reflect the availability of zero emission capable vehicles, while seeking to accelerate their uptake. We will coordinate proposals with TfL, London Councils and London's boroughs to ensure alignment with other existing and planned zero emissions areas and streets.



Figure X – Proposed Local Zero Emission Zones

Proposal 30: Install additional electric vehicle charging infrastructure

We will install additional publicly accessible electric vehicle (EV) rapid charge points by 2025 to support the transition to zero emission capable vehicles, including exploring the potential for a charging hub with priority access for commercial vehicles. We will assess the need for additional charge points for taxis and we investigate the charging infrastructure required to encourage a transition to electric powered two wheelers.

Locations will be identified through engagement with the TfL EV Infrastructure Taskforce. The first preference will be to install any charge points in car parks or other suitable off-street locations. Where it is essential to locate on-street, charge points will be installed in the carriageway rather than on the pavement

Through the planning process we will require the installation of rapid charge points in new developments with off-street loading. We will also encourage the owners, managers and occupiers of existing buildings with loading bays to install rapid charge points.

The provision of charging infrastructure will be kept under review to ensure it is sufficient to meet the needs of residents and vehicles serving the City without generating additional traffic. Reviews will also consider the need to update, and potentially reduce, charging infrastructure as battery technology improves.

----- TEXT BOX START -----

Existing electric vehicle charging provision

Fast charge points are currently available in all City Corporation public car parks and in the Barbican residents' car park. We are working in partnership with TfL to deliver a rapid charging hub for taxis in Baynard House car park and a single taxi only rapid charge point on Noble Street.

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Proposal 31: Request an accelerated roll out of zero emission capable buses

We will urge TfL to prioritise zero emission capable buses on routes through the Square Mile. We will request that all buses serving the City are zero emission capable by 2030, ahead of TfL's current commitment for all buses to be zero emission or hybrid by 2035.

Proposal 32: Support small businesses to accelerate the transition to zero emission capable vehicles

We will work with central Government, TfL and manufacturers to develop incentive schemes and favourable leasing arrangements that support small businesses in acquiring zero emission capable vehicles. We will consider opportunities, such as preferential pricing for parking/loading for vehicles in this category, to provide time limited incentives.

Proposal 33: Make the City of London's own vehicle fleet zero emissions

The City Corporation will upgrade its vehicles which operate in the Square Mile to meet the standards we set for local zero emission zones. Contractors vehicles that operate within the Square Mile will also be required to meet these standards. where possible EV charging infrastructure In City operational sites will be made available to contractors vehicles.

Proposal 34: Reduce the level of noise from motor vehicles

The transition to zero emission capable vehicles and general traffic reduction will help to reduce noise from motor traffic. Other measures to reduce noise will include: well-maintained carriageway surfaces and utility access covers; campaigns to reduce engine idling and the inappropriate use of horns; and working with the emergency services to reduce the use and volume of sirens.

We will work with the City of London Police to undertake targeted noise enforcement of motor vehicles that do not comply with legal requirements to maintain an appropriate/type approved exhaust or are not within legal decibel limits for the vehicle type.

Proposal 35: Reduce noise from streetworks

The City Corporation will manage and seek to reduce the noise impacts of streetworks through the Code of Practice: Minimising the Environmental Impact of Streetworks. This requires contractors working for the City Corporation and third parties to use the 'best practicable means' to minimise the effects of noise and dust, including:

- Restricting periods of operation of noisy activities
- Undertaking liaison with neighbours
- Using less noisy methods and equipment
- Reducing transmission and propagation of noise, for example by using noise enclosures or barriers
- Managing arrangements including contract management, planning of works, training and supervision of employees to ensure measures are implemented

A review of the Code of Practice will be undertaken by 2020 to ensure it reflects best practice, with further updates as required. The review will also consider how we can better work with TfL, utility companies and contractors to improve the level of adherence to the Code.

Proposal 36: Encourage innovation in air quality improvements and noise reduction

We will work with central Government, TfL, industry and other partners to encourage the development of innovative solutions to reduce transport related noise and emissions. For example, by supporting trials, sponsoring competitions and awards, and hosting conferences and seminars.

Proposal 37: Ensure street cleansing regimes support the provision of a world-class public realm

The City's street cleansing regime will ensure all walking routes, cycle routes and public realm areas are cleaned to a high standard and kept free of litter.

We will reduce litter from smoking, working with Public Health to support campaigns and initiatives to stop smoking, and if necessary enforcement and prosecution of offenders.

We will continue to work with businesses to minimise the impact of waste collection on the public realm, including through time banded collections that restrict the times when rubbish and recycling can be left on the street.

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

Deliveries and servicing are an essential part of a thriving business district. Delivering this Strategy will ensure these needs are met by fewer, quieter, safer and cleaner lorries and vans. Deliveries for buildings or areas of the City will be grouped together at consolidation centres, meaning fewer, fuller lorries and vans. The lorries and vans making these deliveries will use the return journey to transport waste and recycling. The Thames will also carry goods into the City as well as waste out, including the materials needed for construction projects. Logistics hubs within the City will enable deliveries to be made by cargo cycles and pedestrian porters. Cargo cycles will also be used for servicing businesses and buildings, with tools and parts securely stored at locations within the Square Mile. New technologies will help improve the routing of deliveries and make it easier to find a place to park or unload.

Freight and servicing vehicles make up 25% of motorised traffic in the Square Mile. This proportion increases to 32% between 7am and 10am, coinciding with the busiest times of day for walking and cycling. 40% of respondents to the City Streets survey felt that the number of lorries and vans on the City's streets is too high, the second highest response after private cars^{xli}.

Even after the Ultra-low Emission Zone for central London comes into effect freight and servicing activities are still expected to contribute 26% of transport related NO_x and 28% of PM_{2.5} emissions from motor vehicles^{xlii}.

Large goods vehicles (LGVs) make up only 4% of vehicles on the City's streets. However 38% of collisions that result in someone being killed involved an LGV as do 21% that result in a serious injury.

Proposal 38: Reduce the number of freight vehicles in the Square Mile

We will seek to reduce the number of motorised freight vehicles in the Square Mile by 30% by 2044 and facilitate the transition to ultra-low emission and zero emission delivery vehicles.

To achieve this target we will work with businesses, suppliers, the freight industry and other relevant partners to deliver an integrated freight programme that incorporates retiming, consolidation, last mile logistics, construction logistics, better use of the river and smarter procurement practices.

Retiming deliveries

We will explore the potential for area and City-wide timed access and loading restrictions for freight vehicles, with the aim of at least 50% of deliveries being made outside of the morning, lunchtime and evening peaks by 2030. We will work to further reduce peak time deliveries by 2044 while ensuring businesses can still receive essential deliveries.

Additional measures to encourage retiming will include:

- Permitting night-time deliveries where there will be negligible impact on residents both en route and in the City. Through the planning process we will ensure all appropriate new developments have restrictions to limit deliveries between 7am-10am, 12pm-2pm and 4pm-7pm

- Engaging with property managers, occupiers and businesses which may wish to retime deliveries and seeking to remove any restrictions in their planning consents where there will be negligible impact on residents
- Integrating out of peak deliveries as part of the sustainable logistics programme and identify opportunities for retiming freight on an area basis within Healthy Streets Plans (see Proposal 12)
- Work with London Councils, TfL and neighbouring local authorities to modernise the London Lorry Control Scheme (LLCS) to generate more opportunities for out of peak and night time deliveries.

Consolidation

Using established best practice, we will work with a partner haulier to provide a consolidation service for the Square Mile by 2022. A major engagement exercise with City businesses will promote and encourage the use of this consolidation service. This will include developing a consolidation toolkit for City businesses, informed by monitoring of the benefits arising from consolidating deliveries to the Guildhall complex.

We will also continue to use the planning process to require all new major developments to use a consolidation service to reduce deliveries to their buildings.

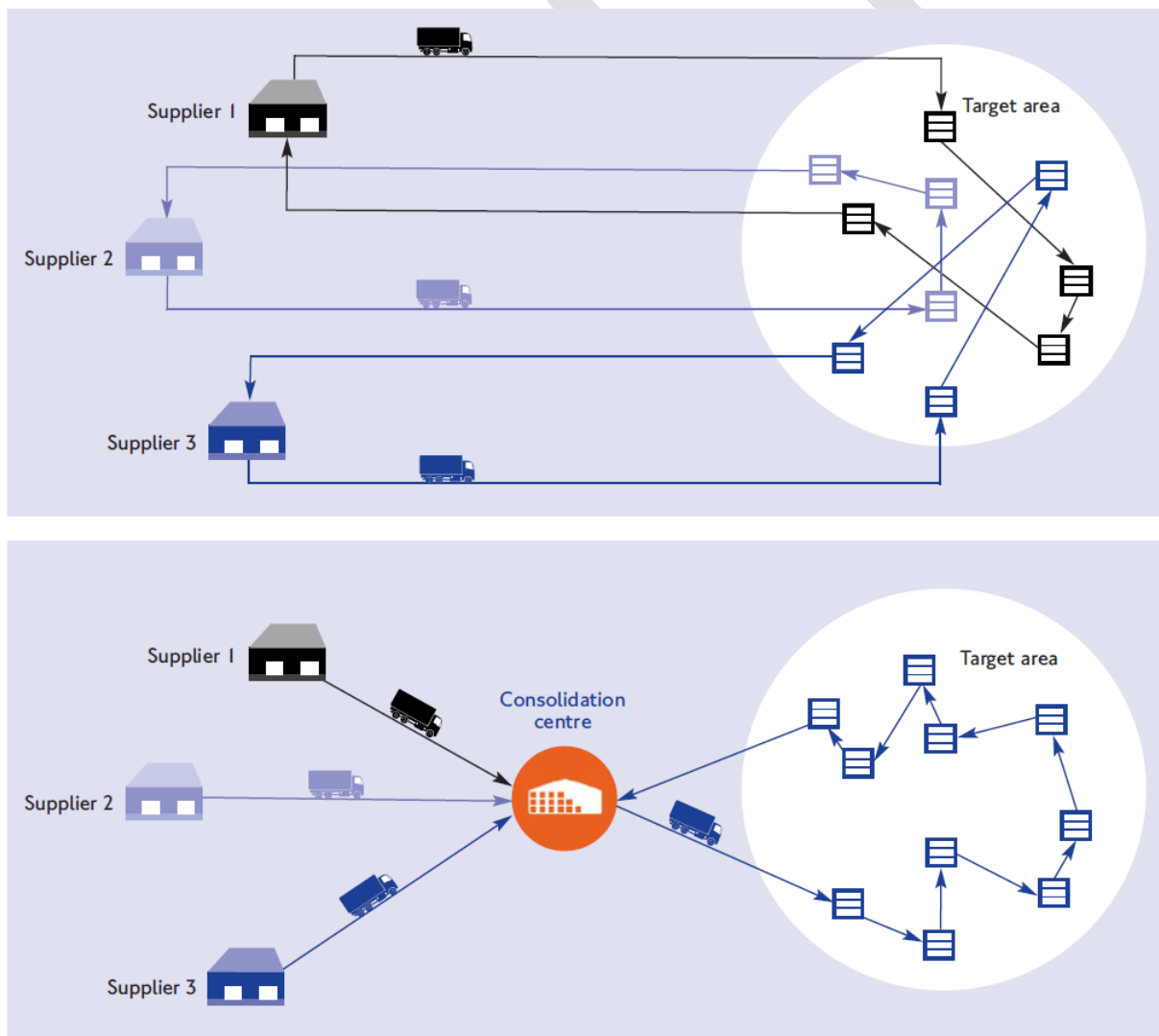
In the longer term we will develop a commercially sustainable approach to consolidation for the Square Mile and establish a sustainable logistics centre to serve the City by 2030. This centre will co-locate major suppliers in a single warehouse, alongside consolidation, waste collection and couriering services.

Freight consolidation

Freight consolidation involves routing deliveries to a business, building or area via a warehouse where they are grouped together prior to final delivery. This approach means that the final stage of delivery is made by fewer, fuller vehicles, significantly reducing the number of lorries and vans making deliveries.

Case studies have shown that freight consolidation can reduce the number of delivery trips by 46 – 80%^{xliii}. Enabling freight consolidation is critical to achieving our targets for reducing freight vehicles.

Examples of this consolidation include the Bristol and Bath Consolidation Centre, the London Borough Consolidation Centre and Regent Street Clipper Consolidation. The City Corporation already mandates the use of consolidation centres in planning consents, including 22 Bishopsgate and 1 Undershaft, to mitigate the impact of new development on City streets.



Last mile logistic hubs

We will enable more deliveries within the Square Mile to be made by cargo cycles, on foot and by small electric vehicles by:

- Delivering two last mile logistic hubs in underutilised City Corporation assets by 2022. A further three hubs will be delivered by 2025.
- Establishing additional last mile logistics hubs if appropriate underutilised assets are identified.
- Exploring opportunities to acquire new sites within or adjacent to the Square Mile for last mile logistic hubs.
- Working with developers and land owners to integrate last mile logistic hubs as part of major City developments.

Increase the use of the River Thames for freight

We will maximise the potential to use the Thames for the movement of freight by:

- Maintaining the commercial waste operation at Walbrook Wharf and supporting additional waste carried through the Wharf
- Identifying opportunities to increase the use of the river for freight deliveries to the Square Mile
- Working closely with Thames Tideway to identify future opportunities for their wharves and barges once construction is completed.
- Working with river freight operators to ensure that their fleets meet Port of London Authority air quality standards
- Exploring the use of Blackfriars and Tower Piers and a reinstated Swan Lane Pier as points to transfer freight for last mile delivery on foot or by cargo cycle.

Reducing the impact of construction logistics

To facilitate future development while minimising the impact of construction logistics, we will:

- Work with TfL to update Construction Logistics Plan guidance by 2022. This updated guidance will include stricter expectations for construction consolidation and on-site waste compaction. It will also review the potential for emerging technology, such as 3D printing or higher payload and carrying potential of new rigid axle vehicles to reduce the number of deliveries.
- Work with developers and contractors to adapt and develop construction delivery management systems to facilitate retiming of deliveries to outside the 7-10am peak.
- Through the planning process, all development within the City must consider use of the River Thames for the movement of construction materials and waste.

Procurement and personal deliveries

To encourage smarter commercial decision making for our businesses and how residents get their goods delivered will help minimise the impact of freight in the Square Mile, we will:

- Share information on the impact of personal deliveries on traffic in the City, including air quality and road danger and promote the use of click and collect services.
- Establish a collaborative procurement programme for the Square Mile by 2022. This will allow businesses, particularly small and medium sized businesses, to share suppliers and waste services. We will work with Cheapside Business Alliance and the Aldgate Partnership to trial the programme prior to a City-wide roll out.

- Identify opportunities for other City Corporation initiatives, such as Plastic Free City and our Responsible Business Strategy, to support efforts to reduce the number of deliveries and waste collections

Proposal 39: Develop a sustainable servicing programme

We will work with servicing businesses and facility and property managers to develop a Servicing Action Plan, to be published by 2022. This will identify opportunities to reduce the number of vans and other service vehicles in the Square Mile while seeking to improve response times and quality of service. We will also explore the potential to provide secure storage space for tools and materials as part of last mile delivery hubs to reduce the need for engineers to travel to and around the Square Mile by van.

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Our street network is resilient to changing circumstances

It is inevitable that people using our streets and transport networks will experience occasional disruption. This includes disruption caused by construction and streetworks, breakdowns and severe weather. By delivering this Strategy we will ensure that these disruptions have as little impact on the ease and experience of travelling in the City as possible. Streets will be kept open to people walking and cycling during construction and streetworks. Long-term works that require streets to be closed to traffic will provide an opportunity for people to enjoy the benefits of a traffic-free environment, and to assess the potential for permanent change. When necessary, alternative routes will be made available for motor traffic on streets that are normally only used for access. The Square Mile will be prepared for the impacts of a changing climate or more extreme weather events; enabling people to comfortably use the City streets regardless of the weather.

Every year the City Corporation receives around 9,500 applications for permits to work on the highway, approximately half of these are from utility companies, and half for street maintenance and improvements. 85% of these applications are approved. In 2015/16 combining streetworks through collaborative working 'saved' 763 excavation days. Using TfL's calculation on the economic benefit to London as a result of days of disruption saved, the estimated saving for the Square Mile is in the region of £1.1m based on an average benefit of £1,500 per day.^{xliv}

Extreme weather events, including higher rainfall and temperatures, are increasing as a result of a changing climate.^{xlv} Further details of the likely impacts of climate change on transport in the Square Mile will be included in the final version of this Strategy, following publication of the Met Office's Climate 2018 projections in November 2018.

Proposal 40: Allow some Local Access streets to function as City Access streets during significant disruption

We will maintain a primary 'resilience network' for motor vehicles that can be 'switched on' in response to significant planned or unplanned disruption. Local Access streets on the resilience network will be designed to allow temporary reopening to through traffic or accommodate higher volumes of motor vehicles when necessary. This approach will also ensure that emergency services can use these streets when necessary.

Appropriate management arrangements will ensure streets remain safe for all users, such as a clear demarcation of pedestrian space, lower speed limits and marshalling. Use of technology for advance messaging both on-street for all users and in-vehicle navigation systems will be utilised to best effect in managing changing or temporary arrangements.



Figure X - Primary resilience network proposals [MAP TO BE UPDATED]

Proposal 41: Reduce the impact of construction and streetworks

The needs of people walking will be prioritised during streetworks and construction, with the aim of maintaining a comfortable and accessible walking route on both sides of the street, with space reallocated from general traffic as necessary. Accessible diversions must be provided if space constraints do not allow an acceptable level of temporary provision.

We will work with utility companies, contractors and developers to minimise the impact of construction and streetworks on people walking and cycling. Traffic management plans for construction sites and streetworks will maintain access for different users in accordance with the following hierarchy:

- Walking
- Cycling and buses
- Taxis
- General traffic

We have a Network Management Duty which requires us to ensure we apply best practice to managing streetworks. We will review this in 2019 and on a regular basis to ensure our activity and relevant processes remain up to date and effective.

Within the context of the Network Management Duty, we will lobby for legislation to allow penalties to be charged against developments that overrun their agreed licence periods for scaffolds and hoardings.

We will review the City's Guidance Notes for Activities on the Public Highway in 2019 to ensure that guidance is in line with best practice and the requirements outlined above. A review will include considering the opportunity to introduce lane rental controls on our major streets to further reduce the impact of street works.

We will seek to minimise disruption caused by streetworks by:

- Encouraging collaborative working and coordinating street works
- Exploring the potential for new technology to reduce noise and the extent of works and speed up delivery
- Reducing the duration of works by allowing extended and night-time working where noise considerations allow
- Improving signage and permit information, to include contact details, purpose of works and other information such as reason for site inactivity
- Improving communication through better engagement with businesses and residents for longer duration works
- Work with TfL to improve communication on the impact of streetworks and other maintenance on public transport services
- We will work with TfL to explore the potential to further adjust traffic signal timings to reflect actual and modelled traffic flows during periods of network disruption. We will also explore new adaptive traffic control technologies as they emerge through our Future Transport Programme (Proposal 43)

We will use medium and long-term street closures as an opportunity to open streets to people, for example working with businesses to provide temporary seating or programmed events. We will also monitor the traffic impacts of long-term street works to inform transport and resilience planning and assess the potential for retaining capacity reductions or access restrictions.

Proposal 42: Make the street network resilient to severe weather events

We will work with the London Climate Change Partnership Transport Adaptation Sector Group (TASG) to ensure the street network and transport system remains open during severe weather events. With TASG, we will undertake risk assessments based on current and predicted impacts of climate change and develop mitigating measures that will be implemented when thresholds are reached, including temperature change or levels of rainfall. This process will ensure the City Corporation and TfL are prepared to respond to extreme weather events that may affect our streets, the TLRN and rail and Underground networks.

The initial programme for the TASG first stage assessment is set out below. Further detailed assessments and mitigation plans will be informed by the Met Office's 2018 Climate projections, which will be released in November 2018.

- Agree indicators and complete Transport sector assessments (autumn/winter 2018)
- Publish assessments (late 2018)
- Review and update every two years

Highway management regimes, including the Winter Service Plan^{xlvi} (updated annually), will consider walking, cycling and motor vehicle routes as equally important. Priority 1 footpaths and cycle routes will be treated for snow and ice at the same time as priority 1 streets.

-----PLAN OF PRIORITY 1 STREETS-----

Emerging transport technologies benefit the Square Mile

The advent of new transport technology innovations, such as autonomous vehicles (AVs) and new apps and services, promise to change the way our streets function and the way we choose to travel on them. Delivering this Strategy will ensure that transport innovations are seamlessly integrated into the fabric of the City and improve the experience of travelling and spending time on the Square Mile's streets. A proactive rather than reactive approach to policy making will ensure appropriate policy and legislation is in place while supporting and accelerating beneficial innovations. The City will be a test-bed for urban transport innovations and seen as a world leader in improving people's personal mobility and livelihoods through new technologies.

Close to £1 billion is being spent on AV development in the UK alone^{xlvii} and industry experts (alongside the UK's Chancellor Phillip Hammond) are now suggesting that self-driving cars will be running on our streets in less than four years^{xlviii}. Disruptive technologies, such as Uber, have already demonstrated their ability to rapidly change how people travel. They have also highlighted the potential negative impacts of these changes, leading to more motor vehicles on London's streets. While no one is certain of what the future holds the City must be ready to respond to best support the successful implementation of this Strategy.

Proposal 43: Establish a Future Transport Programme

We will establish a Future Transport Programme to work with developers of mobility innovations. This programme will:

- Engage with industry, academia, government Catapults and partners to deliver transport innovation and technology trials across the City, including trials on:
 - App-based parking and un/loading permitting and enforcement
 - Technology-assisted kerbside space reallocation
 - On-demand accessible shuttles and shared transport services
 - App-assisted pedestrian crossing technologies for the partially sighted and people who require more time to cross
 - Geofencing and permitting
 - Use of drones to support the emergency services and make urgent deliveries to hospitals
 - Technology to support the delivery of Vision Zero by reducing the likelihood and severity of collisions
- Identify measures required to support the uptake of appropriate mobility solutions, such as off-street storage of shared autonomous vehicles
- Host conferences and seminars and support competitions and awards for transport innovations and technologies
- Explore the potential for commercial opportunities and partnerships within the transport technology and innovation industry.

A more detailed programme of activities will be developed shortly after the publication of the Transport Strategy and in consultation with the Future Transport Advisory Board (Proposal 44).

We recognise the significant potential for new technologies to improve the City's streets and will openly enter into discussion with any innovators. Future transport innovations will be

considered appropriate for trial and use in the City context if they support the delivery of Healthy Streets and adhere to the following requirements (when applicable):

1. Support priority for people walking and efforts to enable more people to choose to walk and cycle, and not shift people from sustainable travel modes to unsustainable travel modes
2. Contribute to efforts to reduce motor vehicle volumes and mileage and not increase motor traffic volumes
3. Lead to an overall increase in vehicle occupancy and loading
4. Help make our streets safer and not increase road danger, collision rates, collision severity, terrorism risk, or the need for additional policing or enforcement
5. Reduce vehicle speeds and ensure vehicles travel at speeds appropriate to conditions and the City context
6. Minimise obstructions to vehicles and people walking, and not permanently obstruct pavements or add clutter
7. Improve the efficiency of kerbside use and not increase parking or loading space requirements
8. Help spread travel demand, for both people and goods, more evenly across the day, such as outside morning, lunchtime and evening peaks and overnight
9. Help make streets and the City's air cleaner and quieter by reducing transport related emissions and noise
10. Improve the experience of using the City's streets and open spaces and support efforts to increase the amount of public space

Additional requirements apply to the introduction of connected and autonomous vehicles, drones and droids on our streets.

- *Connected and autonomous vehicles* must not require any changes or infrastructure that have a negative impact on our streets, such as bollards or barriers
- *Drones* must not operate without CAA and City of London permission
- *Droids* must not operate on pavements or in such a way as to obstruct or pose a danger to any user of our streets

Developers and operators of new transport innovations and services are expected to:

- Share all beneficial data generated or collected with the City Corporation to aid in policy and decision making
- Not discriminate against any potential user, either through active discrimination or through profiling or algorithmic/AI discrimination or bias
- Accommodate every user, especially those requiring wheelchairs or mobility aids when innovations and technologies incorporate motor vehicles
- Not generate any unreasonable additional costs for the City Corporation or users
- Ensure any supporting digital software and hardware is sufficiently and rigorously safeguarded from malicious use or intent that could pose a risk to physical or digital safety in the City
- Readily and proactively engage with the City and regularly inform them of their activities and plans

Emerging transport technologies

Connected and autonomous vehicles, also known as driverless cars or CAVS, are vehicles equipped with sensors and on-board computers that allow them to effectively drive themselves. There are many levels of automation, from partial automation, which can include self-parking cars and adaptive cruise control, to full automation and a hands-off driving experience. The autonomous operation of motor vehicles on our streets could significantly reduce road danger and improve traffic flow.

Drones, also known as unmanned aerial vehicles or UAVs, are small flying vehicles which rely on remote-controlled piloting or fly using onboard sensors and GPS. The operation of drones in the City could improve delivery times of sensitive or high-value goods such as medical supplies and may aid in asset inspection, construction site monitoring, and emergency services activities.

Droids are small wheeled vehicles that are controlled by remote-controlled piloting or onboard sensors and GPS. The use of droids in the City could include couriership and deliveries.

Shared mobility services are transport services that share the use of a vehicle for personal travel, examples include ridesharing and pooled rides.

Proposal 44: Establish a Future Transport Advisory Board

To ensure that we can identify and proactively respond to future transport innovations we will engage with industry partners, experts, and academics through a Future Transport Advisory Board. The Future Transport Advisory Board, will meet twice a year to:

- Support and advise on the activities of the Future Transport Programme.
- Advise on emerging transport technology and innovation industry trends, and suitable responses to them
- Act as a sounding board on the City's approach to managing upcoming innovations and technological launches
- Review the City's future mobility policies, positions, and trials
- Help facilitate connections and relationships between City officials and the wider transport technology industry

Proposal 45: Explore the need for legislative change to ensure emerging technology and innovation benefits the Square Mile

We will support and engage with all levels of government, industry and sector representatives to develop frameworks and legislation for future transport and ensure overall positive outcomes for the Square Mile, London and other cities. Initially we will seek local and national legislative action on:

- Licencing for the semi- and fully-autonomous vehicle market, alongside the development of safety, design, digital security, and supporting infrastructure regulations.

- Strengthening existing Civil Aviation Authority regulations on small remotely-piloted aircraft and drones.
- Clarifying the operating parameters of droids and other small autonomous vehicles.
- Regulating the dockless cycle hire industry, as outlined in Proposal 28.

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The Square Mile benefits from better transport connections

Public transport will remain the main way that people travel to the Square Mile and continued investment will ensure that the City remains one of the most well-connected business districts in the world. Public transport will provide efficient and direct 24-hour connectivity to major local, regional, national, and international destinations. The building of new rail and underground connections, including Crossrail 2 and High-Speed 2, will provide the additional capacity people need to get to the City quickly and comfortably from across Greater London and the UK. Expanded Night Tube and 24-hour bus networks will serve and grow the City's thriving cultural offer and night-time economy.

The recent economic success of the City and London in general is attracting more jobs and residents than ever before to greater London and the surrounding region. The Mayor and TfL have laid out ambitious plans for expanding the Capital's public transport networks to address the additional pressures this growth will place on these services. Planned network improvements are forecasted to increase the number of people within a 60-minute commute of the City by nearly two million^{xlix}. Modelling projections suggest that, without further investment, Londoners will still be faced with deteriorating network conditions over the next 25 years. TfL forecasts an increase in travel by all rail modes of 50% by 2041ⁱ. Delays from overcrowding on the underground have tripled in the past five years and 8 of the 10 most overcrowded rail services across the UK are now in Londonⁱⁱ.

Proposal 46: Support and champion better national and international connections to the Square Mile

We will work with the Mayor of London, TfL, central government, airport and rail operators and other related partners to improve national and international connectivity to the City, including:

- Increased airport capacity in the South East, recognising that this will most efficiently be delivered through a third runway at Heathrow to be delivered as soon as possible.
- Improved connectivity to London's airports through:
 - Increased capacity and additional frequency on the West Anglia Main Line to Stansted Airport
 - A new Crossrail station at City Airport, constructed at the same time as the delivery of the Ebbsfleet extension
 - Increased DLR frequency to City Airport
- The delivery of High Speed 2 as quickly as reasonably possible
- Improved national rail access to London, including electrification, station expansions and general service improvements

Proposal 47: Support and champion improved connections to the Square Mile from Greater London and the surrounding region

We will work with the Mayor of London, TfL, central Government, boroughs neighbouring the City and other related partners to improve regional connectivity to the Square Mile, including:

- Devolution of suburban rail service franchising to TfL, with a view to providing a London Suburban Metro service by 2030

- Accessibility improvements to rail and Underground stations in the Square Mile, as outlined in Proposal 19
- Extending the Overground to Barking Riverside
- The delivery of Crossrail 2 as soon as reasonably possible
- Enhancing the coverage and frequency of 24-hour public transport services in central London, including increasing the number of lines operating night-tube services, enhancing the 24-hour bus network, and improving night-time DLR and rail operations, including Crossrail. Any extensions to operating hours must take account of the need to minimise noise and other impacts on residents.
- Enhanced 24-hour bus services to/from the City
- Improvements to Liverpool Street Rail and Bus Station, including enhancing step free access and improving entry points
- Exploring the feasibility of Sunday operation of the Waterloo and City Line
- Immediate improvements to street-level interchange between Fenchurch Street and Tower Hill, Tower Gateway and Aldgate stations, including wayfinding. Exploration of the feasibility of a direct interchange route between Fenchurch Street and Tower Gateway and Tower Hill
- Access and capacity improvements at Aldgate Station and exploration of the feasibility of a direct interchange between Aldgate and Aldgate East stations.
- Extending the Metropolitan Line to Watford Junction and the Bakerloo Line to Lewisham
- The delivery of more high-quality cycling routes to and through central London including Quietways and Cycle Superhighways
- Improved walking connections to boroughs neighbouring the City

Proposal 48: Support the increased use of the Thames for passenger services

We will work with partners including TfL River Services, the Port of London Authority and riverboat operators to increase the use of the River Thames for passenger services. Activities will include promotion of river services, enhancing walking routes to Blackfriars and Tower piers and improving overall pier efficiency. We will explore the potential to reinstate Swan Lane pier for leisure and passenger services.

Proposal 49: Review bus provision across the City

We will support TfL's ambitions to adjust bus services in Central London, taking account of the forecast fall in demand following the opening of the Elizabeth Line.

We will work with TfL to improve bus journey times to and connectivity through the Square Mile by:

- Reviewing bus routing and frequency throughout the City to optimise routing.
- Introducing targeted junction improvements to enhance bus priority.
- Identifying opportunities to improve bus priority when developing and implementing Traffic Management and Healthy Streets plans (see Proposal 12) and major projects.

The key routes for bus priority measures are shown in figure XX. Improvements to these routes will be delivered by 2030.

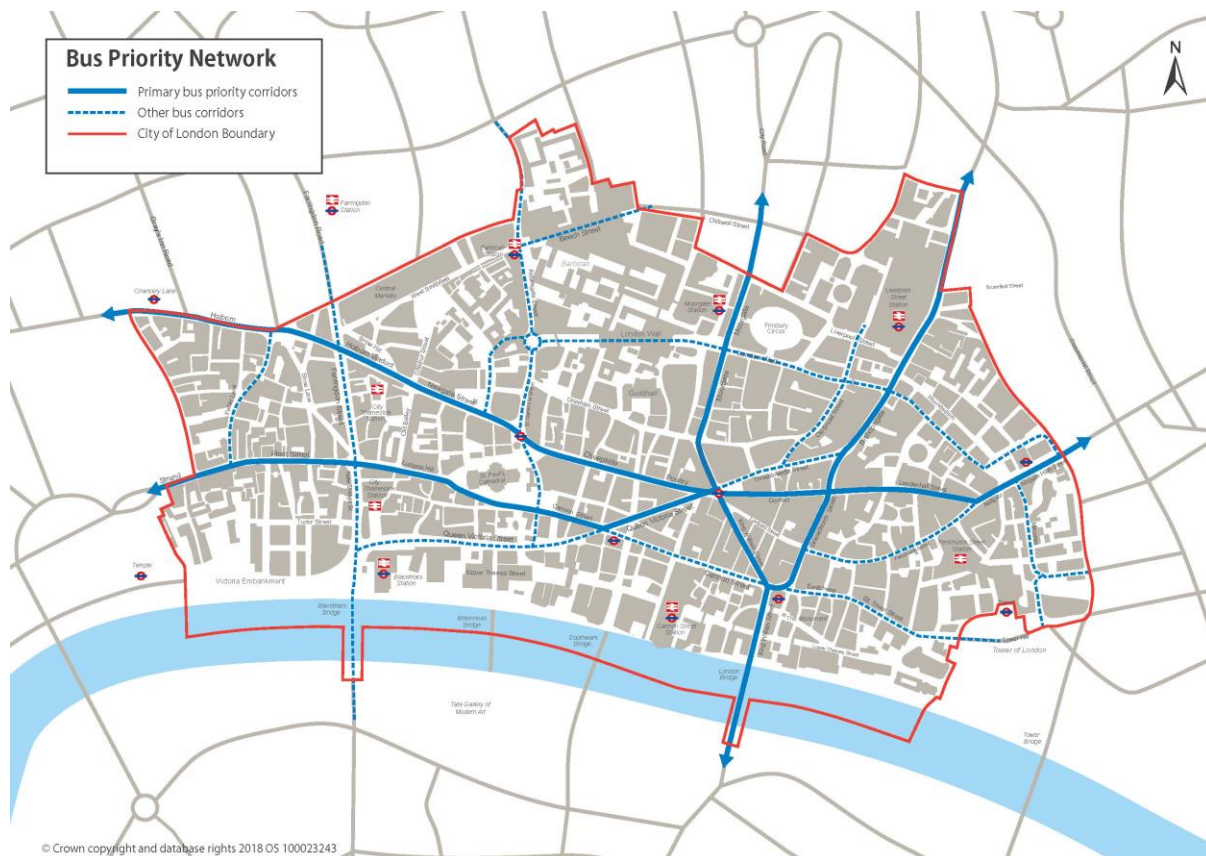


Figure X: Key bus routes [MAP TO BE UPDATED]

Proposal 50: Support the Mayor of London in retaining locally-generated taxation

We will support the Mayor of London and TfL's efforts to retain additional locally-generated taxation, such as vehicle excise duty, to fund investment in transport infrastructure across the Capital, including investment to help deliver the outcomes of this Strategy.

Proposal 51: Encourage continued central government investment in major London transport projects

We will continue to lobby central government to invest directly in strategic Healthy Streets projects and programmes and large transport infrastructure projects, such as Crossrail 2. Significant investment across Greater London is required to ensure the Capital remains an attractive place to live, work, study and invest and protect the significant contribution London makes to the national economy. Delivering the Strategy

Projects and programmes

The major projects and programmes that will be delivered by the Transport Strategy are summarised below. Further details on the projects that will be delivered in the first three years can be found in the City Corporation's Local Implementation Plan, which is published alongside this Strategy and available on our website.

Project	2022	2025	2030	2040	2044	Key area of change
City-wide						
City-wide 15mph speed limit						
Legible London roll out						
Last-mile delivery hubs						
Streets Accessibility Programme						
Sustainable logistics centre						
Pedestrian priority streets and projects						
Location specific						
Riverside walkway – Globe View						
City Cluster Zero Emission Zone						City Cluster
Barbican and Golden Lane Zero Emission Zone						Smithfield and Barbican
Puddle Dock pedestrian crossing						
Core cycle network Phase 1						City Cluster; Smithfield and Barbican; Liverpool St.
Core cycle network Phase 2						Fleet St; Smithfield and Barbican
Cannon Street (Mansion House Station to New Change)						
Moorgate/Liverpool Street/City Cluster key walking routes						Moorgate and Liverpool Street
Fleet Street						Fleet Street
Beech Street and Long Lane						Smithfield and Barbican
Bank Junction						
Bishopsgate corridor incl. Monument junction (with TfL)						City Cluster
Museum of London roundabout, St Paul's gyratory						Smithfield and Barbican
City Cluster area strategy						City Cluster

Table X: Key projects and programmes TO BE UPDATED

Managing delivery

Further details on the actions and programmes to deliver elements of this Strategy will be set out in a series of reviews and delivery plans, including:

- Healthy Streets Plans, providing details of how we will manage the street network in areas the City in accordance with our proposed Street Hierarchy (Proposal 12)
- A City-wide kerbside review to better understand and manage kerbside activities on our streets (Proposal 14)
- Streets Accessibility Delivery Plan, which will set out the timetable for delivering necessary improvements needed to meet the proposed COLSAS standards (Proposal 16)
- Road Danger Reduction Action Plan, a five-year delivery plan for measures to achieve Vision Zero and implement the Safe Systems approach (Proposal XX)
- Servicing Action Plan, which will identify opportunities to reduce the number of vans and other motorised service vehicles in the Square Mile (Proposal 39)
- Future Transport Action Plan, assessing and identifying opportunities to support transport technologies that will help deliver this Strategy (Proposal 43)
- The City Corporation's Local Implementation Plan, a three year delivery plan for the Transport Strategy

We will continue to engage and consult with City residents, workers, businesses and other relevant street users and partner organisations as we develop and deliver this Strategy. Any projects that will lead to significant and permanent changes to the form or function of our street network will also undergo transport and traffic modelling. Impact assessments, including Environmental Impact Assessments and Equality Impact Assessments, will be conducted for all relevant projects and proposals. These will test options and ensure potential benefits are maximised and any potential negative impacts are identified and mitigated. Modelling and assessments will consider potential impacts beyond the Square Mile.

Proposal 52: Using temporary interventions and trials to accelerate the pace of delivery

Delivering changes to our streets can take time. We will use temporary and experimental measures to quickly deliver functional changes to our streets and allow people to begin enjoying the benefits of change as we work towards full delivery. If appropriate, will also use temporary interventions to 'live trial' major change, allowing proposal to be tested and, where necessary, refined. This approach will allow people to better understand the nature of proposed changes and provide feedback based on real experience.

----- TEXT BOX START -----

Examples of temporary change

Bank on Safety

Tavistock Place, Camden

Shoreditch parklet, Hackney

----- TEXT BOX END -----

Funding delivery

The delivery of this Transport Strategy will be funded from a range of sources, including:

- Money received from TfL, including:
 - LIP Corridors and Neighbourhoods – an annual allocation that contributes to projects identified in our LIP
 - Liveable Neighbourhoods – funding for large projects that encourage walking, cycling and the use of public transport, allocated through a bidding process
 - Strategic funding – funding for specific priorities or initiatives, such as cycling infrastructure, air quality improvements and bus priority
- The City Corporation's on-street parking reserve – reinvesting revenue from parking charges and penalty charge notices
- Contributions from developers through the Community Infrastructure Levy, Section 106 and Section 278

The long-term nature of this Strategy means it is not scope the full cost for all projects and programmes outlined above. However, a core principle will be to generate the necessary revenue/funding to make the delivery of this Strategy largely self-supporting. Over the last 15 years, the City Corporation has delivered some £250 million of change to streets; TfL's have contributed around 10% of this, some £25 million.

Measuring and reporting progress

Progress on delivering this Strategy will be publicly reported to the City Corporation's Planning and Transportation Committee on an annual basis from March 2020. Every two years we will publish a City Streets Report which will include data on our targets set out in Table X, the key performance indicators set out in Table X, and analysis of traffic trends based on our biennial vehicular and pedestrian traffic counts.

Proposal 53: Improve our monitoring of transport in the Square Mile

We will improve the quantity and quality of data we hold on transport in the City by:

- Exploring the potential to improve our City-wide database of vehicular and pedestrian traffic counts by increasing count locations and the number of count days
- Repeat the City Streets survey every two years to understand what people who live and work in, or travel through the Square Mile think about transport and streets in the City
- Explore the potential to gather ongoing feedback through web or app-based surveys and interactive maps
- Make best use of technological advancements in sensors and other monitoring methods to improve both the quality and the quantity of data we collect, reduce of the cost of data collection and increase the speed of data processing

Key targets

Metric	Baseline (if known)	2030 Target	2044 Target
Reduction in motor vehicle traffic (counted in our traffic composition survey counts)	185k	-25%	-50%
People rating experience of walking in the City as pleasant	10%	--	75%
Number of kilometres of pedestrian priority streets	25km	35km	50% of all streets
Number of people killed and seriously injured on our streets	54 KSIs	<16 KSIs	0 KSIs
People rating experience of cycling in the City as pleasant	4%	--	75%
Increase in the number of people cycling (counted in our traffic composition survey counts)	44k	+50%	+100%
Reduction in freight vehicle volumes (counted in our traffic composition survey counts)	39k	--	-30%
Reduction in freight vehicle volumes during peak periods (counted in our traffic composition survey counts)	18k	-50%	--

Additional key performance indicators

Indicator	Baseline data source	Data collection method
<i>The City's streets are great places to walk and spend time</i>		
Key target: People rating experience of walking in the City as <i>pleasant</i>	City Streets Survey	City-wide public survey
People rating pedestrians on our streets as being <i>prioritised</i>	City Streets Survey	City-wide public survey
People rating the space given to pedestrians on our streets as <i>adequate</i>	City Streets Survey	City-wide public survey
Key target: Number of kilometres of pedestrian priority streets	Current City of London street network	GIS surveying and Upgraded TCS
Pavements with Pedestrian Comfort Level of B+	City Pedestrian Model output	GIS surveying
Number of crossings with 60 second cycle times	Transport for London	Transport for London
<i>Street space is used more efficiently and effectively</i>		
Key target: Reduction in motor vehicle traffic	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging

<i>The Square Mile is accessible to all</i>		
Number of streets not meeting COLSAS minimum standard	---	Annual review
Number of streets not meeting COLSAS desired standard	---	Annual review
<i>People using our streets and public spaces are safe and feel safe</i>		
People rating experience of safety from crime and terrorism as <i>safe</i>	City Streets Survey	City-wide public survey
Number of people slightly hurt in a collision	ACCSTATS/STATS19	---
Key target: Number of people killed and seriously injured in a collision	ACCSTATS/STATS19	---
<i>More people choose to cycle in the City</i>		
People rating experience of cycling in the City as <i>safe</i>	City Streets Survey	City-wide public survey
Key target: People rating experience of cycling in the City as <i>pleasant</i>	City Streets Survey	City-wide public survey
Key target: Increase in cycling traffic	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging

Gender ratio in cycling traffic	---	City-wide public survey
<i>The City's air and streets are cleaner and quieter</i>		
NO _x , PM ₁₀ , PM _{2.5} , levels and limit breaches	LAEI & CoL monitoring sites	---
<i>Delivery and servicing needs are met more efficiently, and impacts are minimised</i>		
Key target: Reduction in freight and servicing vehicle traffic	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging
Key target: Proportion of freight traffic operating outside peak hours	Traffic Composition Survey	Traffic Composition Survey/Upgraded TCS/Congestion charging
<i>Our street network is resilient to changing circumstances</i>		
Number of days saved from joined-up roadworks	City of London Highways Monitoring	---
<i>Emerging transport technologies benefit the Square Mile</i>		
Number of future transport trials and joint projects initiated	---	Annual reporting

Partnerships and leadership

We recognise that we cannot deliver this Strategy on our own and will work with a range of partners to achieve the vision, aims and outcomes for streets and transport in the Square Mile. This will include working in partnership with:

- City residents and residents' associations
- City businesses and institutions
- The City of London Police
- The Mayor of London and TfL
- London Councils and London's boroughs
- Property developers and the construction industry
- National rail and river service operators
- Transport industry and representative bodies
- Campaign organisations and special interest groups
- Developers of new transport technologies

We recognise that our unique position as a global financial district allows us to be particularly bold in our proposals for changing and improving streets and transport. Nevertheless, the lessons we will learn from delivering this Strategy may be insightful and relevant to London's boroughs and other cities and transport authorities. Likewise, we can learn from and be inspired by the experiences of others.

We will share our experiences and identify transferable best practice by:

- Hosting and contributing to conferences, seminars and other events that highlight and discuss best practice
- Networking and developing knowledge-sharing relationships with London's boroughs to capture lessons learnt from the development and delivery of this strategy
- Establishing and maintaining relationships with other cities, both in the UK and internationally, and participating in local, national and international networks.
- Sharing knowledge with relevant private sector, academic and third sector organisations

Proposal 54: Support change across London that is aligned with this Strategy

The Square Mile does not exist in isolation and change across the Capital is required to maintain City's attractiveness as a place to live, work, learn and visit. We will support projects and initiatives delivered by TfL and London's boroughs that align with the vision, aims and outcomes of this Strategy. We will also support changes to relevant national policy and legislation that will positively impact on transport in and connections to London.

Updating the Transport Strategy

This Strategy will be reviewed and updated every five years to ensure it reflects the priorities of City residents, workers and businesses, changing circumstances and developments in transport technology. Updates will be informed by in depth engagement and analysis of economic, social and transport trends, and will be subject to formal consultation prior to adoption.

References

TO BE UPDATED

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ⁱⁱ Traffic in the City, November 2017.

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^v 'City Streets: Transport for a Changing Square Mile' survey, 2018.

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Based on ONS 2017 City employment figure, with an increase in employment numbers based on projections from GLA.)

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^{xii} 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

^{xiii} 'City Streets: Transport for a Changing Square Mile' survey, 2018.

(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)

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(<http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/index.html>)

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(<https://www.london.gov.uk/sites/default/files/mayors-transport-strategy-2018.pdf>)

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- xxi 'City Streets: Transport for a Changing Square Mile' survey, 2018.
(<https://www.cityoflondon.gov.uk/services/transport-and-streets/transport-planning/Documents/transport-strategy-phase-1-engagement-report.pdf>)
- xxii City of London Road Danger Reduction and Active Travel Plan, July 2018
- xxiii ACCSTATS full reference to follow
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- xxv M C Taylor, D C Lynam, A Baruya (2000) The effects of drivers' speed on the frequency of road accidents, TRL
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- xxvii Brian C. Tefft (2013) Impact speed and a pedestrian's risk of severe injury or death, *Accident Analysis & Prevention*, Vol. 50, pg 871-878
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Appendix 3 – Corporate Plan outcome mapping

Transport Strategy outcome	Corporate Plan outcome
The Square Mile's streets are great places to walk and spend time	9. We are digitally and physically well-connected
Street space is used more efficiently and effectively	9. We are digitally and physically well-connected
The Square Mile is accessible to all	3. People have equal opportunities to enrich their lives and reach their full potential 8. We have access to the skills and talent we need
People using our streets and public spaces are safe and feel safe	1. People are safe and feel safe
More people choose to cycle	9. We are digitally and physically well-connected
Our air and streets are cleaner and quieter	11. We have clean air, land and water and a thriving and sustainable natural environment
Delivery and servicing are more efficient, and impacts are minimised	5. Businesses are trusted and socially and environmentally responsible
Our street network is resilient to changing circumstances	12. Our spaces are secure, resilient and well-maintained
The Square Mile benefits from better transport connections	9. We are digitally and physically well-connected
Emerging transport technologies benefit the Square Mile	9. We are digitally and physically well-connected

Committees: Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Streets & Walkways Sub-Committee <i>[for decision]</i>		Dates: 18 September 2018 10 October 2018 23 October 2018
Subject & Project Title: Mayor's Vision for Cycling - Quietways	Unique Project Identifier: 11380	Outcome Report Approval Route Regular

PUBLIC

Summary

[S1] Key conclusions

This project delivered two cycle Quietway routes through the City, to support the Mayor of London's Cycle Vision. The routes in the City contribute to a network which provides cycle connectivity across inner London. The project involved working with other partners such as TfL and neighbouring authorities to ensure a co-ordinated and continuous cycle network was delivered that didn't simply stop at the boundaries. The City's two Quietway cycle routes were completed to programme (December 2016) and within the agreed budget of £1.2M.

Due to the ongoing road works along or near the Quietway routes, such as CrossRail, utilities and building development works, it has not been possible to obtain representative post implementation data. However, cycling in the City is increasing year-on-year (measured through the annual monitoring surveys carried out by CoL). It is expected that the measures in this project will encourage and contribute to more people cycling.

As part of the project the need for further cycle routes in the City to provide a comprehensive network has been identified by TfL through their strategic analysis of cycling across London. Further information on this will be separately reported in due course

[S2] Key Learning and Recommendations

Ground investigations at an early stage can help reduce the risk of essential design changes in the later stages of the project. This should be undertaken at locations where underground structures or equipment are likely to affect construction.

Closer monitoring of the works by the project manager will help reduce the risk of site work over running and pro-actively take any necessary action.

[S3] Decisions required

1) Members are asked to approve the content of this Outcome Report and agree to close the Project.

Main Report

Design & Delivery, Variation and Value:					
Design & Delivery Review-					
[1] Design into Delivery	<p>The agreed level of service at the start of the Quietways project included:</p> <ul style="list-style-type: none"> • The Quietways will generally be on lower traffic, low speed streets, typically without bus routes; • Have low impact, discrete yet effective designs with limited requirement for segregation and will generally be well aligned and direct; • Provide significant permeability improvements such as opening up streets for cyclists; and • Have clear wayfinding. <p>Additionally, the proposals and designs had to reflect the emerging cycle design standards as well as being critically reviewed by TfL's Cycling Lead prior to delivery. The designs kept to common standards which enabled the project to be adequately delivered.</p>				
[2] Options appraisal	<p>It was necessary to agree the Quietways route alignment and outline measures with TfL from an early stage. This involved detailed considerations of possible routes and measures. Following this work, only one viable option was presented to Committee. The proposals are illustrated in Appendix 1.</p>				
[3] Procurement Route	<p>The City's term contractor was used to deliver the Project, however changes to traffic signal were carried out by Transport for London (as they are authority for signal infrastructure in London).</p>				
[4] Skills base	<p>The Project Team has the required skills, knowledge and experience. Therefore, existing CoL staff resources were utilised for the design, project management and delivery of this project.</p>				
[5] Stakeholders	<p>Throughout the project, extensive consultation was carried out to obtain public and stakeholder views and feedback. This included two rounds of public consultation and detailed discussions with stakeholders such as the Smithfield Market Traders Associates, the Barbican Residents Association, neighbouring authorities, TfL and various businesses. The responses received through these engagements were analysed and the routes and measures amended accordingly to address concerns. No ongoing stakeholder concerns have been raised since.</p>				
[6] Closing RAG rating	<table border="1"> <tr> <td>Project Risk Assessment</td><td>Low</td></tr> <tr> <td>Project RAG rating</td><td>Green</td></tr> </table>	Project Risk Assessment	Low	Project RAG rating	Green
Project Risk Assessment	Low				
Project RAG rating	Green				
[7] Positive reflections	<ul style="list-style-type: none"> • Strong public engagement enabled the project to be delivered to the appropriate cycling level of service, whilst ensuring local needs are met. • Strong commitment by the project team helped deliver the project to the agreed programme. • Using the term contractor reduced procurement requirements therefore, enabling effective delivery 				

	<ul style="list-style-type: none"> A successful publicity launch day for the City's Quietways was carried out in July 2017. This was well attended by members of the public, the Walking and Cycling Commissioner, Chairman of the Active City Network, Chairman of Planning and Transportation Committee, and various media outlets. The event included guided rides and musical performances from the Guildhall School of Music and Drama and the Islington Academy.
[8] Improvement reflections	Additional site investigations such as basement searches / trial excavations / use of ground penetrating surveys could have been carried out. However, these site investigations would need to be weighed against the potential cost benefits.
Variation Review-	
[9] Assessment of project against key milestones	The key milestone requested by TfL and the Greater London Authority (GLA) was that the Quietway project needed to be delivered by 31 December 2016. This was achieved.
[10] Assessment of project against Scope	<p>The scope of the Quietway project is to deliver a continuous cycle route through the City that:</p> <ul style="list-style-type: none"> Includes appropriate physical changes to achieve the desired level of service Provides adequate provision to cater for increased number of cyclists Is as direct as possible <p>These have all been achieved with extensive TfL consultation.</p>
[11] Change	Modifications to the material specification was required for the cycle lane segregation at West Smithfield. Due to a shallow underground structure it was necessary to use "bolt down" traffic islands instead of the standard precast concrete construction to avoid potential damage to the structure underneath. This required an internal change request to be agreed by relevant business owners.
[12] Risks and Issues	<p>The main risks to the Quietways project were:</p> <ul style="list-style-type: none"> Work extends beyond the GLA target delivery date of 31 December 2016 Costs increase due to unknown utility apparatus Implement work adversely impacts on local businesses <p>The main issues realised from the Quietways project were:</p> <ul style="list-style-type: none"> A shallow underground structure was found to exist along a section of the street. Therefore, it was necessary to install bolt down traffic islands and this resulted in a construction cost saving. However, the material change from precast concrete to rubber is perceived to be a less robust material. An agreement with London Borough of Islington over the proposals in a short section of Moor Lane could not be obtained which would enable the project to be delivered within the programme. It was therefore necessary to defer this element of the project and progress this again when opportunities allow.
[13] Transition to BAU	

	Following a period of monitoring and close out, the delivered project seamlessly transferred to the responsible DBE service areas to manage and maintain. This has been possible as the works were managed by the same department responsible for BAU.																
Value Review																	
[14] Budget	<table><tr><td>Budget envelope at Gateway 2:</td><td>£1M – 2.5M</td></tr></table>		Budget envelope at Gateway 2:	£1M – 2.5M													
	Budget envelope at Gateway 2:	£1M – 2.5M															
	<table><tr><td></td><td>At Authority to Start work (G5)</td><td>At Completion</td></tr><tr><td>Fees</td><td>£31,656</td><td>£31,652</td></tr><tr><td>Staff Costs</td><td>£212,148</td><td>£204,690</td></tr><tr><td>Works</td><td>£912,000</td><td>£784,425</td></tr><tr><td>Total</td><td>£1,155,804</td><td>£1,020,767</td></tr></table>			At Authority to Start work (G5)	At Completion	Fees	£31,656	£31,652	Staff Costs	£212,148	£204,690	Works	£912,000	£784,425	Total	£1,155,804	£1,020,767
		At Authority to Start work (G5)	At Completion														
	Fees	£31,656	£31,652														
Staff Costs	£212,148	£204,690															
Works	£912,000	£784,425															
Total	£1,155,804	£1,020,767															
<p>The project was completed within the agreed budget</p> <p>The final cost of the project was £1,020,767 against an approved budget of £1,155,804. A saving of approximately £135,000. This saving is mainly due to the need to amend works and specifications due to underground structures, particularly at West Smithfield. For example, it was necessary to use “bolt on” traffic islands (to create the cycle segregation) instead of the standard construction to avoid potential damage to the structure underneath.</p> <p>As this project is funded by TfL through a reclaims process, there is no unspent money to return to TfL.</p> <p>The final account for this project has been verified. Appendix 2, provides a breakdown of the expenditure incurred against the estimated/approved budget.</p>																	
[15] Investment	N/A.																
[16] Assessment of project against key measures of success	<p>The overall measures of success were achieved. These were: -</p> <p>i. The type and level of intervention responds to stakeholder needs.</p> <p>Throughout the project, extensive consultation was carried out to obtain public and stakeholder views and feedback. This included two rounds of public consultation and detailed discussions with stakeholders such as the Smithfield Market Traders Associates, the Barbican Residents Association, neighbouring authorities, TfL and various businesses. The responses received through these engagements were analysed and the routes and measures amended accordingly to address concerns. No on-going stakeholder concerns have been raised since.</p> <p>ii. The measures implemented are compliant with the agreed levels of service for Quietways.</p> <p>The Programme Board established and agreed at the start of the project, a level of service expected for the Quietways. This included:</p> <ul style="list-style-type: none">• The Quietways will generally be on lower traffic, low speed streets, typically without bus routes;																

	<ul style="list-style-type: none"> • Have low impact, discrete yet effective designs with limited requirement for segregation and will generally be well aligned and direct; • Provide significant permeability improvements such as opening up streets for cyclists; and • Have clear wayfinding. <p>These have all been met. Additionally, the proposals and designs were based on current and emerging cycle design standards as well as being critically reviewed by TfL's Cycling Lead prior to delivery.</p> <p>iii. The works were completed by December 2016.</p> <p>The City's Quietways was completed and made available to users by 15 December 2016.</p> <p>iv. The costs are within agreed budgets.</p> <p>The project was delivered under budget. The final cost is £1,020,767 against an approved budget of £1,155,804. A saving of £135,000 was achieved.</p> <p>v. Increase number of cyclists using the Quietways network.</p> <p>Due to the ongoing road works along or near the Quietway routes, such as CrossRail, utilities and building development works, it has not been possible to obtain representative post implementation data. However, cycling in the City is increasing year-on-year (measured through the annual monitoring surveys carried out by CoL). It is expected that these measures encourage and contribute to more people cycling.</p> <p>Further data on cyclists using the Quietways and its impact will be shared with Members as part of any future cycle routes planned for the City (see Section 22 – AOB).</p>
[17] Assessment of project against SMART Objectives	<p>The SMART objective for this project is to provide a better and safer environment for cyclists using City streets that form part of the Quietways network by 31 December 2016. It is aimed generally at new and less confident cyclists but would be available to all cyclists.</p> <p>Due to road works such as CrossRail, utilities and building development works it has not been possible to gather representative post implementation data for the Quietways along or near the routes. However, overall it is expected that the Project has achieved its objective as the proposals for the Quietway routes have met the agreed level of service for cyclists. The project was delivered to programme and on budget. The City's annual monitoring surveys have shown that cycling is increasing year-on-year. It is expected that the Quietway measures therefore, have encouraged and contributed to more people cycling.</p>
[18] Key Benefits realised	<p>A continuous cycle route aimed at new and less confident cyclists has been created. It is generally on quieter streets, encouraging a more relaxed cycling experience.</p>

Lessons Learned and Recommendations	
Lessons Learned-	
[19] General Purpose Review	<p>A shallow underground structure was found to exist along a section of West Smithfield. It was therefore necessary to install a bolt down rubber instead of a traditional precast concrete traffic island to avoid damage to the underground structure. Ground investigations at an early stage can help reduce the risk of essential design changes in the later stages of a Project. However, the cost of this should be weighed against the potential benefits.</p> <p>Close monitoring of the implementation work by the project manager will help reduce the risk of site work over running. This can be achieved by identifying potential delays early and taking pro-active action necessary to mitigate or avoid issues.</p>
[20] Learning sharing and use	The learning from this project will be circulated for consideration on other similar projects and in particular new projects materialising from the Mayor of London's Vision for Cycling Programme.
Recommendations-	
[21] Recommendations	To note the contents of this report and close the project.
[22] AOB	<p>As part of the project, members were alerted to the potential need to explore further routes (Phase 2) so that a comprehensive "grid" network of cycle routes across London is created. The need for further routes in the City has been identified by TfL through their strategic cycling analysis. This analysis identified a demand for an east-west route running through the centre of the City.</p> <p>The cost to progress Phase 2 would be fully funded by TfL with an initial allocation to be agreed to cover the feasibility and consultation work undertaken in 2018/19. A new project for Phase 2 is due to commence and further reports will be provided to Members for information and approval.</p>

Decisions required
If any decisions are required in addition to the approval of this outcome report please describe them here:
None

Appendices

Appendix 1	Quietways Overview Proposal Plan
Appendix 2	Finance Breakdown for Quietways
Appendix 3	Project Dashboard

Contact

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Project Coversheet

[1] Ownership

Unique Project Identifier: 11380

October 2018

Core Project Name: Mayor's Vision for Cycling - Quietways

Programme Affiliation: Mayor's Vision for Cycling

Project Manager: Albert Cheung

Next Gateway to be passed: G6 Outcome Report

[2] Project Brief

Project Mission statement: To deliver the Quietway cycle routes in the City in line with the Mayor of London's Vision for Cycling. The City routes contribute to a network which provides cycle connectivity across inner London. Quietways are generally aimed at lower trafficked streets and therefore require less engineering intervention. They are intended to encourage new and less confident people to cycle.

Definition of need: This project supports the Mayor of London's vision for cycling. It also supports the City's Corporate Plan and aims around society, economy, environment and City workers' and residents' quality of life including safety, health and wellbeing.

This project also complements the City's Road Danger Reduction and Active Travel Plan as approved in the Local Implementation Plan (LIP).

Key measures of success:

- 1) Proposals meet stakeholders needs
- 2) The Quietway measures are compliant and meet the agreed levels of service
- 3) Increase number of cyclists using the Quietway network

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: £1,155,804

Total potential project liability [£]: £1,155,804

Total anticipated on-going commitment post-delivery [£]: £0

Programme Affiliation [£]: TBC

Do not use ranges in this table. Either Highest range value or best estimate at this time.

[A] Budget Approved to Date	[B] New Financial Requests	[C] New Budget Total (Post approval)
£1,155,804	£0	£1,155,804
[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)
£1,155,804	£1,020,767	£135,037
[G] Spend to Date	[H] Anticipated future budget requests	
£1,020,767	£0	

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

▼ £2M+ The cost of the project has reduced due to changes to Quietway cycle route alignments

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

▲ £851,200 The cost of the project has increased due to design detailing of the proposals

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

▼ £1,155,804 The cost of the project has reduced due to further design detailing of the proposals

Project Status:

Overall RAG rating: Green

Previous RAG rating: Green

[4] Member Decisions and Delegated Authority

None

[5] Narrative and change**Date and type of last report:**

G5 – 29 June 2016

Key headline updates and change since last report.

Quietway project has been successfully implemented (substantially completed on 16 December 2016). Approval for the project to be closed is now requested.

Headline Scope/Design changes, reasons why, impact of change:**Since 'Project Proposal' (G2) report:**

Some minor re-alignments of the Quietway cycle routes have been carried out to better meet the needs of users and stakeholders.

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

Some minor design changes to the Quietways were introduced to the scheme to meet the needs of users and stakeholders.

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

A minor amendment to materials used were applied to reflect site conditions.

Timetable and Milestones:

Expected timeframe for the project delivery: Completed by 31 December 2016

Milestones:

- 1) Start Public Consultation – September 2015
- 2) Start Detailed Design – August 2015
- 3) Start Construction – July 2016

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

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

Risks and Issues**Top 3 risks:**

<i>Risk description</i>	Work extends beyond the Greater London Authority's target delivery date of 31 December 2016
<i>Risk description</i>	Costs increase due to unknown utility apparatus
<i>Risk description</i>	Work adversely impact on local businesses

Top 3 issues realised <risks which have come to pass:>

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
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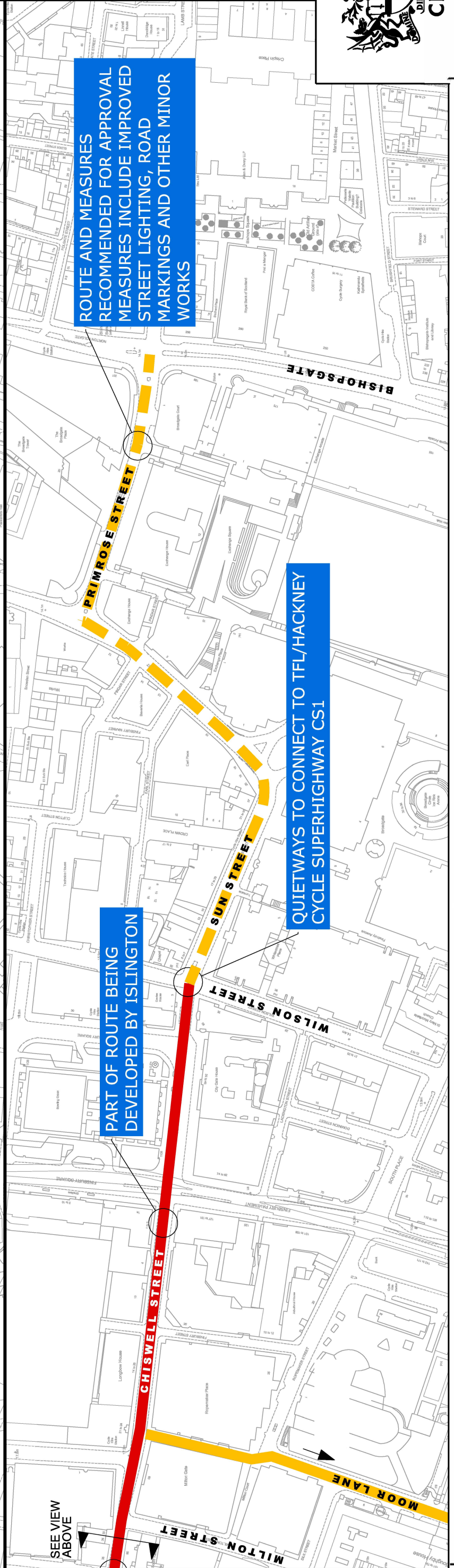
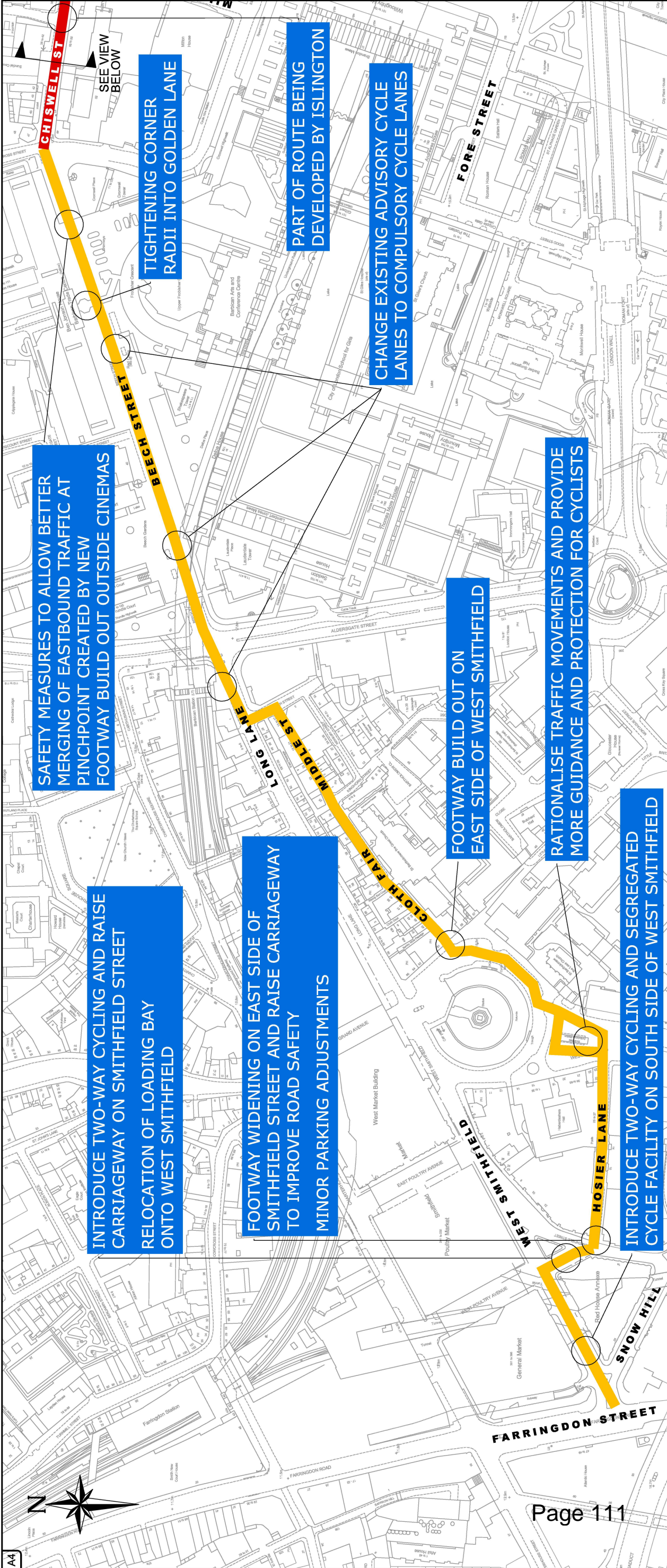
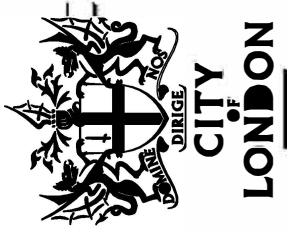
Ground conditions	The original segregated cycle lane design could not be constructed due to shallow underground structures. Bolt down traffic islands were used instead which do not require a foundation.	Construction cost saving. However, the bolt down traffic islands is less robust as well as lower quality than the original design
Stakeholder agreements	The proposal for moor Lane (restricted motor vehicle access) could not be delivered as it was not possible to obtain London Borough of Islington's agreement within the timescales. It has therefore been necessary to defer this element of the project and it will be taken forward when opportunities allow	Minimum cost change
Contractor site work delays	Some minor road marking work was not completed before the programmed completion date. However, the project was substantially completed by 31 December 2016. Closer site supervision of the contractors was requested to minimise the delay	None

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

Yes, a publicity launch day for the City's Quietways was carried out in July 2017. This was attended by Walking and Cycling Commissioner, Chairman of the Active City Network, Chairman of Planning and Transportation Committee, the general public and media outlets for a musical cycle ride along the City's Quietways.

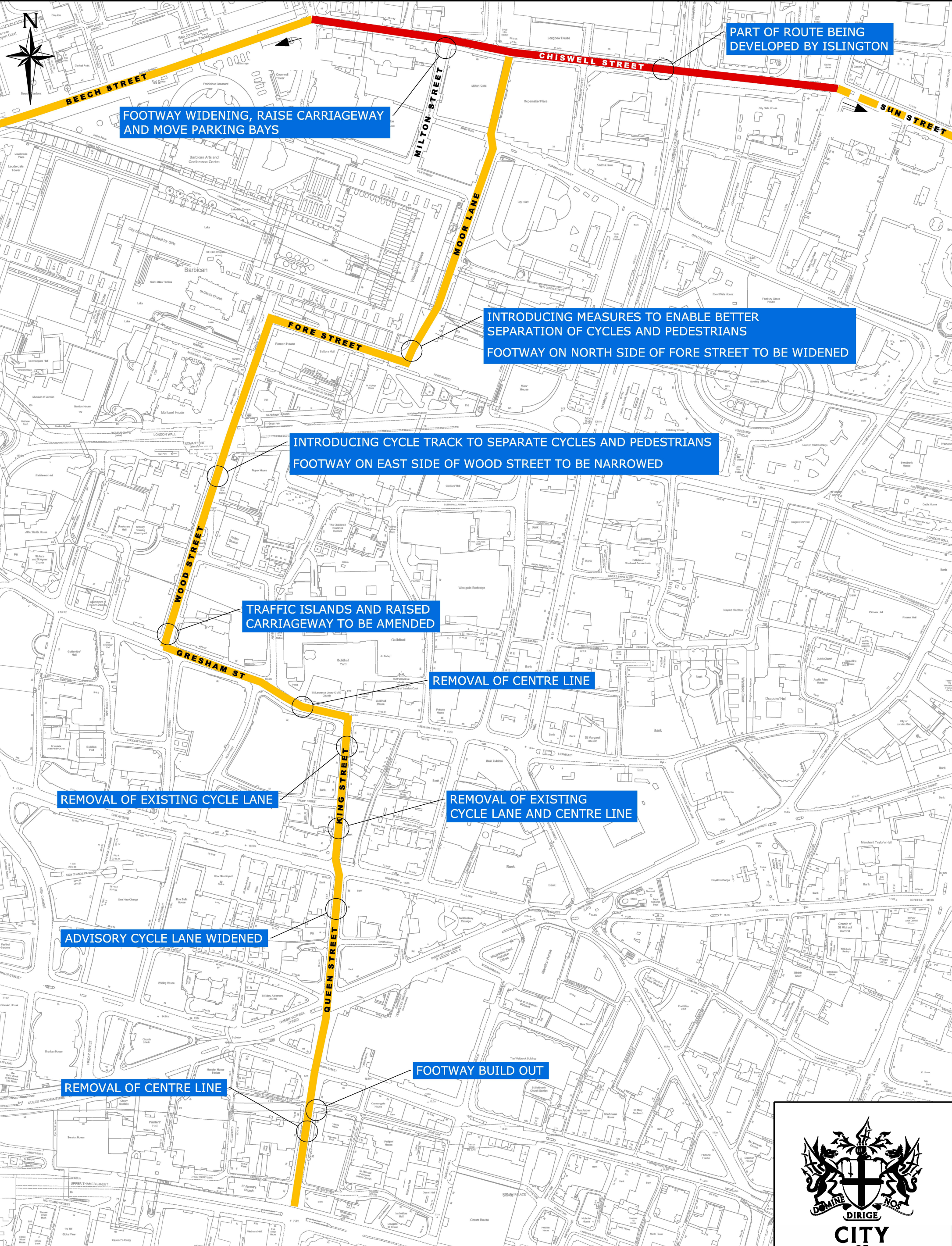
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APPENDIX 1 (1 of 2) - PROPOSALS BETWEEN
FARRINGTON STREET AND BISHOPSGATE



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APPENDIX 1 (2 OF 2) - PROPOSALS BETWEEN CHISWELL STREET AND UPPER THAMES STREET

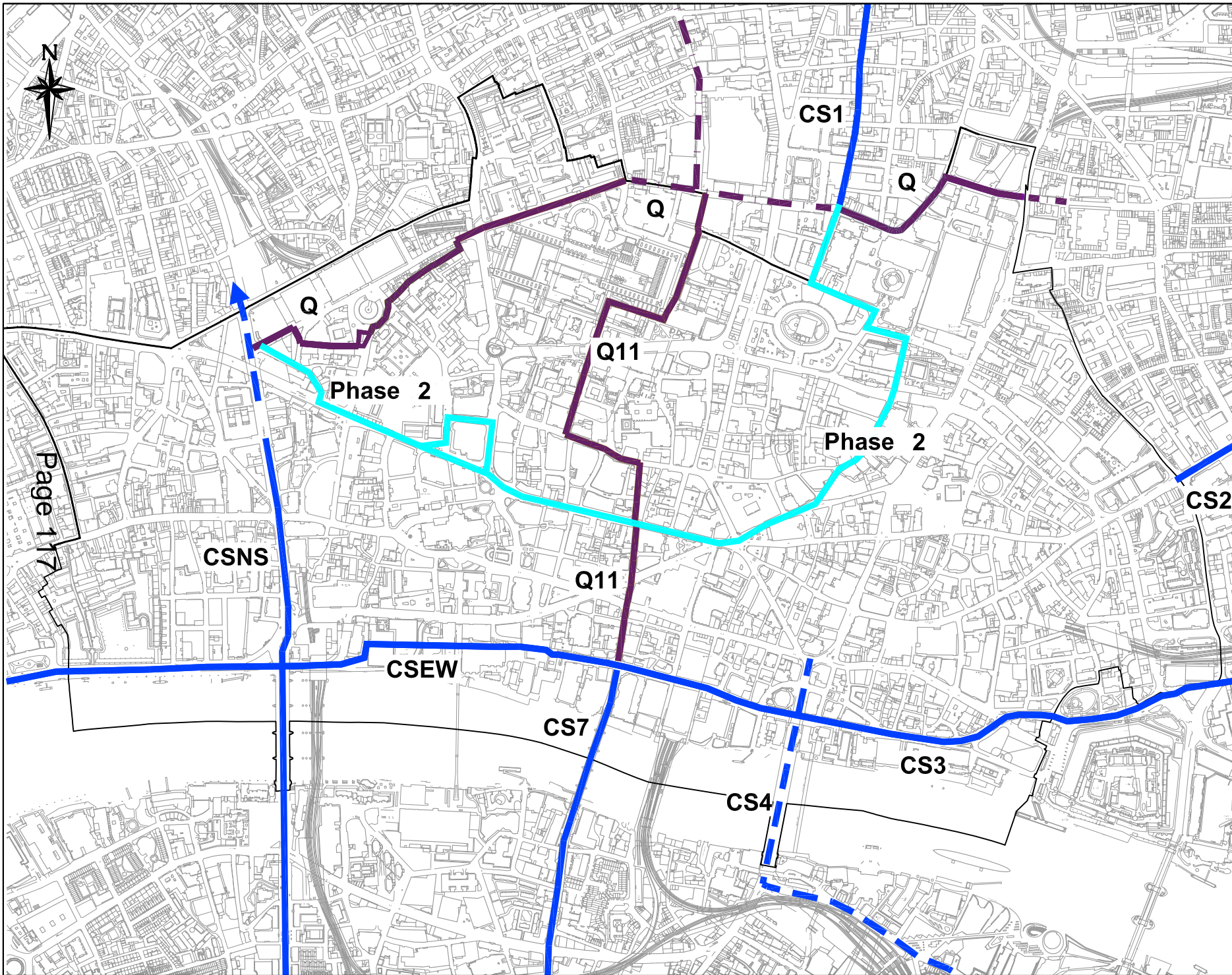


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Appendix 2: Finance Breakdown for Quietways

Cycling Quietways			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	79,041	74,322	4,719
Open Spaces Staff Costs	2,000	1,776	224
P&T Staff Costs	131,107	128,592	2,515
Fees	31,656	31,652	4
Works	912,000	784,425	127,575
TOTAL	1,155,804	1,020,767	135,037

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Key


 City's Quietway Phase 2 Proposed

 City Boundary

 City's Quietways Network

 Quietways developed by neighbouring authority

 TfL Cycle Superhighway Existing

 TfL Cycle Superhighway Proposed

APPENDIX 3

Rev	Date	Revision	Drawn	Checked	Approved
Project					

Cycle Routes in the City Network Overview

Scale	Original map	Date
NTS	A4	02/08/18
Drawn	SL	SL

DEPARTMENT OF THE
BUILT ENVIRONMENT
City of London Corporation
PO Box 270
Guildhall
London EC2P 2EJ
020 7332 1710



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Committees:	Dates:	Item no.
Projects Sub-Committee	10/10/2018	
Streets and Walkways Sub-Committee	23/10/2018	
Subject: 52-54 Lime Street S278 highway improvements (Phase 1) / Leadenhall Street pedestrian crossing (Phase 2)	Gateway 5 Authority to Start Work	Public
Report of: Director of the Built Environment		For Decision

Summary

Dashboard

- Project status:
 - Phase 1 – Green
 - Phase 2 – Amber
- Timeline:
 - Phase 1 – construction nearing completion (anticipated finish Nov 2018)
 - Phase 2 – due to start on site Dec 2018
- Spend to date:
 - Pre-evaluation budget: £132,579 of approved of £356,712
 - Phase 1 construction – £203,575 of approved of £248,576
- Estimated cost of construction (Phase 2): £520,284
- Total estimated cost (Phases 1 & 2): £1,125,572
- Overall project risk:
 - Phase 1 – Green
 - Phase 2 – Amber

Progress to date since previous gateway

In July 2017, the Streets and Walkways and Projects Sub-Committees considered an Issue Report and gave approval to combine the 52-54 Lime Street S278 highway works (Phase 1) and the Leadenhall Street pedestrian crossing project (Phase 2), and to delegate Gateway 5 approval to the chief officer.

Due to uncertainties around funding for the pedestrian crossing works and the need to progress the S278 highway works, the Gateway 5 Report for Phase 1 was issued separately, and subsequently approved by the Chief Officer in January 2018. These works are now nearing completion.

A funding source for the implementation has since been identified, with the developer of the 52-54 Lime Street development agreeing that a portion of the Local Community Facilities and Environmental Improvement Works (LCFEIW) payment, paid under the Section 106 agreement, be used for this purpose. Evaluation and design of the pedestrian crossing have now also been completed.

This Gateway 5 report therefore focuses on the pedestrian crossing (Phase 2).

Recommendations

- Approve the use of the underspend and unallocated monies from the Phase 1 & 2 pre-evaluation funds for the purposes of implementing the crossing
- Approve the allocation of a sum of £432,926 from the LCFEIW payment of the Section 106 agreement for 52-54 Lime Street, to the Phase 2 works
- Note that any monies remaining of the LCFEIW payment be allocated towards the provision of local facilities and the environment in accordance with the agreement
- Approve the Phase 2 implementation budget setup, as set out in Table 3 of Appendix 2
- Approve Phase 2 design proposal and grant authority to start work

Main Report

1. Design summary	<p>The design for the pedestrian crossing has been developed in close partnership with Transport for London (TfL). The design is shown in the general arrangement plan included in Appendix 1 and can be summarised as:</p> <ol style="list-style-type: none"> 1. Widening of raised table to form a level crossing surface between Lime Street and St Mary Axe, finished in asphalt 2. Installation of new signals, including associated ducting 3. New kerbs and footway paving in high quality Yorkstone, as well as tactile paving at crossing points 4. Relocation of motorcycle bay on St Mary Axe (further north) to accommodate the enlarged raised table
2. Delivery team	<p>City Transportation will project manage the works. The City's Highways term contractor (JB Riney) will implement the works, with TfL's specialist contractor installing the signals.</p>
3. Programme and key dates	<ul style="list-style-type: none"> • Civils and Utilities construction work – start January 2019 (until June 2019) • Project close-out – August 2019
4. Outstanding risks	<ul style="list-style-type: none"> • Construction start delayed as a result of receiving final designs and estimates from third party (TfL) in a timely manner • Construction start delayed as a result of surrounding developments, e.g. coordination of road closures
5. Budget	<ol style="list-style-type: none"> 1. Appendix 2 provides a breakdown of the project budget, including (total) spend to date as well as the proposed implementation budget for Phase 2. 2. Design and evaluation fees have previously been paid by the developer and a sum of £87,358 remains (i.e. underspend). It is proposed to use this underspend towards implementation of Phase 2 – see Table 4 of Appendix 2. 3. The remaining 'gap' is to be funded through the 52-54 Lime Street S106 LCFEIW payment, an amount of £432,926 – see Table 4 of Appendix 2. <p>Note that through internal consultation, it has been advised that this report does not need to go to Resources Allocation Sub-Committee for approval as the monies paid under the S106 is restricted for use within the immediate area of the building and therefore further approval for its allocation is not required.</p>
6. Success criteria	<ol style="list-style-type: none"> 1. Meeting the City's requirements for appearance and function of the highway. 2. Introduce a scheme that benefits the public by providing a safer crossing for pedestrians. 3. Help contribute to the delivery of a better walking environment in the City's insurance district.
7. Progress reporting	<p>Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees</p>

Appendices

Appendix 1	General Arrangement Plan
Appendix 2	Finance Table – Project Budget

Contact

Report Author	Aldo Strydom
Email Address	aldo.strydom@cityoflondon.gov.uk
Telephone Number	020 7332 1539

Project Coversheet

[1] Ownership

Unique Project Identifier: 11552 **Report Date:** 17-09-2018
Core Project Name: Leadenhall Street/St Mary Axe junction, pedestrian crossing
Programme Affiliation: Eastern City Cluster (if applicable)
Project Manager: Aldo Strydom
Next Gateway to be passed: Gateway 5

[2] Project Brief

NOTE: While mention of other related projects are made, most notably the highways changes (section 278 works) for 52–54 Lime Street, this Project Coversheet deals primarily with the pedestrian crossing works.

Project Mission statement: The concept of an enlarged pedestrian crossing on Leadenhall Street at its junction with Lime Street and St. Mary Axe was approved by Members in November 2012. However, the introduction of the crossing has been delayed due to the implementation of the development at 52-54 Lime Street (the Scalpel) and a temporary crossing has been in place since 2015 at this junction.

With the Scalpel now approaching completion, the opportunity to progress a large signalised crossing has resurfaced. The crossing is in conformity with the emerging Area Strategy for the Eastern City Cluster and forms the key location for people to cross Leadenhall Street and will require little or no modification as the physical changes contained within the Strategy begin to emerge on street.

Definition of need: Previous to the Scalpel development, a signalised pedestrian crossing was located on Leadenhall Street, east of St. Mary Axe. This was poorly used as it did not support pedestrian desire lines, which resulted in the crossing being ignored and dangerous informal crossing movements occurring along Leadenhall Street. Collision data analysis carried out in 2012 showed that 23 personal injury accidents occurred along Leadenhall Street over a 36-month period to December 2011. 14 of those involved pedestrians and at the time, the Leadenhall Street/St. Mary Axe/Lime Street junction was the sixth most dangerous junction on the City's highway network. The deficiencies of this pedestrian crossing were the second most cited concern in the Eastern City Cluster Area Strategy public consultation exercise conducted in September 2010 and has historically been a regularly raised issue by local businesses and ward members.

Further analysis undertaken in 2012 showed that approximately 6,000 pedestrians crossed in both directions at the intersection during each of the three-hour morning and evening peaks. Since this time the Leadenhall building, at 122 Leadenhall Street, has been completed and as a result the number of pedestrians crossing in this vicinity has significantly increased. These figures are expected to continue to grow upon completion of other developments in the area, notably the Scalpel immediately adjacent to the crossing. In addition, with the opening of Crossrail in 2019, pedestrian movements are set to further increase in the Eastern City Cluster area, including at this junction. As such, a wider crossing is required to accommodate safe movement of people.

Key measures of success:

- 1) Reduction in pedestrian collisions (compared to pre-2012 levels)
- 2) Meeting the expectations and needs of businesses and developers
- 3) Working in partnership with TfL to deliver an upgraded pedestrian facility

[3] Highlights

Finance: – the table below is a snapshot of the combined Phase 1 & 2 project. Please see finance tables in accompanying G5 report for a detailed breakdown.

Total anticipated cost to deliver [£]: 1,038,214

Total anticipated on-going commitment post-delivery [£]: n/a

Programme Affiliation [£]: n/a

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
605,288	432,926	1,038,214
[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)
1,103,886	1,038,214	-65,672
[G] Spend to Date	[H] Anticipated future budget requests	
474,938	0	

Headline Financial changes:

Since 'Project Proposal' (G2) report:

◀▶ n/a – no cost estimates were included at the G2 stage

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

▼ The estimated construction costs (recommended option) totalled £538,000 as stated in the G3 Report (November 2012). The detailed design has been further refined and cost estimates for implementation has been revised down to £520,284.

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

◀▶ n/a – G5 report not yet submitted

Project Status:

Overall RAG rating: Amber

Previous RAG rating: Amber

[4] Member Decisions and Delegated Authority

- November 2012 – Streets & Walkways and Projects Sub-Committees approved Gateway 3 report recommending introduction of large signalised pedestrian crossing on Leadenhall Street at its junction with Lime Street and St. Mary Axe.
- May 2015 – Streets & Walkways Sub-Committee approved Issues Report that discussed delaying the pedestrian crossing as a result of the Scalpel development at 52-54 Lime Street. The developer made a £70,000 compensation payment to the City to meet any additional costs in implementing the crossing as a result from the delay. The Section 106 contribution from the 122 Leadenhall Street development, previously earmarked as a source of funding for the crossing, was reallocated to the Aldgate Gyratory project and it was therefore also noted that the crossing be delivered after completion of the Scalpel subject to further funding being identified.
- July 2017 – Streets & Walkways Sub-Committee approved Issues Report that sought to combine the pedestrian crossing project with the 52-54 Lime Street Section 278 Highway Works.
- Due to a delay in securing funding for the new crossing, and the need to progress the highway works to accommodate the Scalpel, the 52-54 Lime Street Section 278 Highway Works was progressed to Gateway 5 separately and approved by the chief officer, under delegated authority, in January 2018.

[5] Narrative and change

Date and type of last report:

Issues Report, Phase 1 & 2 (July 2017)

Gateway 5 Report, Phase 1 (December 2017)

Key headline updates and change since last report:

The City has identified a funding source for the pedestrian crossing works. At a meeting held in April 2018, the developer of the Scalpel agreed that their Local Community Facilities and Environmental Improvement Works (LCFEIW) payment, paid under the Section 106 agreement, be used for the purposes of constructing the pedestrian crossing with the remaining monies allocated to Aldgate or the Eastern City Cluster area in general, as the City sees fit.

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

Since 'Project Proposal' (G2) report:

G3 Options Report (November 2012) approved, that recommended a large signalised pedestrian crossing on Leadenhall Street at its junction with Lime Street and St Mary Axe.

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

Issues Report (May 2015) approved that recommended delaying the pedestrian crossing implementation due to the Scalpel development. Original S106 funding earmarked for the crossing reallocated.

Issues Report (July 2017) approved to combine the 52-54 Lime Street S278 highway works and the Leadenhall Street pedestrian crossing project, and also to delegate Gateway 5 approval to the chief officer.

Gateway 5 Report (December 2017) approved to progress implementation of Phase 1 works.

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

Phase 1 – construction nearing completion

Phase 2 – n/a

Timetable and Milestones:

Expected timeframe for the project delivery: Jan 2019 – Jun 2019

Milestones:

1) Gateway 5 approved – October 2018

2) Start construction – January 2019

3) End construction – June 2019

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

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

Risks and Issues

Top 3 risks:

<i>Reputational risk</i>	<i>Damage to the City's reputation in delivering a committed project</i>
<i>Project cancelled</i>	<i>Project not funded and cancelled as a result and £70,000 compensation returned to developer</i>
<i>Inability to cope with future growth</i>	<i>Current crossing unable to cope with pedestrian levels, also resulting in increase in pedestrian collisions</i>

See 'risk register template' for full explanation.

Top 3 issues realised

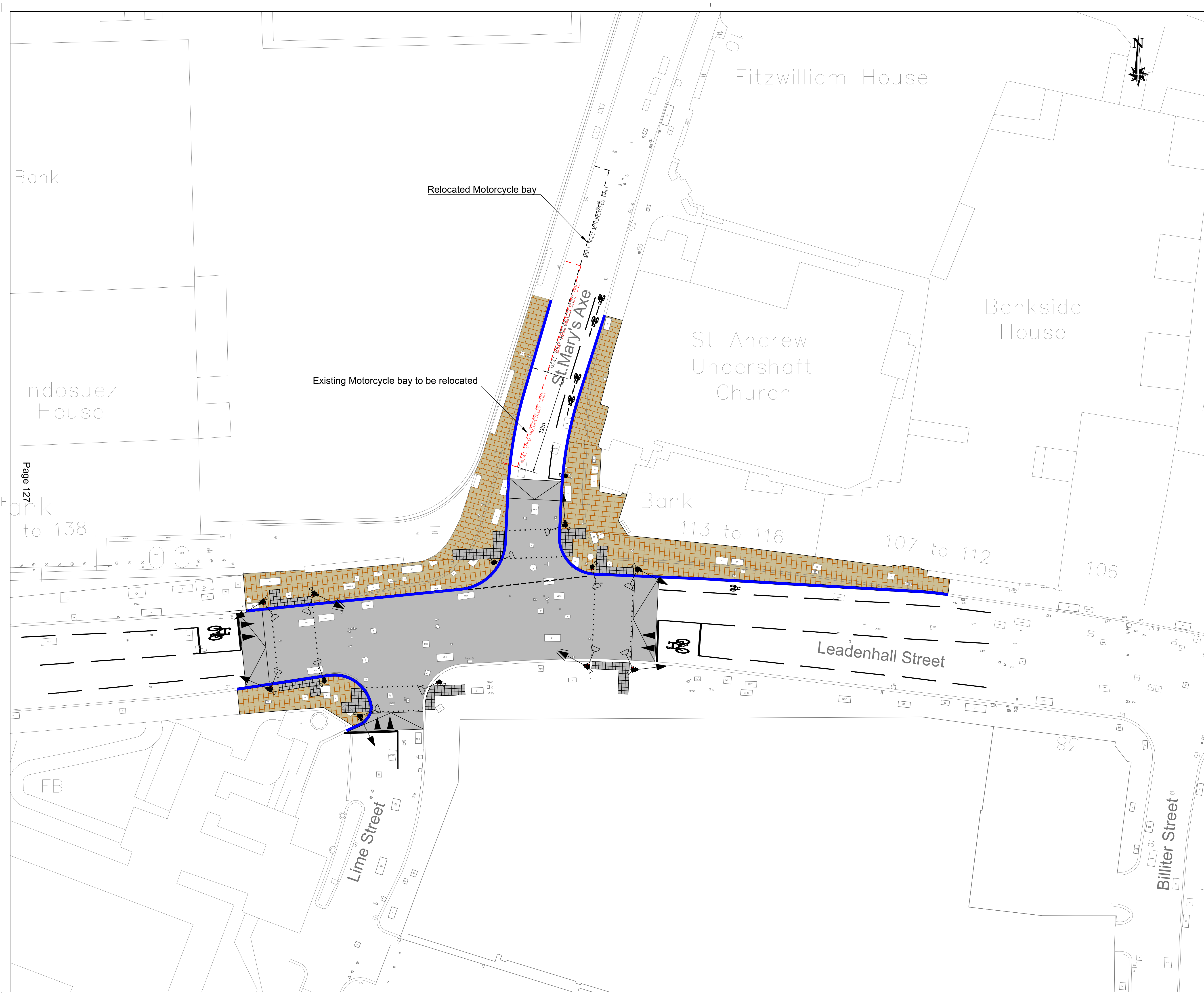
<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
<i>Reallocation of earmarked funding</i>	<i>Risk of project being cancelled. Alternative funding source identified and being addressed through this Issue Report</i>	<i>As described in finance tables</i>
<i>Implementation delayed (due to Scalpel development)</i>	<i>Pedestrians impacted negatively. Compensation payment of £70,000 received from developer, to be used towards designing and implementing crossing</i>	<i>As described in finance tables</i>
<i>Complex programme (coordination of other construction activities)</i>	<i>Further delays to realising pedestrian improvements. Programme updated to accommodate other works in the area.</i>	<i>n/a</i>

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

N – n/a

Appendix 1

General Arrangement Plan



- NOTES**
1. DRAWING BASED ON TOPOGRAPHICAL SURVEY RECEIVED FROM TOPO CREW DRAWING NO. LS-TOPO-100.
 2. NO INFORMATION TO BE SCALED FROM THIS DRAWING.
 3. YORKSTONE PAVING TO BE LAID PERPENDICULAR TO ADJACENT KERB.
 4. WORKS SHALL COMPLY WITH THE CURRENT CITY OF LONDON SPECIFICATION FOR HIGHWAY WORKS.
 5. ALL HARD MATERIAL BROKEN OUT UNDER THE CONTRACT IS TO BE DISPOSED OF TO CONTRACTOR'S TIP.
 6. ACCESS TO BUSINESSES TO BE MAINTAINED AT ALL TIMES.
 7. THE CONTRACTOR WILL BE HELD RESPONSIBLE FOR ANY DAMAGE CAUSED TO PRIVATE HIGHWAYS AND PRIVATELY OWNED STREET FURNITURE.

- KEY**
- NEW YORKSTONE PAVING 600MM WIDE, RANDOM LENGTHS, 63MM DEEP
 - NEW RAISED JUNCTION IN HRA
 - NEW TACTILE PAVING
 - EXISTING KERBLINE
 - NEW 300 x 200 x 900MM PORTUGUESE FLAMED TEXTURED SILVER GREY GRANITE KERB

Rev No.	Date	Description	By

Revision			
TITLE:			
LEADENHALL CROSSING			

TITLE:			
GENERAL ARRANGEMENT			

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIRONMENT
PO Box 270
GUILDHALL
LONDON
EC2P 2EJ

TEL: 020 7606 3030



Sheet:	SHEET 1 of 1	THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE. © CROWN COPYRIGHT 2014. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2014.
Date:	Aug 2018	
Designed by:	IR	
Checked by:	BM	
Scale & Drawing Size:	1:200 @ A1	
Revision:	--	Drawing No:
		100-16800324-GA

Appendix 2

Project Budget

Table 1: Expenditure to date (Pre-evaluation budget)

Phase 1 & 2 Pre-evaluation: Expenditure to date			
Description	Approved budget (£)	Expenditure (£)	Balance remaining (£)
Env Serv Staff Costs	49,136	37,063	12,073
P&T Staff Costs	41,132	42,900	-1,768
Fees	127,840	52,616	75,224
Sub-total	218,108	132,579	85,529
Design costs: staff + fees (pre-2015)	138,604	138,604	0
TOTAL	356,712	271,183	85,529

Table 2: Expenditure to date (Phase 1 implementation)

Phase 1 (S278 Highway Changes) Construction phase: Expenditure to date			
Description	Approved budget (£)	Expenditure (£)	Balance remaining (£)
Env Servs Staff Cost	31,421	27,397	4,024
P&T Staff Costs	9,320	5,608	3,712
Fees	1,500	750	750
Highways works	150,000	120,000	30,000
Utilities	56,335	50,000	6,335
TOTAL	248,576	203,755	44,821

Table 3: Required funds (Phase 2 implementation)

Phase 2 (Leadenhall St pedestrian crossing) Construction phase: Required funds	
Description	Required (£)
Env Servs Staff Cost	17,610
P&T Staff Costs	35,700
Fees (incl. TfL signals works)	128,400
Highways works	188,574
Utilities	150,000
TOTAL	520,284

Table 4: Funding sources (Phase 2 implementation)

<u>Phase 2 (Leadenhall St pedestrian crossing)</u>	
Funding sources	
Description	Required/ available (£)
52-54 Lime St: Pre-evaluation underspend + unallocated	87,358
52-54 Lime St S106 (LCFEIW payment)	432,926
TOTAL	520,284

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Committee(s):	Date:
Streets & Walkways Sub Committee	23 rd October 2018
Subject: Response to Member's Concerns: Replacement existing street furniture to support City of London Wireless Concession.	Public
Report of: Director of Built Environment	For decision
Report author: Steven Bage Strategic Infrastructure Advisor	

Summary

At your meeting on 21st May 2018 a report was considered seeking authorisation to swap out existing 3 metre column with new 8 metre column to host telecommunication infrastructure to support the roll out of 4G cells as part of the Gigabit City Strategy by approved Wireless Concession provider CTIL. It was resolved that Members did not oppose the principle of the replacement of the columns, but that further information was requested to allow Members to take a more informed decision and to consider the implications of their replacement

This report seeks to address Members' requests for further information and recommends that a trial replacing 10 of the columns be undertaken and subject to satisfactory review, that the Town Clerk and Chairman and Deputy Chairman of the Streets and Walkways Committee be given delegated authority relating to the approval of an additional 150 replacement columns.

Recommendations:

- i. That Members grant approval to replace 3 metre columns with taller 8 metre columns, in 10 locations (shown in Appendix 2).
- ii. That subject to Members being content with i), approval is permitted for delegated authority to be granted to the Town Clerk and Chairman and Deputy Chairman of Streets & Walkways Committee to approve the further replacement of 3 metre columns with 8 metre columns in 150 locations to facilitate the housing of 4G and 5G small cell equipment to improve mobile coverage across the Square Mile.

Main Report

Background

1. At Streets & Walkways Committee on 21st May 2018, Members received a report of the Director of Built Environment seeking approval to replace selected existing 3 metre non-electrified street furniture columns (housing road signs / cigarette bins) with taller columns 8 metre columns to house small cell mobile equipment to provide enhanced mobile coverage at street level, to support the City Corporation's

Wireless Concession agreement (signed with CTIL), to ensure that better mobile coverage can be provided in areas of the Square Mile where there is a notable absence of street furniture. 8 metre columns are required in order to ensure that Wi-Fi and mobile signals are not impacted by buses, trees and other structures on the highway which can affect user coverage at street level.

2. It was resolved that Members did not oppose the principle of the replacement of the 3 metre columns, but that further information was requested to allow Members to take a more informed decision and to consider the implications of replacing the existing 3 metre columns with taller 8 metre columns. This report seeks to respond in detail to concerns raised at Streets & Walkways Committee in May 2018, and provides greater clarity on areas requested by Members, which are outlined below:
 - Appearance and dimensions of proposed replacement columns (Appendix 1)
 - Map and schedule of proposed replacement column locations (Appendix 2)
 - Approval from City of London Access Team
 - An Equalities Impact Assessment – Test of Relevance (Appendix 3)
 - Conformity with the City of London Street Scene Manual (now called City of London Public Realm Manual)
 - Protocol for replacing 3 metre columns to 8 metre columns (Appendix 4).

Current situation

3. CTIL has identified sufficient volume of existing City owned street furniture to meet their contractual commitment of 200 small cells to be delivered by Q1 2019. However they have undertaken a review of street furniture to support future deployment of 4G and 5G infrastructure post 2019 and concluded that many of the remaining street furniture columns are not adequate to support ongoing deployment due to the limited height of columns restricting line of site with other street furniture locations.
4. The City Corporation is committed to becoming an early adopter of 5G (the next generation of mobile standards) when it becomes available in 2021 to support future mobile devices and technologies such as smart city applications and it is expected that there will be significant demand for small cells to be installed on City owned street furniture post 2021.
5. It is considered that the replacement of 3 metre street furniture columns with taller 8 metre columns in selected locations is fundamental to rolling out enhanced mobile connectivity across the Square Mile to ensure there is comprehensive City wide coverage that will support the needs of workers, residents and visitors, so ensuring that the City remains competitive as a global business centre.

Response to Member concerns

Appearance and dimension of proposed replacement columns

6. Appendix 1 shows photographs of existing 3 metre and 8 metre columns and the size of the column widths (7cm for 3 metre column and 15cm for 8 metre

column). The Highways Division of the Department of Built Environment has advised that the replacement of the columns will not fundamentally affect pedestrians and other users of the highway, as it is replacing existing street furniture locations rather than adding new street furniture. Similarly, the Development Division in the Department of Built Environment has confirmed that the installation of the 8 metre columns and associated mobile infrastructure are considered non material in urban design and conservation terms. Further engagement with the Development Division will be undertaken in considering additional future sites for replacement columns beyond the initial 10 proposed sites, pending Member's approval of this report.

Map and schedule outlining proposed replacement column locations

7. To ensure that Members are satisfied with the impact of the 8 metre columns on the public highway it is considered that there should be 10 initial locations where 3 metre columns will be replaced with 8 metre columns. The recommendations of this report request that Members approve the initial 10 locations and if found to be satisfactory from a highway perspective, a further report will be prepared seeking approval by the Chairman and Deputy Chairman for approval under Delegate Authority. Appendix 2 shows a map and detailed schedule of the 10 locations, with each of the locations having been surveyed with the Highways Division on its own merits and deemed to be acceptable from a highways perspective.

Approval from CoL Access team

8. The Access Team in the Department of Built Environment, has approved the 10 locations on the basis that the distance between the new 8 metre column and the building line / structure on the highway comfortably exceeds the minimum statutory distance of 2 metres so not restricting the movement of users on the public highway. Any further installations will comply with this requirement

Equality Impact Assessments

9. Equalities Impact Assessments have now been superseded by Equality Analysis which requires a "Test of Relevance" to determine whether a detailed Equality Analysis is required. CPAT has worked with the City Public Realm team in undertaking a Test of Relevance (shown in Appendix 3) in relation to the proposals outlined in this report, which found that there will be no impact on any of the Equality Groups outlined in the Test of Relevance. The Access Team and City Public Realm team has subsequently confirmed that owing to the outcome of the Test of Relevance, a full Equality Assessment for this proposal will not be required and no further action is required.

Conformity with the City of London Public Realm Technical Manual

10. Members requested that the proposals outlined in this report must conform the City of London Street Scene Manual (now called Public Realm Technical Manual). The City Public Realm team is currently in the process of reviewing

and updating their Technical Manual and has included a section providing guidance on design and location of street furniture housing Wi-Fi and small cell infrastructure in conjunction with public realm. This guidance will include a recommended distance between columns and kerbs/walls and general requirements relating to the use/replacement of street furniture to accommodate 4G small cells. The manual is expected to be published for consultation in January 2019.

Protocol for replacing 3 metre columns to 8 metre columns

11. Appendix 4 outlines a protocol for replacement of 3 metre columns with 8 metre columns which aims to ensure through consultation with colleagues in the Department of Built Environment that:

- There is an ongoing need for the column to host street signage.
- There are no major planned programmes of enhancement to be undertaken that could require removal of the columns.
- That a minimum passing distance of 2m exists between the column and building line or structures on the highway.
- All installation works are coordinated in a timely manner and must take place out of hours.
- The total duration of installation works will not take more than 2 days, preventing ongoing impact on users of the public highway.

Conclusion

12. The City continues to suffer from substandard mobile coverage, which must be improved if the Square Mile is to remain competitive as a global business centre. The Wireless Concession agreement with CTIL presents a unique opportunity to create attractive market conditions for mobile operators by offering street furniture assets to encourage widescale roll out of cutting edge wireless technology. It is considered that this report suitably addresses Member's concerns around replacing selected existing 3 metre columns with 8 metre columns which is critical to ensuring that the City can benefit from the installation of 4G and eventually 5G small cells which will reinforce the competitiveness of the City of London as a global business centre.

Steven Bage
Strategic Infrastructure Advisor
T: 0207 332 1910
E: steven.bage@cityoflondon.gov.uk

Appendix 1 - 8 metre and 3 metre column height / footprint comparison



3 metre column



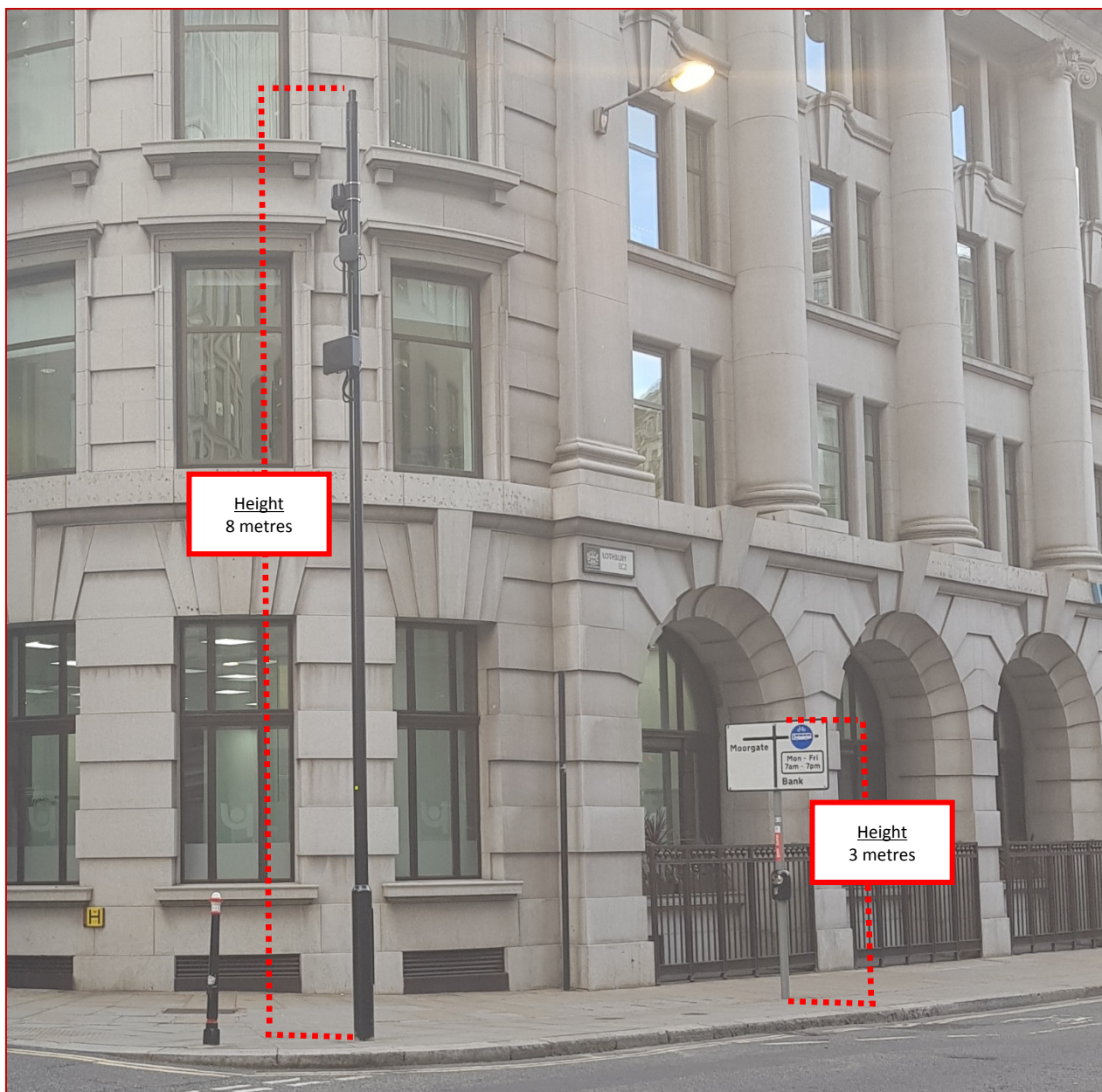
3 metre column – 7 cm column width



8 metre column

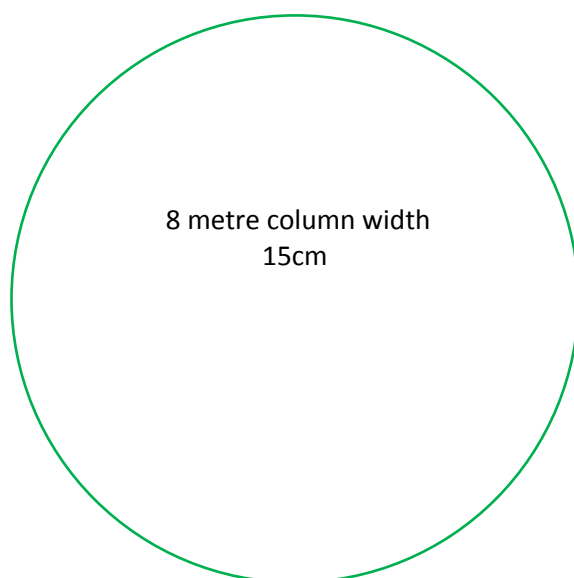


8 metre column base – 15cm

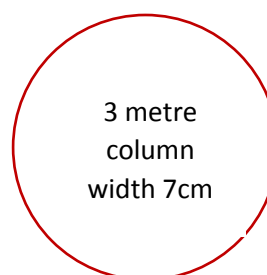


Cross section of Column/Post

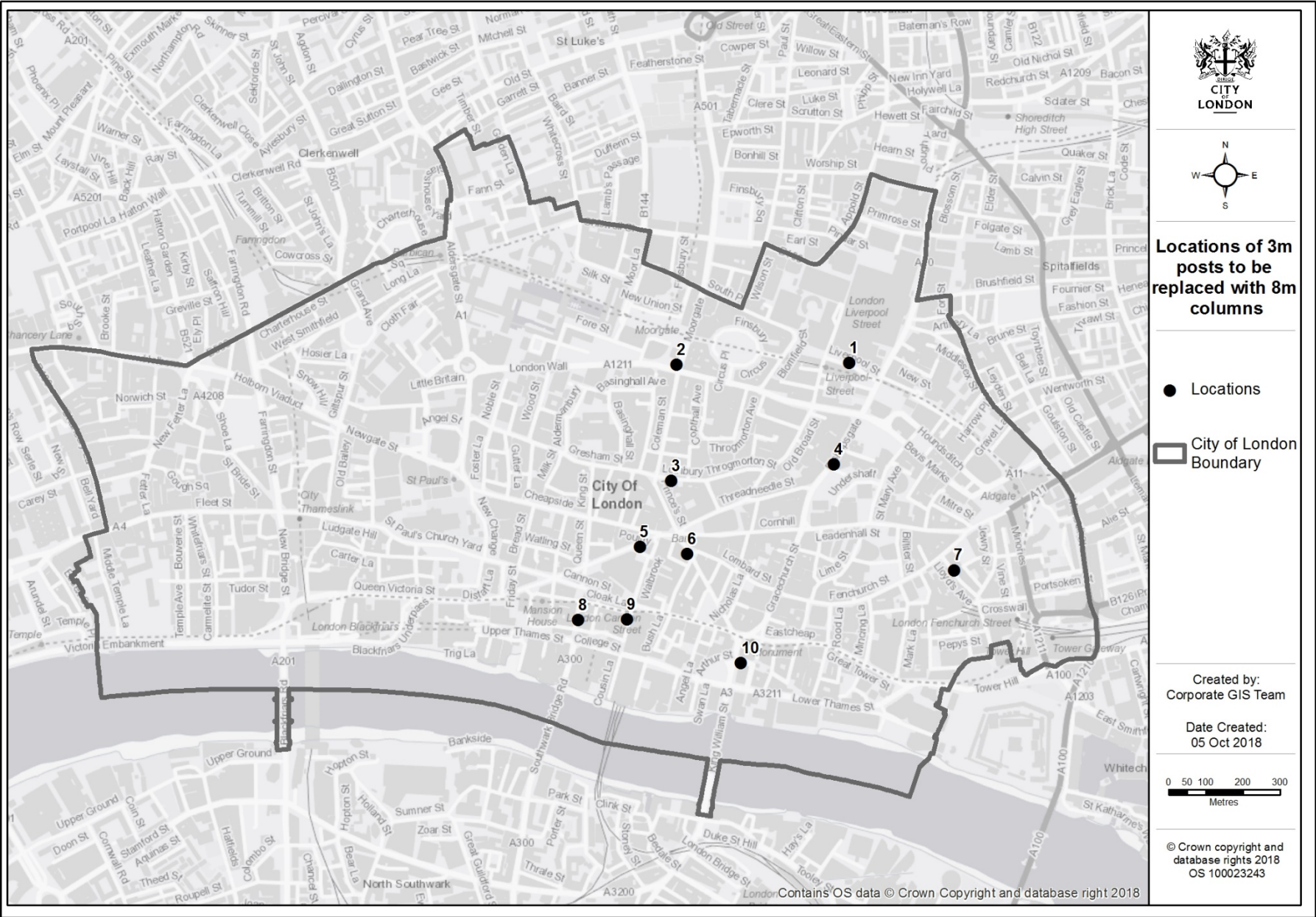
*Scale ratio 1:2



8 metre column width
15cm

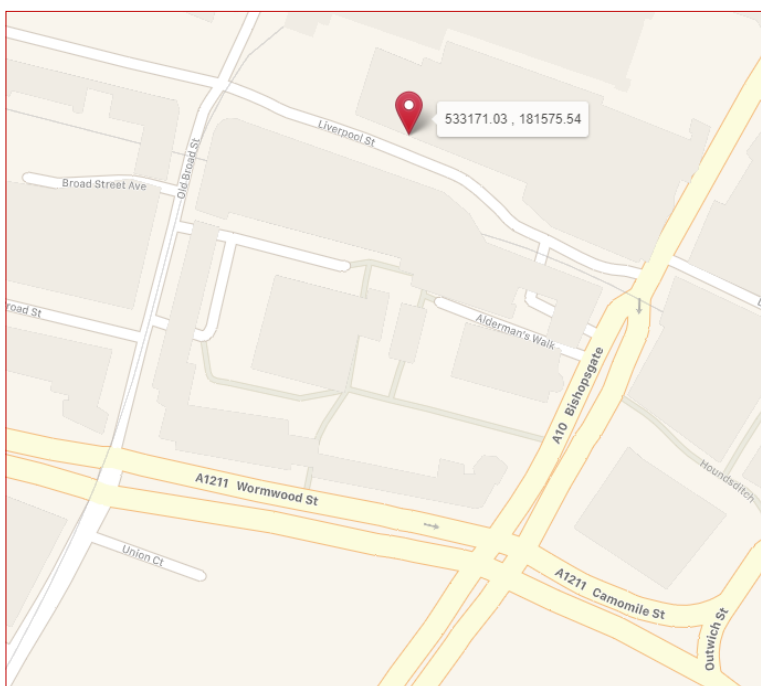


3 metre
column
width 7cm

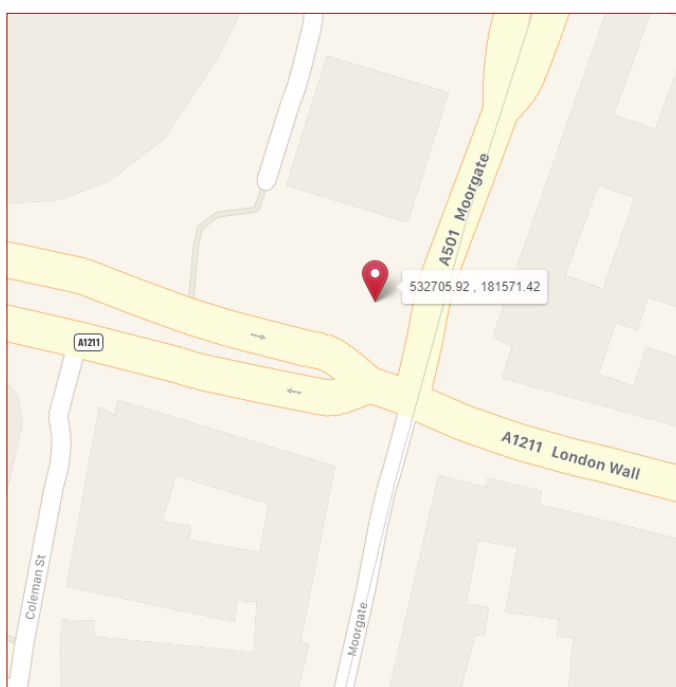


Site specific assessments

Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
1	Liverpool St OS Parking Bay L1	https://goo.gl/maps/RD4MXKzhqu32	533171.03	181575.54	4.5m

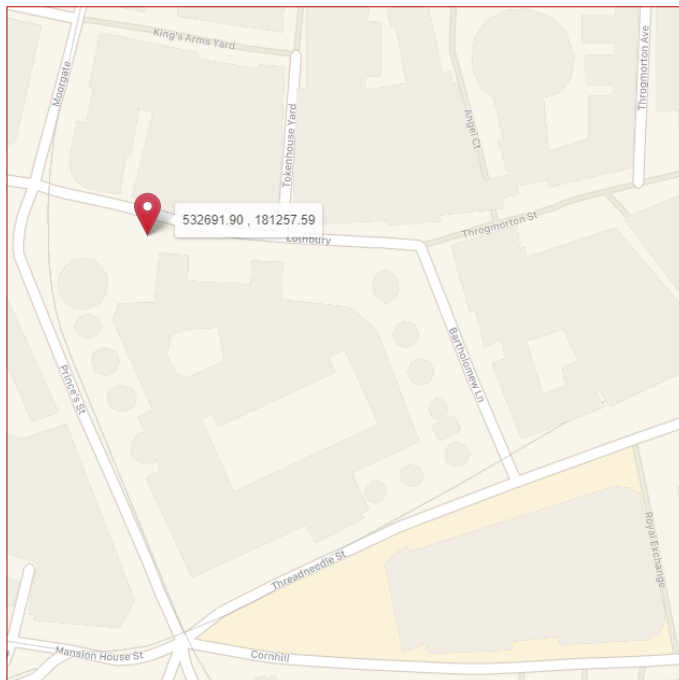


Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
2	Moorgate OS Globe	https://goo.gl/maps/WAENaFf3PXN2	532705.92	181571.42	5.5m

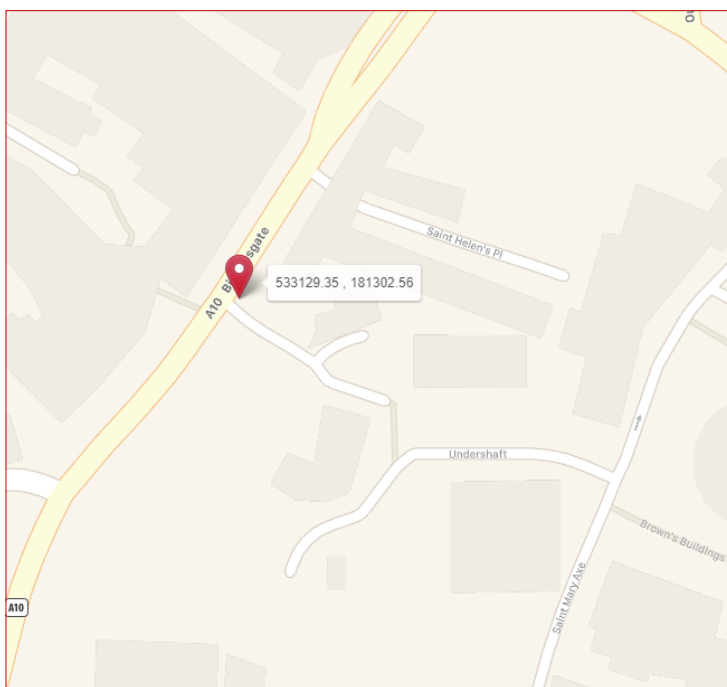


Site specific assessments

Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
3	Lothbury OPP 6	https://goo.gl/maps/xQdkV7ydc6s	532691.90	181257.59	5m

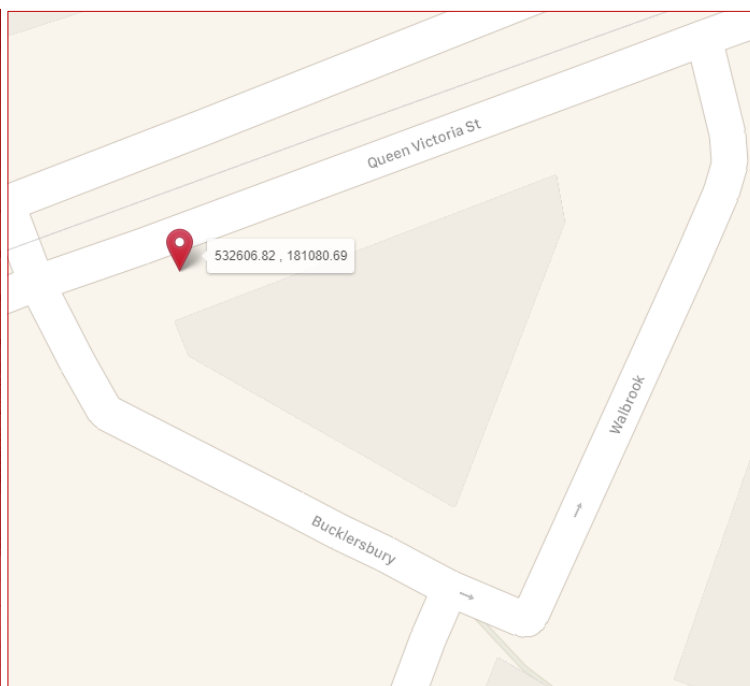


Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
4	Bishopsgate OS 42-44	https://goo.gl/maps/D5vafzVFvko	533129.35	181302.56	3m

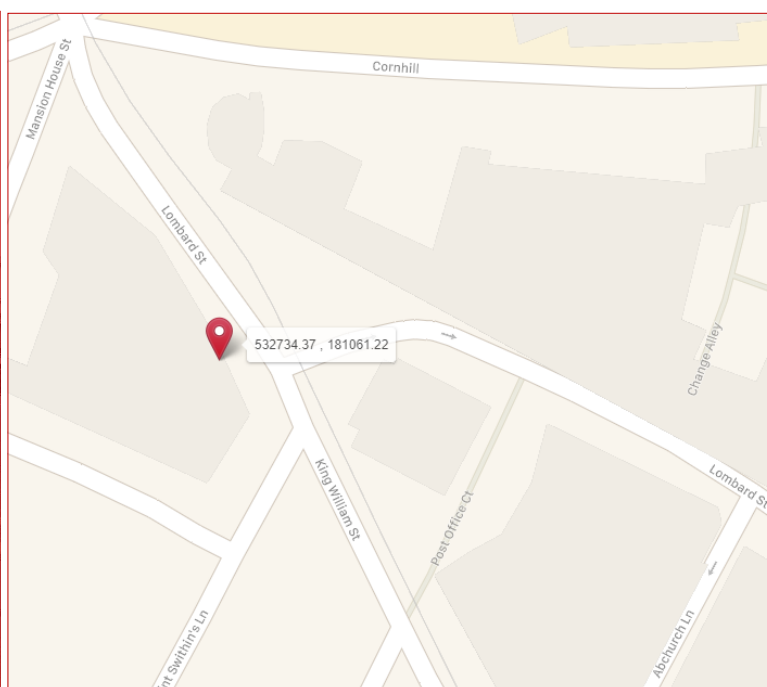


Site specific assessments

Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
5	Queen Victoria St JW Bucklersbury	https://goo.gl/maps/4uwZ3MUBRr62	532606.82	181080.69	4.5m

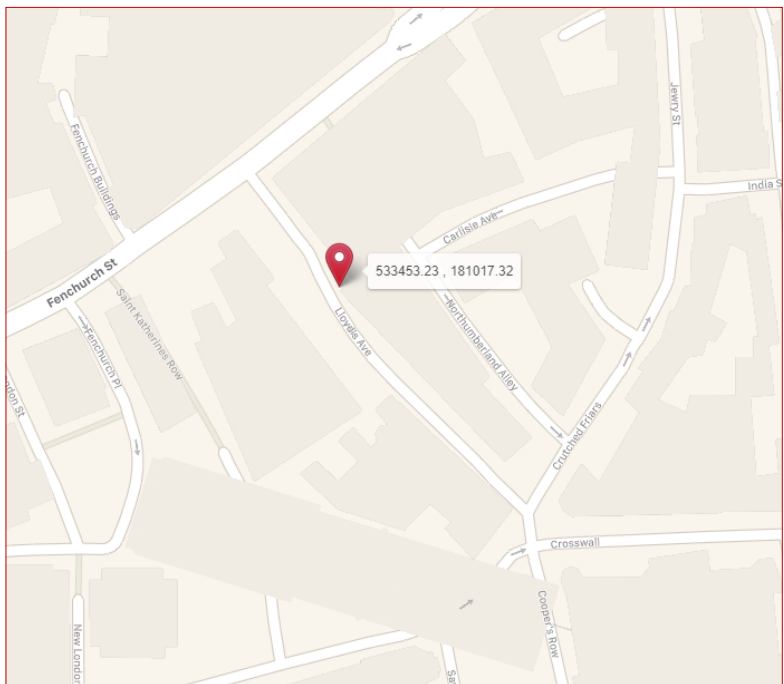


Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
6	King William St OPP Lombard Street	https://goo.gl/maps/7LbWhUqpvuq	532734.37	181061.22	2m

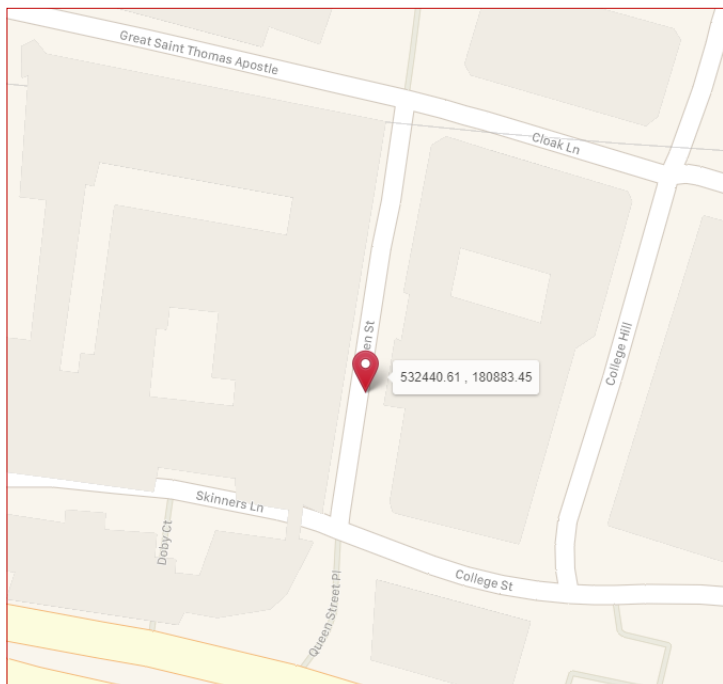


Site specific assessments

Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
7	Lloyds Ave JW Carlisle Avenue	https://goo.gl/maps/4eNNMRgEaW22	533453.23	181017.32	3m

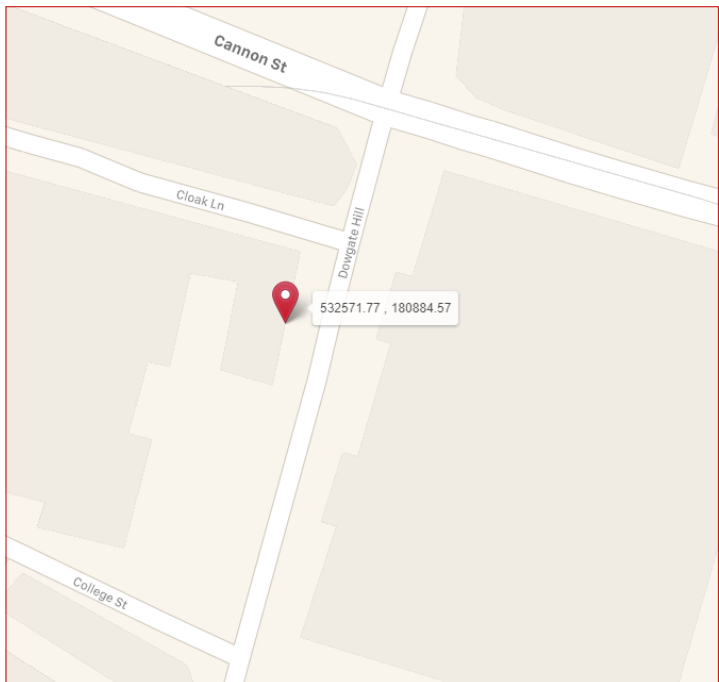


Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
8	Queen Street by Parking Bay Q3	https://goo.gl/maps/iSgwKjQd2dF2	532440.61	180883.45	3m

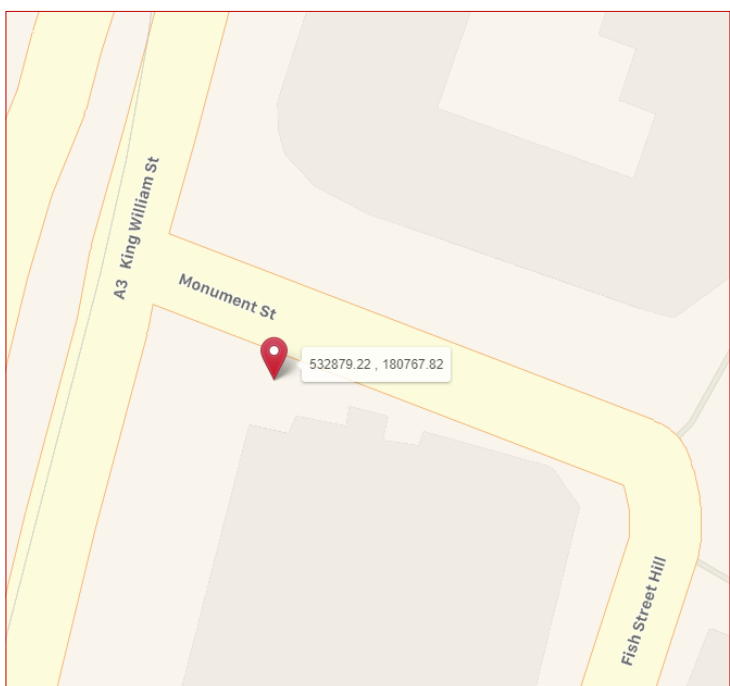


Site specific assessments

Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
9	Dowgate Hill OS 6	https://goo.gl/maps/5V45jHWmw2K2	532571.77	180884.57	4.5m



Site No.	Location	Google Maps link	Eastings	Northings	Footway clearance
10	Monument Street JW King William St	https://goo.gl/maps/J75E61FBLCm	532879.22	180767.82	3.5m



TEST OF RELEVANCE : EQUALITY ANALYSIS (EA)



Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

What is due regard?

- It involves considering the aims of the duty in a way that is proportionate to the issue at hand
- Ensuring that real consideration is given to the aims and the impact of policies with rigor and with an open mind in such a way that it influences the final decision
- Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.

The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.

Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.

It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.

How to demonstrate compliance

Case law has established the following principles apply to the PSED:

- **Knowledge** – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.
- **Sufficient information** – must be made available to the decision maker
- **Timeliness** – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.
- **Real consideration** – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigor and with an open mind in such a way that it influences the final decision.
- **Sufficient information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty
- **No delegation** – public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

However there is no requirement to:

- Produce equality analysis or an equality impact assessment
- Indiscriminately collect diversity data where equalities issues are not significant
- Publish lengthy documents to show compliance
- Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met
- Make services homogeneous or to try to remove or ignore differences between people.

The key points about demonstrating compliance with the duty are to:

- Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups
- Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications
- Keep adequate records of the full decision making process

Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

On completion of the Test of Relevance screening, officers should:

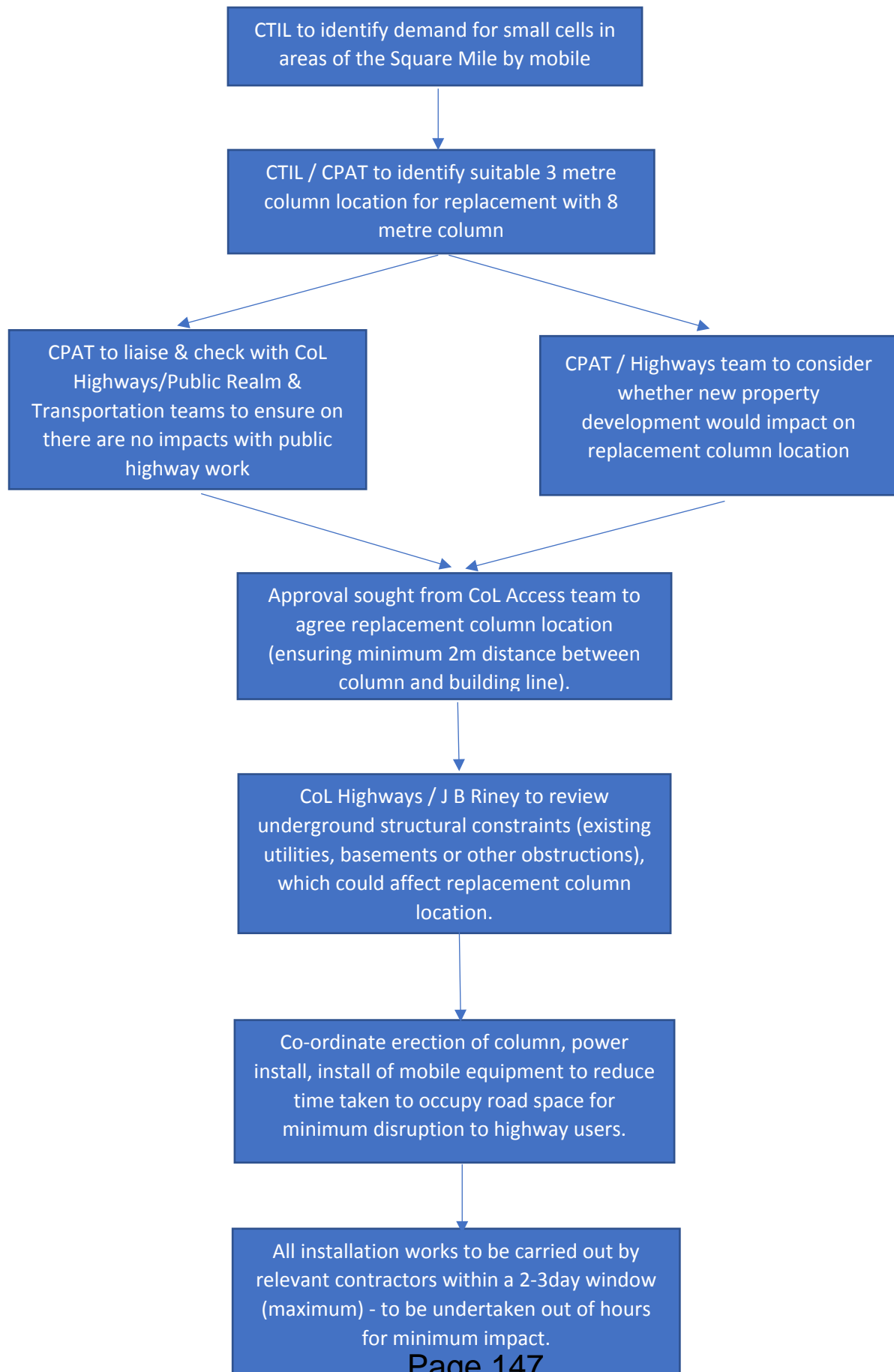
- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

1. Proposal / Project Title: Replacement of 3m posts for 8m columns to assist with the CoL Wireless Concession Deployment				
2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought): Main objective is to utilise existing street furniture for small cell mobile infrastructure. This will also assist the Corporation to become one of the first 5G ready cities in the world.				
3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:				
Protected Characteristic (Equality Group)	<input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact
Age		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Individuals from specific age-group are not impacted.				
Disability		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Each location will be individually pre-assessed for suitability that there is a 2m clearance between the column and buildings/structures to ensure accessibility.				
Gender Reassignment		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Individuals of gender reassignment are not impacted				
Marriage and Civil Partnership		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage or Civil Partnerships are not impacted				
Pregnancy and Maternity		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Each location will be individually pre-assessed for suitability that there is a 2m clearance between the column and buildings/structures to ensure accessibility.				
Race		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Individuals from different racial backgrounds are not impacted				
Religion or Belief		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Individuals with specific religious/beliefs are not impacted				
Sex (i.e. gender)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Individuals of all genders are not impacted				
Sexual Orientation		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Individuals with specific sexual orientation are not impacted				
4. There are no negative/adverse impact(s) Please briefly explain and provide evidence to support this decision:	8m columns are already in-situ across the Square Mile on the public highway with no impact to any of the equality groups mentioned above.			
5. Are there positive impacts of the proposal on any equality groups? Please briefly explain how these are in line with the equality aims:	Using existing CoL assets to increase wireless connectivity at street level is the infrastructure required for future smart city applications. Which are expected to bring increased societal benefits which could assist the equality groups mentioned.			

6. As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Briefly explain your answer: No - Whilst there is some street impact, it is not expected to be detrimental to pedestrians to using the public highway. Doubling of column footprint, from 70mm to 150mm diameter is not expected to impact highway users. All street works to install power & column will be undertaken out-of-hours with minimal excavations and obstructions in the highway.
7. Name of Lead Officer: Sye Thevathas		Job title: Wireless Concession Projects Manager Date of completion: 21 September 2018	

Signed by Service Director:  Name: Simon McGinn Date: 26/9/18

Appendix 4 - Protocol for replacing CoL 3 metre posts with 8 metre columns



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Committees: Corporate Projects Board <i>[for information]</i> Streets and Walkways Sub <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 15 October 2018 23 October 2018 07 November 2018
Subject & Project Title : City Public Realm projects - Consolidated outcome report	
Report of: Director of the Built Environment	
<h1>PUBLIC</h1>	
<p style="text-align: center;"><u>Summary</u></p> <p>This report consolidates the outcome reports for ten City Public Realm projects.</p> <p>High quality spaces between buildings and comfortable walking routes are an essential component for a successful City. A well-designed and managed public realm improves the City's liveability, enables it to accommodate future growth and ensures a sustainable environment. These ten projects have delivered public realm enhancements across the City achieving the outcomes of the Corporate Plan. Key benefits include:</p> <ul style="list-style-type: none"> • An enhanced pedestrian experience and new public spaces for people to rest and delight in; • The addition of tree planting and greenery to soften the urban environment and mitigate the impact of pollution and flood risk; • A more resilient public realm with the integration of security measures in public realm designs; • A more accessible and inclusive urban environment; • More spacious and comfortable walking routes; • Improving the experience of arriving at, and travelling to destinations, including cultural and business venues. <p>The projects have been primarily externally funded from Section 106 receipts and Section 278 Agreements with developers, along with TfL funding. All of the projects have been completed within approved budgets. Unspent Section 106 funds will be the subject of a forthcoming report to re-direct those funds to other projects, subject to the agreement of the developer and subject to compliance with Regulation 122 of the CIL Regulations, where applicable. Unspent Section 278 funds are to be returned to the developer in accordance with the terms of the legal agreements. A financial summary is set out in Table 1.</p> <p>Recommendation</p> <p>It is recommended that, subject to the completion of the outstanding works/actions set out in Appendix 1, the projects are closed and lessons noted.</p>	

Summary of Projects

5 Broadgate (S106 and S278 funded)

Project description and outcomes:

This project delivered an enhanced public realm around the development at 5 Broadgate. A key driver was to include security measures for the development and ensure that this was integrated positively into the design. This was achieved by using a combination of security-rated bollards and planters. Additionally, footways on Sun Street and Appold Street were widened, providing more space for pedestrians and also allowing ten new street trees to be planted. The pedestrian crossing on Sun Street was realigned and widened to better serve a key pedestrian desire line and inset parking bays were installed to create greater effective footway widths.

Key lessons:

- The strategic direction of the project was driven by a high-level Steering Group, led by the City and with representatives from the developer, lead tenant and neighbouring borough (Hackney). The early and continued partnership working ensured that potentially disparate stakeholder aspirations were brought together to achieve a successful outcome. This approach has been successfully used on other similar projects and will continue to be used in the future.
- Agreement was reached with the developer regarding the maintenance of security infrastructure on the public highway. Whilst this is a deviation from standard City practice, it was necessary in this case and a satisfactory solution was found.

Mitre Square (S106 and S278 funded)

Project description and outcomes:

This project delivered a new green public space in Mitre Square, as well as other enhancements to the public realm around the One Creechurch Place development. Vehicle access to Mitre Square was removed (save for access to Sir John Cass's Foundation School) and a new public space, featuring substantial new areas of accessible lawn and other planting, seating and improved lighting, was created. Other enhancements include an improved accessible pedestrian route through Mitre Passage, a raised section of carriageway adjacent to the entrance to the new development facilitating improved pedestrian and cycle movement and new York stone footways around the site. The square and new routes are very well-used by the local community, including the school.

Key lessons:

- The early formation of a project Steering Group ensured that stakeholders with contrasting ideas and aspirations for the project were engaged throughout the design process, and that all key decisions were accepted by all.
- A new stone supplier was used on the project. The quality of the product was below the City's normal standards, and so in future it is recommended that new, untried suppliers are not engaged on similarly high-profile commissions.

Gutter Lane Area Improvements (S278 funded)

Project description and outcomes:

This project involved improvements to footways in the vicinity of the Abacus House development at 33 Gutter Lane. The main elements involved repaving the footway in new York stone and raising the former service entrance up to footway level also in York stone. All servicing would occur from the carriageway on Gutter Lane. The project has created a new accessible pedestrian route and greatly enhanced the setting of the new development.

Key lessons:

- Early engagement with the Licensing Officers to regulate the use of tables and chairs to the rear of Rose & Crown Court was essential. This helped to reduce disruption to the programme.
- Continuous engagement with local occupiers, notably Saddler's Hall was essential. This was to ensure that any works impacts to Saddlers Hall events and activities were managed and potential noise impacts reduced.

Millennium Bridge Area Improvements (S106 and TfL funded)

Project description and outcomes:

This project included public realm improvements along Paul's Walk as part of the delivery of the Riverside Walk enhancement strategy. Enhancements included new trees and a significant increase in planting areas, new seating, resurfacing in York stone with intermittent granite accent paving, improved lighting around the City of London School and amphitheatre style seating directly beneath the Millennium Bridge. The project has delivered a high-quality sustainable setting to the school along with essential seating areas, particularly creating a new innovative use of the area beneath the bridge.

Key lessons:

- Paul's Walk is reclaimed land and as such there were likely to be risks associated with ground conditions such as contamination and asbestos. A specific risk element was included in the budget to manage this and enable specialist subcontractors to be utilised as required. When tests revealed the presence of small levels of asbestos, this led to the drainage design having to be re-done and the original aspiration for additional sustainable drainage elements was not able to be realised. This learning will be used to inform the design and construction of similar schemes.
- Partnership working with the school enabled good communication throughout the project as well as efficiencies in terms of site access and storage.
- The implementation of the final stage of the project has been delayed by the City Surveyor's maintenance works to the river wall. In future, it would be preferable to better coordinate these works and improved communication from the City Surveyors Department would have helped in this respect.

Steelyard Passage improvements (\$106 funded)

Project description and outcomes:

This project involved paving and lighting enhancements to provide a more attractive and safer environment as part of the Riverside Walk enhancement strategy. These enhancements involved raising the carriageway in Cousin Lane and All Hallows Lane, removing unnecessary clutter, improved signage and installing a site-specific sound and light installation that brings the area's rich history to life, discouraging anti-social behaviour and improving the attractiveness of the area for all.

Key Lessons:

- Good working relationships with the City's lighting engineers helped to fix issues with lighting fittings and adapt the timing of the light and sound installation.
- Steelyard Passage is only partly owned by the City with the northern part of the passage being privately owned. Following the completion of the works it was noticed that the privately owned area was not kept clean and well maintained. This was resolved through discussing the issues with the private land owner. However, the ongoing construction works on the private land have meant that the passage is still cluttered on the private side.

Middlesex Street Area Enhancements (Ph 1) (\$106 funded)

Project description and outcomes:

Phase 1 of the Middlesex Street Area enhancements delivered a high-quality pedestrian environment, by transforming two existing traffic islands into a new public space, improving accessibility throughout the area and introducing traffic management changes. Enhancement works included the following:

- Public realm enhancements to the western end of Middlesex Street, Widegate Street, Sandy's Row, and Rose Alley.
- Implementation of traffic management changes on Widegate Street and Sandy's Row.
- Introduction of street trees, bollards and new seating which enliven the area creating a new meeting space.
- The new parking and loading arrangements have retained the functional use of the streets in order to support the Market's operational hours. At the same time, the traffic management changes have delivered a safer pedestrian environment and better links to nearby destinations, such as Spitalfields Market.

Key lessons:

- Face-to-face meetings with local stakeholders at an early stage, including market traders, established a positive relationship and informed the final design of the scheme.
- Close collaboration with City colleagues and officers from the London Borough of Tower Hamlets enabled the delivery of a comprehensive project which addressed existing issues and improved the functional aspects of the local streets.

Fishmongers' Wharf Access Improvements (TfL and S106 funded)

Project description and outcomes:

This was the last remaining inaccessible section of the Riverside Walk. Working closely with the Fishmongers' Company (land owners), the project has delivered a comfortable slope to replace steps, along with lighting and paving improvements.

Key lessons:

- Partnership working with the Fishmongers' Company and managing expectations was essential in designing a scheme that met both accessibility requirements and client and conservation requirements.
- Additional time and fees were required for the legal agreement to meet the requirements of land owners.
- Early structural and civil investigations were essential in informing the design.
- Regular communication with local occupiers during the works stage was essential and additional communication and signage was required to manage the pedestrian diversion and access to businesses

201 Bishopsgate (Ph 1-4) (S106 funded)

Project description and outcomes:

This project was split into four phases, each focussing on different aspects of public realm enhancement around the 201 Bishopsgate development. Phase 1 involved enhancements to Primrose Street, including a raised carriageway to improve accessibility between the development and Broadgate, and new paving throughout. Phase 2 delivered improvements to Norton Folgate; this phase was delivered by Transport for London as the street is part of their Route Network and involved widening the footway adjacent to the new development and introducing a Cycle Hire docking station. Phase 3 involved changes to the junction with Primrose Street and Appold Street; a trial removal of the traffic lights was conducted but not taken forward, and so minor improvements to the junction are to be completed (replacement tactile paving and traffic islands, and new lines and signage). Phase 4 comprised the preparation of the Liverpool Street Area Enhancement Strategy.

Key lessons:

- Phasing of the project ensured that resources were expended more efficiently, by delivering phases in full when possible rather than small sections of individual work over a longer period of time.
- Considerable coordination was required with Network Rail whilst designing and implementing the section of the works over the bridge deck. The lessons learnt from this will be applied to similar projects.

Carter Lane Quarter (including St Lawrence drinking fountain) (S106, TfL and OSPR funded)

Project description and outcomes:

This project included enhancements in Carter Lane between Godilman Street and Blackfriars Lane, and involved new paving, raised carriageway to footway level, and a timed closure in the section between Creed Lane and Ludgate Broadway, meaning that it is closed to motor vehicles between 7am – 7pm to improve the pedestrian environment and accessibility in the area. The project also involved the installation of St Lawrence Jewry Drinking Fountain, a 19th century drinking water fountain that was restored and installed in a new location at the eastern end of Carter Lane Gardens to the south of St Paul's Cathedral. A working drinking fountain was also restored into the historic structure, utilising a modern spout attachment, delivering on the objectives of the 'Plastic Free City'

Key lessons:

- Continuous engagement with local occupiers and businesses in Carter Lane was essential, especially in regards to the design and the timed closure. This also ensured that businesses and shops in the street could be opened and continue to operate without disturbance.
- Close engagement with the City Historic Environment officer and City Surveyor allowed the restoration of the fountain and its re installation to be completed on time and on budget

35 Basinghall Street (S106 funded)

Project description and outcomes:

This project involved the construction of a footway build-out with 4 trees and new paving in Basinghall Avenue, the implementation of an experimental circular feature at the junction with Basinghall Street and bollards. These improvements intended to minimise the conflict between pedestrians and vehicles and to reinforce the more pedestrian nature of this area. The project was funded from the Section 106 from 35 Basinghall Street development.

Key lessons:

- Developing the technical design of the experimental sub-base took a lot longer than originally anticipated. Furthermore, the result of the experiment was that it is not suitable for small module carriageway setts or on in locations with vehicle turning movements. This provided valuable learning for future schemes.
- Regular communication with stakeholders enabled a faster response when issues were raised during the implementation phase

[S1] Key conclusions

Benefits

The ten projects have delivered public realm enhancements across the City, shaping outstanding environments for the growing community and delivering on the outcomes of the Corporate Plan. Key benefits include:

Transforming streets and public spaces for people to admire and enjoy:

- An enhanced pedestrian experience and new public spaces for people to rest and delight in;
- Enhancement and preservation of world-class heritage assets;
- The addition of tree planting and greenery to soften the urban environment and mitigate the impact of pollution and flood risk;

(Corporate Plan outcomes: 9d, 10a, 10c, 10d, 11b)

People are safe and feel safe:

- A more resilient public realm with the integration of security measures in public realm designs;
- Safer streets and public spaces

(Corporate Plan outcomes: 1c, 12b)

Physically well-connected and responsive:

- A more accessible and inclusive urban environment;
- More spacious and comfortable walking routes

(Corporate Plan outcomes: 2d, 9d)

Providing world-class spaces for businesses and markets to thrive:

- Improving the experience of arriving and travelling to destinations, including cultural and business venues.
- Effective use of external funds for investment in the City's public realm

(Corporate Plan outcomes: 5b, 9d)

Funding

All of the projects were delivered within approved budgets. In some cases there were contingency risk amounts that were not required in full such as Fishmongers' Access Works, and 5 Broadgate.

Unspent S106 funds will be the subject of a forthcoming report to re-direct those funds to other projects, subject to the agreement of the developer and subject to compliance with Regulation 122 of the CIL Regulations, where applicable. Unspent S278 funds are to be returned to the developer in accordance with the terms of the legal agreements.

Programmes

Several of the projects were not able to be completed within the timescales originally estimated at Gateway 5. In most cases this was due to delays in the developers programme and the knock-on effects on the public realm projects. In all cases, delays

were communicated to stakeholders and minimised as much as possible. The flexibility provided by the use of the City's term contractor helped greatly in this respect.

[S2] Key Learning and Recommendations

The main lessons learnt from these ten public realm projects have been analysed and grouped as follows:

Partnership Working

- Use of a Steering Group/Working Party on larger projects was beneficial for partnership working and effective decision making in guiding the design development. Examples include 5 Broadgate and Mitre Square projects.
- A few schemes required working on, or using facilities on private land in order to deliver the projects. This highlighted the importance of good partnerships with land owners. Examples include Fishmongers' Wharf where a licence was required to undertake the works on their land and Millennium Bridge Area where the City of London School provided access and storage space for the works on this restricted site.

Communication

- The flexibility provided by the use of the City's highways term contractor allowed for adjustments to work schedules in order to accommodate events and developer's programmes. Examples include the Millennium Bridge Area where noisy working hours were adjusted due to the proximity of the school and Gutter Lane and Fishmongers' Wharf where works were paused to accommodate events.
- Active communication and face-to-face meetings with local stakeholders established a positive relationship that informed the design process and enabled information to be shared easily throughout the life of the projects. Key examples include Middlesex Street Area Enhancements and 201 Bishopsgate.
- Close collaboration with City colleagues from other departments enabled the sharing of information and history of sites to ensure that project issues and risks were minimised. Key examples include the Middlesex Street area and Fishmongers Wharf.
- Communication issues with some of the utility companies was an issue on a few projects which delayed the works at 5 Broadgate in particular. As a result of this and similar issues on other projects, the process for engaging with statutory undertakers has improved through earlier engagement and more collaborative working.

Risk

- A new stone supplier was trialled on one of the projects (Mitre Square). However, the quality of the product that was delivered was below the City's normal standards, and so in future new, untried suppliers will not be engaged on similarly high-profile commissions without further research and samples.
- Where legal agreements were required to carry out works, these often took longer and were more complex than originally anticipated. This had a cost and time implication on the projects affected, in particular, Fishmongers' Access improvements. In future, this risk will be able to be anticipated with additional time and funding allocated to finalising these essential agreements, as well as shared knowledge of the complexities.

Timescales

- Many of the project programmes had to be adjusted to accommodate development construction delays which meant that projects were often not delivered within timescales reported at Gateway 5. This is a common occurrence with development-led projects and one of the benefits of the use of the City's term contractor to undertake works is the flexibility this allows to accommodate such delays without incurring significant costs or claims.

Table 1: Financial Summary

Project (and funding source)	Total Estimated Cost G2 (£'s)	Approved Budget (incl. pre eval costs) (£'s)	Final Outturn Cost (£'s)	Balance Remaining (taking account of outstanding works) (£'s)	Delivered within timescales (Y/N)	Final RAG status
5 Broadgate (S106 and S278 funded)	2,000,000-3,000,000	2,098,921	1,482,861	616,060	N	Green
Mitre Square (S106 and S278 funded)	800,000 – 850,000	1,362,970	1,182,603	144,367	N	Green
Gutter Lane Area Improvements (S278 funded)	85,000	85,000	82,790	2,210	Y	Green
Millennium Bridge Area Improvements (S106 and TfL funded)	950,000	1,093,285	1,022,075	71,210	N	Green
Steelyard Passage improvements (S106 funded)	Pre-dated gateway process	226,190	190,145	36,045	N	Green
Middlesex Street Area Enhancements (Ph 1) (S106 funded)	1,015,000 – 1,120,000	1,091,571	952,100	139,472	Y	Green
Fishmongers' Wharf Access Improvements (S106 and TfL funded)	350,000 – 600,000	433,241	366,279	66,962	N	Green
201 Bishopsgate Phases 1-4 (S106 funded)	Pre-dated gateway process	2,105,424	1,865,259	240,165	N	Green
Carter Lane Quarter (S106, TfL and OSPR funded)	Pre-dated gateway process	1,282,000	1,145,039	136,961	Y	Green
35 Basinghall Street (S106 funded)	Pre-dated gateway process	402,505	387,267	15,238	Y	Green
TOTAL		10,181,107	8,676,418	1,468,690		

[S3] Decisions required

It is recommended that, subject to the completion of the outstanding works/actions set out in Appendix 1, the projects are closed and lessons noted.

Contact

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Appendices

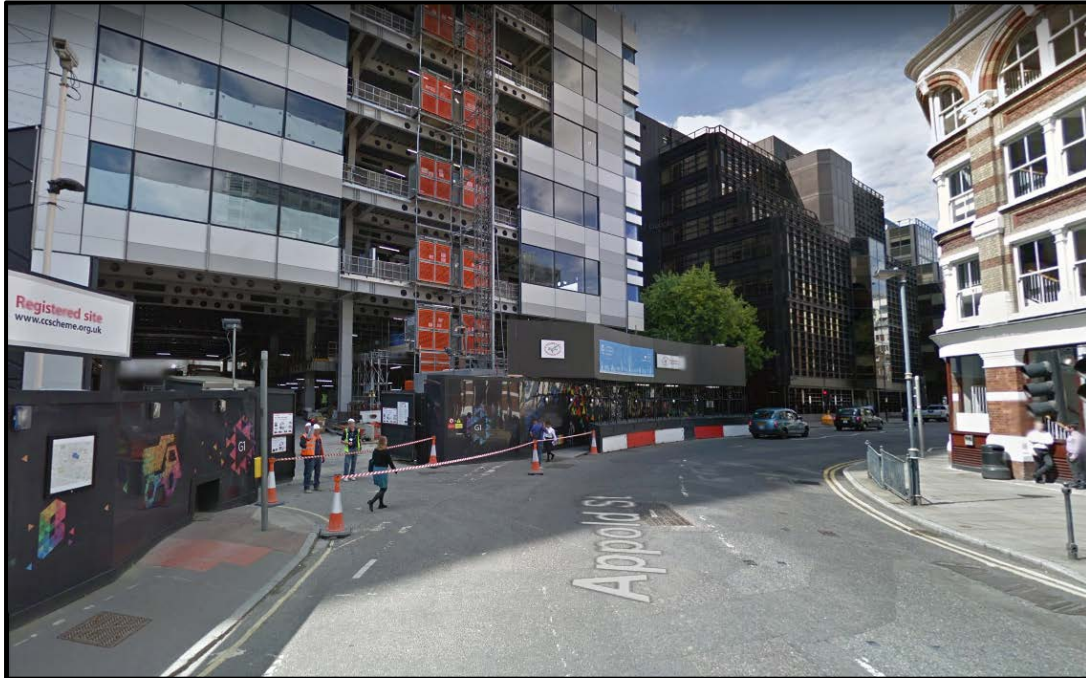
Appendix 1	Outstanding works/actions
Appendix 2	Before and after photos of projects
Appendix 3	Detailed finance tables

Appendix 1 – Outstanding works/actions

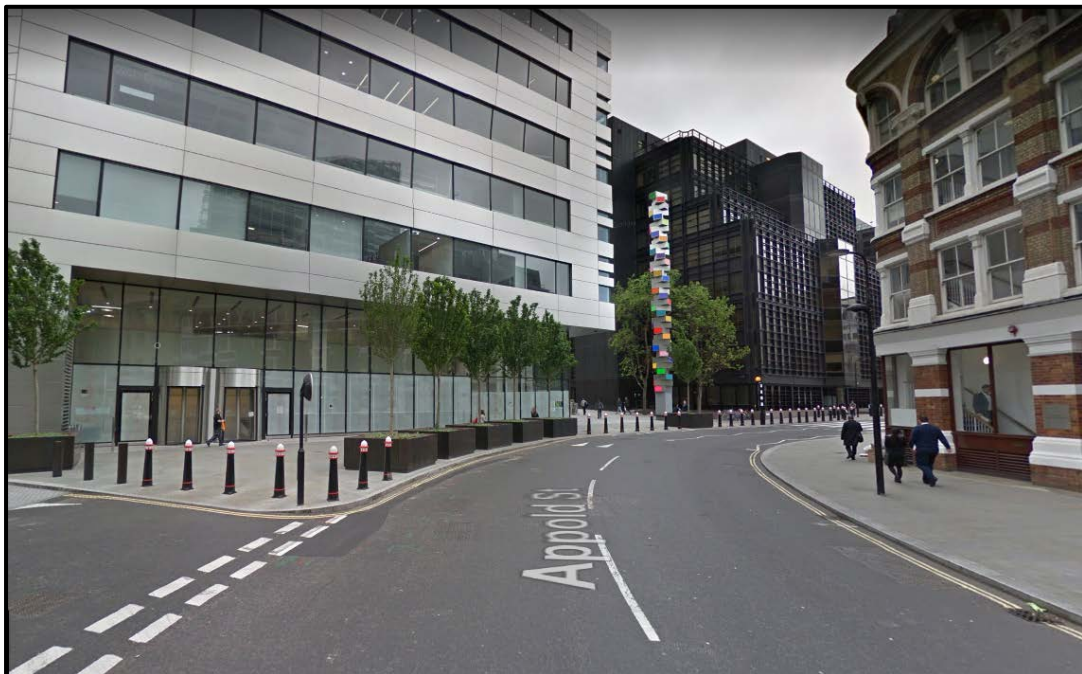
Project	Outstanding works/actions	Cost (£)
5 Broadgate (S106 and S278 funded)	A legal agreement relating to the amended property boundary and associated land swap needs to be engrossed and new boundary demarcation studs installed to reflect this. These works are expected to be completed by the end of the year .	3,000
Mitre Square (S106 and S278 funded)	An historic blue plaque needs to be relocated within the space as part of a planning condition. These works are expected to be completed by the end of the year.	10,000
Millennium Bridge Area Improvements (S106 and TfL funded)	Planting to two planters was delayed due to maintenance works to the River wall. The planting is due to be completed in autumn 2018.	26,264
Fishmongers' Wharf Access Improvements (S106 and TfL funded)	The installation of an interpretive paving feature was delayed due limited fees budget and has now been designed 'in house' and is due to be installed this winter.	13,000
201 Bishopsgate Phases 1-4 (S106 funded)	The improvements required to complete Phase 3 are expected to be completed by the end of the year	57,000

Appendix 2

Before and after photos of projects



5 Broadgate Before



5 Broadgate After



Mitre Square Before



Mitre Square After



Gutter Lane Before



Gutter Lane After



Millennium Bridge Area Before



Millennium Bridge Area After



Steelyard Passage before



Steelyard Passage After



Middlesex Street Area before (Widegate Street)



Middlesex Street Area after (Widegate Street)



Middlesex Street Area before



Middlesex Street Area After



Fishmongers' Wharf before



Fishmongers' Wharf After



201 Bishopsgate Before



201 Bishopsgate After



Carter Lane Before



Carter Lane After



The St Lawrence Jewry drinking fountain restored and in its new location



Basinghall Street area before



Basinghall Street area after

Appendix 3

Detailed finance tables

(taking outstanding works and actions into account)

5 Broadgate S106 - 16100280 & 16800064			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	67,861	51,112	16,749
Staff Costs	111,726	108,651	3,075
Fees	3,451	3,451	-
Works	500,010	268,737	231,273
Contingency	75,000	-	75,000
TOTAL	758,048	431,951	326,097

5 Broadgate S278 - 16800065 & 16100281			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	189,145	169,076	20,069
Staff Costs	114,577	112,557	2,020
Fees	32,650	3,920	28,730
Works	976,341	765,357	210,984
Contingency	28,160	-	28,160
TOTAL	1,340,873	1,050,910	289,963

Mitre Square S278 - 16800326 & 16100326			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	132,878	132,788	89
Staff Costs	47,716	47,604	112
Fees	4,406	4,406	-
Works	365,216	361,623	3,593
TOTAL	550,216	546,421	3,795

Mitre Square S106 - 16800300 & 16100300			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	82,756.00	82,656.00	100.00
Staff Costs	105,000.00	105,592.21	592.21
Fees	40,498.00	6,415.38	34,082.62
Works	548,500.00	441,518.48	106,981.52
TOTAL	776,754	636,182	140,572

Gutter Lane Area Improvement S278 - 16800357 & 16100357			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	14,430.00	14,429.64	0.36
Staff Costs	16,020.00	13,810.10	2,209.90
Fees	4,300.00	4,300.00	-
Works	50,250.00	50,250.00	-
Total	85,000	82,790	2,210

RWE Millennium Bridge Area - 16100154 & 16100257			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	5,000.18	5,000.18	-
Staff Costs	220,401.61	220,379.36	22.25
Fees	102,068.39	101,854.39	214.00
Works	757,829.12	694,841.36	62,987.76
Contingency	7,985.88	-	7,985.88
Total	1,093,285	1,022,075	71,210

RWE Steelyard Passage Phase 2 - 16100201			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Staff Costs	41,300	41,211	89
Fees	10,000	9,210	790
Works	174,890	139,724	35,166
Total	226,190	190,145	36,045

Middlesex Street Area Project			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	71,483	71,483	-
Staff Costs	181,136	172,500	8,636
Fees	101,685	95,425	6,260
Works	737,267	612,691	124,576
Total	1,091,571	952,100	139,472

Fishmongers' Ramp Access - 16800265 & 16100265			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	54,241	52,073	2,168
Staff Costs	69,721	71,525	- 1,804
Fees	29,000	28,282	718
Works	242,279	214,399	27,880
Contingency	38,000	-	38,000
Total	433,241	366,279	66,962

201 Bishopsgate			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre Evaluation	254,893	147,383	107,510
Staff Costs	220,790	224,639	- 3,849
Fees	69,220	64,730	4,491
Works	1,541,124	1,428,508	112,616
Contingency	19,397	-	19,397
Total	2,105,424	1,865,259	240,165

Carter Lane - 16100118 & 16100136			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Pre-Evaluation	39,377	39,352	25
Staff Costs	134,100	123,566	10,534
Fees	101,534	99,378	2,155
Works	965,989	882,742	83,247
Contingency	41,000.00	0.00	41,000
Total	1,282,000	1,145,039	136,961

Basinghall St Area Ph2 - 16100099			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Staff Costs	97,485	96,314	1,171
Fees	14,187	9,377	4,810
Works	290,833	281,575	9,258
Total	402,505	387,267	15,238

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Committee(s)	Dated:
Streets and Walkways Committee for information	23/10/2018
Planning and Transportation Committee for decision	30/10/2018
Project Sub Committee for information	07/11/2018
Policy and Resources Committee for information	15/11/2018
Subject: Review of projects within the Built Environment Directorate	Public
Report of: Carolyn Dwyer, Director of the Built Environment	For Information
Report author: Simon Glynn, Assistant Director City Public Realm	

Summary

This report sets out proposals for the review and prioritisation of transportation and public realm projects within the Department of the Built Environment (DBE) in order to best utilise available funds to deliver corporate priorities and future needs of a vibrant and thriving city.

Currently, the majority of funding for transportation and public realm projects is provided via Community Infrastructure Levy (CIL), Section 106, On-Street Parking Reserve and Section 278 contributions. Officers propose to review the Department's portfolio of projects to ensure resources are being focussed on the correct projects that deliver Corporate Plan aims and outcomes.

The Community Infrastructure Levy (CIL) has largely replaced S106 as a source of funding for DBE projects. Unlike S106 funding, CIL funding is not restricted geographically nor by purpose, provided it is used for delivering or improving infrastructure and addressing the demands that development places on an area. This flexibility means that CIL funding can be more easily pooled to deliver infrastructure changes City-wide.

As this allows more choice on how the funding can be utilised, it is essential to establish a consistent and transparent process to guide funding allocation decisions.

The City's Corporate Plan was adopted in mid-2018 with a greater focus on the outcomes and benefits that the Corporation's activities accrue. There is an opportunity to review Transportation and Public Realm Division's projects to ensure they are better aligned with the plan's aims and outcomes.

Over the past 10 years, the type of projects that the City has been delivering has evolved to include larger, more complex projects. This trend is likely to continue in support of the aspirations of the 'key areas of change' set out in the draft Local Plan and draft Transport Strategy. It is acknowledged that the City has ambitions to deliver major transformational projects over the next 10 years and its timely to conduct a review of our project portfolio to ensure DBE has sufficient funding and resources in place to plan effectively for change.

In the context of this changing funding and corporate policy environment, officers propose to undertake a review of current projects (within project gateways 1 to 4) and anticipated future projects, to ensure that projects are appropriately prioritised, making best use of available funds. In order to aid this process, an approach to prioritisation is set out in the main report. Subject to Members agreeing this approach, the following steps are proposed:

- a) Officers will prepare a report for committees that will recommend which current projects are proposed to continue to completion, which may be reduced in scope and cost, and which are proposed to be stopped. Projects which already have Gateway 5 approval, and those which are solely funded by S278 or Transport for London (TfL), will continue to progress and are not subject to prioritisation.
- b) A draft ten-year plan of future Transportation and Public Realm Division projects will be produced which will be divided into programmes and be presented to Members in a forthcoming report. This report will include forecasts of future CIL income which will provide members with an indication of available funding. This plan will be reviewed annually to ensure that it keeps pace with changing priorities.

Recommendation(s)

Members are asked to:

- Agree the project prioritisation approach outlined in this report
- Note that a forthcoming report will be brought to Committees in early 2019 which will outline a list of current projects to be continued, reduced in scope or stopped, for Members' approval
- Note that a ten-year plan of future prioritised projects, to be reviewed annually, will be appended to this forthcoming report
- Note those projects which have Gateway 5 approval, or are s278 or TfL funded, are outside the scope of this review.

Main Report

Background

Funding Environment

1. The Transportation and Public Realm Division has a project portfolio consisting of approximately 100 projects. Over the past 10 years the scale of projects that has been delivered has increased in size and complexity to address the needs of a vibrant and thriving City. The Planning Act 2008 introduced the Community Infrastructure Levy (CIL) and the City Corporation adopted its CIL in July 2014. A consequence of this new levy is that it largely replaces the obligations that were on developers to make S106 payments where it was considered that a new development had significant impact on the local environment.
2. This has brought about an important change in how funding may be used by the local authority. Whereas S106 funding is usually limited to a particular use or a geographic area in close proximity to the development under a legal agreement signed between the developer and the City Corporation, CIL funding may be used at the local authority's discretion across its district, or wider. It may also be used for a wider range of project types provided they are delivering improved local infrastructure. However, pursuant to the provisions of the City's current Regulation 123 List, enabling infrastructure improvements, or site-specific mitigation measures, required to make developments acceptable in planning terms will still need to be funded through s106 or s278 agreements.
3. Local authorities are required to set out the types of infrastructure, or specific projects, that will be funded through CIL in a Regulation 123 List which must be published. Public consultation is required for any amendments to this List, once adopted. In accordance with the report to Policy and Resources Committee in November 2013, 40% of City CIL receipts are allocated to the Planning and Transportation Committee to determine the use of this funding across a variety of public realm and local transport improvements (as set out in the City's Regulation 123 List).
4. This changing funding environment creates an opportunity to review the projects to be funded from these sources of income.

Policy Context

5. The Corporate Plan has recently been adopted and sets out three aims and 12 outcomes for the City with a greater focus on the outcomes and benefits that the Corporation's activities accrue. The main outcomes that the Transportation and Public Realm Division's portfolio must deliver against are:

- People are Safe and Feel Safe
 - We are digitally and physically well connected and responsive
 - We inspire enterprise, excellence, creativity and collaborative
 - We have clean air, land and water and a thriving and sustainable natural environment
 - Our spaces are secure, resilient and well-maintained.
6. The Local Plan was adopted in 2015 and is being revised to provide a framework for development up to 2036. The emerging Local Plan includes policy to guide 'key areas of change' and it is anticipated that these areas will both attract and require significant levels of change in development terms and in terms of local transportation and public realm. Consultation on a draft Local Plan will take place between November 2018 and February 2019. Within the agreed DBE Business Plan for 2018-19, a draft Transport Strategy will also be consulted upon during this same period.
 7. This changing policy environment presents an opportunity to review Transportation and Public Realm projects to ensure they are better aligned with these plans' aims and outcomes.

Proposal

8. In the context of a changing funding and policy environment it is proposed to review the current Transportation and Public Realm Division's project portfolio to ensure that it is meeting the aims, outcomes and policies as set out in the Corporate Plan, Local Plan and DBE Business Plan.
9. Officers propose to prepare a report for Committees which will recommend which current projects continue to completion, which projects may be reduced in scope and cost, and which are to be stopped, using criteria based on this new policy context to inform these recommendations.

Approach

10. Officers are proposing to work with the Corporate Strategy team on mapping projects against the outcomes of the Corporate Plan and the other key strategies. Officers will review current and future projects against the following criteria:
 - Corporate Plan: determining to what extent projects deliver against aims and outcomes of this, the Transport Strategy and the DBE Business plan (currently being revised):
 - City of London Local Plan 2015 and Draft Local Plan - key areas of change. 'Keys areas of change' focus on those parts of the City where significant change is expected over the next 20 years and where Transportation and Public Realm changes are likely to be necessary.

11. The level at which the project will deliver against each of the outcomes will be defined thereby producing a ranking of all of the projects in the project portfolio. Officers will then undertake a scope and funding review and produce a 10 year plan. This will include factors such as the ability to reduce the scope of projects whilst still achieving key outcomes.
12. Prior to the second report being finalised a member briefing will be arranged.

Exclusions

13. Current projects which already have Gateway 5 approval, and those which are solely funded by S278 agreements or by TfL, are not proposed to be subject to this review. This is because Members have previously given authority to start work, or because the project funding source can only be used to deliver mitigation or enabling infrastructure relating to private development or used on activities agreed by TfL.
14. Highway structures, which are wholly funded by the Bridge House Estate, are also proposed to be beyond the scope of this review.

Projects at Gateway 'Zero'

15. Officers previously submitted an annual report to Committee which provided an update on the delivery of the Transportation and Public Realm Division's portfolio of projects and included a number of 'Gateway 0' projects that were a part of a pipeline of future projects. All projects which are at Gateway 0 will be closed in the *Project Vision* system as no spend to date has been incurred and they have not been fully initiated as projects.

Future Projects

16. Following the completion of the prioritisation exercise, officers are proposing to develop a 'ten-year plan' of future Transportation and Public Realm Division programmes and projects. This will show proposed spend per project and estimated funding using information from the Planning Division, in consultation with the Chamberlains Department. It is proposed that this is presented to Members in a forthcoming report and is reviewed annually to ensure that it keeps pace with changing priorities. This approach would also meet draft Government proposals to require local authorities to prepare annual *Infrastructure Funding Statements*, identifying how CIL will be used.

Corporate & Strategic Implications

17. Regard has been given to the Corporate Plan and the Service Business Plan in developing the proposed approach. The main outcomes in the Corporate Plan that the Transportation and Public Realm Division's portfolio will deliver against are:

- Outcome 1 - People are Safe and Feel Safe
- Outcome 9 - We are digitally and physically well connected and responsive
- Outcome 10 - We inspire enterprise, excellence, creativity and collaborative
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment
- Outcome 12 - Our spaces are secure, resilient and well-maintained.

18. The proposed approach takes account of the proposed Key Areas of Change in the draft Local Plan and proposals in the draft Transport Strategy.

Financial Implications

19. It is acknowledged that the City has ambitions to deliver major transformational projects over the next 10 years and it is timely to conduct a review of our project portfolio to ensure we have sufficient funding and resources in place to plan effectively for change.

Legal Implications

20. Any S106 payments made and held for specific purposes will be spent on the purposes for which they are held or to address the impacts of specific developments, in accordance with the City's obligations under the relevant S106 Agreements.

21. The methodology for prioritisation will need to respect the S106 covenants placed on the City in relation to the use of this funding. As a result of the proposed review, any changes regarding how such funds are to be expended must still ensure the funding is used for projects which address the impacts of the development that generated the funds unless these agreements are specifically re-negotiated with the relevant parties.

Conclusion

22. In the context of a changing funding and policy environment it is proposed to review the current Transportation and Public Realm Division's project

portfolio to ensure that it is meeting the aims, outcomes and policies as set out in the Corporate Plan and the City's Local Plan.

23. Officers propose to prepare a report for Committees which will recommend which live projects continue to completion, which projects may be reduced in scope and cost, and which are to be stopped, using criteria based on this new policy context to inform these recommendations. Members are asked to approve the proposed approach and next steps outlined in the recommendations in this report.

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Committees:		Dates:	
Streets and Walkways Sub-Committee		23 October 2018	
Subject: Shoe Lane Quarter Public Realm Enhancements – Phase 2		Gateway 6 Progress Report Complex	Public
Report of: Director of the Built Environment Report Author: Daniel Laybourn: City Transportation			For Information
<p style="text-align: center;"><u>Summary</u></p> <p>Dashboard</p> <ul style="list-style-type: none"> • Project Status: Green • Last Gateway: 5 (Approval to start work in October 2017) • Estimated Final Cost: approximately £7.6m (fully S106/278 developer funded) • Spend to date: approximately £5.2m (pre-ordering of security items and other more bespoke materials has been required) • Overall project risk: Green <p><u>Recommendations</u></p> <p>It is recommended this report be received.</p>			

Main Report

1. Reporting period	1.1 January to September 2018 inclusive.
2. Progress to date	<p>Construction</p> <p>2.1 Work on the scheme is progressing well, with three out of 19 phases complete and a further six currently underway. The Client, Goldman Sachs, are happy with progress as the City & Riney seek to reduce a number of programme delays caused by late handover from the main contractor. Goldman Sachs have accepted the delays as reasonable given they have arisen from their building's construction.</p> <p>2.2 In parts this was as much as two months later than planned, but all three parties are working to accelerate the current programme and adjust the phasing to meet Goldman Sachs' occupation date. This includes close cooperation with Deloitte / Overbury who are finishing the fit out to 1 New Street Square. Whilst working through the problems, due to the flexible nature of the City's contract with its Principal Contractor, JB Riney, savings have been made through the redeployment of labour during the delays and subsequently there have been no</p>

	<p>compensation events. See Appendix 1 (Construction Phasing Plan) and 2 (Construction Programme).</p> <p>2.3 Successful cooperation with Transport for London (TfL) has been especially important as both this project and TfL's new Cycle Superhighway extension were on site at the same time. Both the City's element of the public realm works, and TfL's cycle superhighway projects on Farringdon Street are now substantially complete, with the City beginning the formal handover of this section of work to TfL (the street's owner) in September 2018.</p> <p>2.4 The project team is completing the construction and installation design of a complex set of large and interlinking ornamental blocks on Stonecutter Street that will form the feature wall for the steps adjacent to the building. The construction design and installation of the complex hostile vehicle measures surrounding the site also continues.</p> <p>2.5 Implementation of the required traffic and highway regulatory changes around the development has also begun. This has been in consultation with the developer to ensure their requirements are met.</p> <p>2.6 In Shoe Lane North, and with agreement from Goldman Sachs, the project team are now planning to open the road to all traffic in the northbound direction due to safety concerns raised in the subsequent Road Safety Audit and the complexities found with the original proposal. Previous traffic modelling suggests the level of traffic reassignment through Shoe Lane North after this change would be minimal, and this will be monitored post-implementation. 'Ring of Steel' integrity will be maintained after the change via City of Police CCTV as agreed previously.</p> <p>Finances</p> <p>2.7 As per the notes in the summary, the project is currently 'green' in terms of finance and the further detail can be seen in Appendix 3 (Finance table). The last of the planned S278 instalments was requested from the developer in September 2018 for payment to the City by the end of December 2018.</p> <p>Stakeholder Engagement/ Communications</p> <p>2.8 The City Transportation team has continued with local stakeholder engagement via a working group and communications strategy as established earlier in the project. To date, the project has received a minimal amount of complaints, which is particularly pleasing given the nature of the local network and number of schemes in the area.</p>
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	<p>Developer Relations and Update</p> <p>2.9 The City continues to meet with the developer very regularly. This has enabled quick decision making, negotiations and issue resolution, and every effort has and will be made to accommodate their requests regarding the new development. The developer has recently stated to senior management that they are very pleased with the progress and improvements that have already taken place.</p> <p>2.10 The new building has achieved construction practical completion and its fit-out is underway. It's understood that occupation is expected to begin in May 2019.</p> <p>Post Implementation Elements</p> <p>2.11 City Transportation has been working with Open Spaces, Highways Maintenance and Streets Cleansing teams to define an annual maintenance plan, to be agreed and funded by the developer as required by the Section 106/ 278 agreement. This agreement will cover the additional maintenance costs incurred from the non-standard items in the public realm. The annual maintenance plan is expected to be signed and agreed in early 2019.</p> <p>Risks and Issues</p> <p>2.12 As the project progresses, the level of risk has naturally reduced. Also, the teams involved have undertaken mitigations to further reduce the outstanding risks. Currently, there are no significant risks that do not have a mitigation strategy.</p>
<p>3. Next steps</p>	<p>A further update report will follow in April 2019.</p>

Appendices

Appendix 1	Construction Phasing Plan
Appendix 2	Construction Programme
Appendix 3	Finance table
Appendix 4	Assorted Scheme Photos

Contact

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Project Coversheet

[1] Ownership

Unique Project Identifier: n/a **Report Date:**
Core Project Name: Shoe Lane Quarter Public Realm Enhancements – Phase 2
Programme Affiliation (if applicable): n/a
Project Manager: Daniel Laybourn
Next Gateway to be passed: Gateway 6 (Update Report) - Complex

[2] Project Brief

Project Mission statement: Public Realm and Highway Improvements to accompany the S106/278 London Development Project

Definition of need: Updating the area around the development to supplement and account for the changes the project will bring.

Key measures of success:

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

[3] Highlights

Finance:

Total anticipated cost to deliver [£]: Approximately £7.6m

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

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

Programme Affiliation [£]: n/a

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£7.6m	n/a	n/a
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
n/a	n/a	n/a
[G] Spend to Date	[H] Anticipated future budget requests	
£4.5m	None.	

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

▲ £7m (increase of £0.6m)

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

▼ £8m (decrease of £0.4m)

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

£7.6m (no change)

Project Status:**Overall RAG rating:** Green**Previous RAG rating:** Green**[4] Member Decisions and Delegated Authority**

Gateway 5 (Approval to start Work) was approved in October/ November 2017.

[5] Narrative and change**Date and type of last report:**

Gateway 5 (Approval to start Work) – 8/11/17

Key headline updates and change since last report.

Work has commenced on-site and has been progressing well. Please see the main report for more details.

Headline Scope/Design changes, reasons why, impact of change:**Since 'Project Proposal' (G2) report:**

n/a

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

n/a

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

n/a

Timetable and Milestones:**Expected timeframe for the project delivery:** July 2019**Milestones:**

1) Practical completion of work on Farringdon Street with handover to TfL – August 2018

2) On-site completion of the scheme in July 2019

3)

Are we on track for this stage of the project against the plan/major milestones? Yes**Are we on track for completing the project against the expected timeframe for project delivery?** Yes, given the nature of the project**Risks and Issues****Top 3 risks:**

<i>Risk description</i>	Delays to the implementation programme on Farringdon Street due to changes in HVM design
<i>Risk description</i>	The TfL technical approvals team do not approve the footway design
<i>Risk description</i>	Failure of developer to vacate areas on time

See 'risk register template' for full explanation.

Top 3 issues realised

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
none	n/a	n/a

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

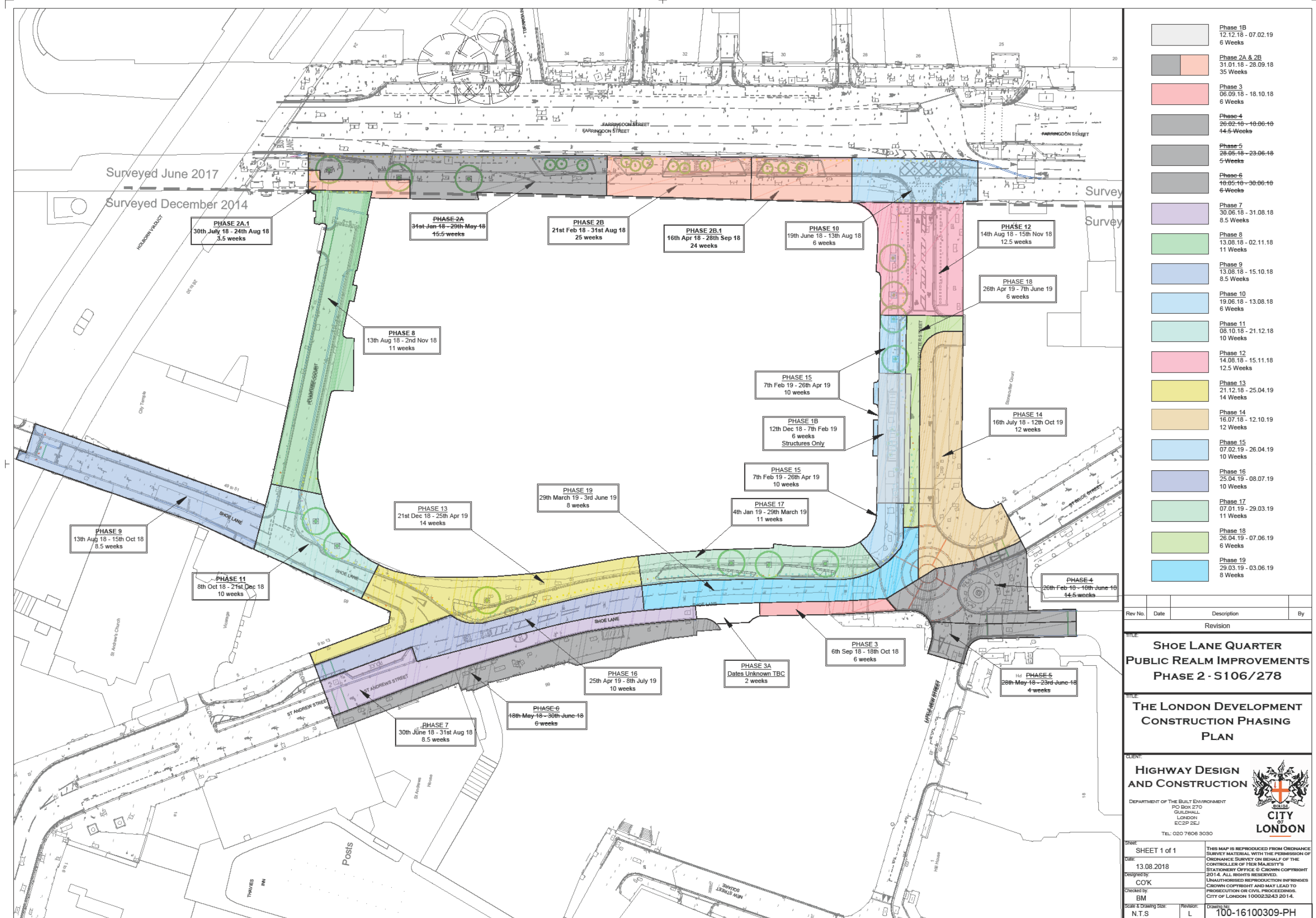
Authorised

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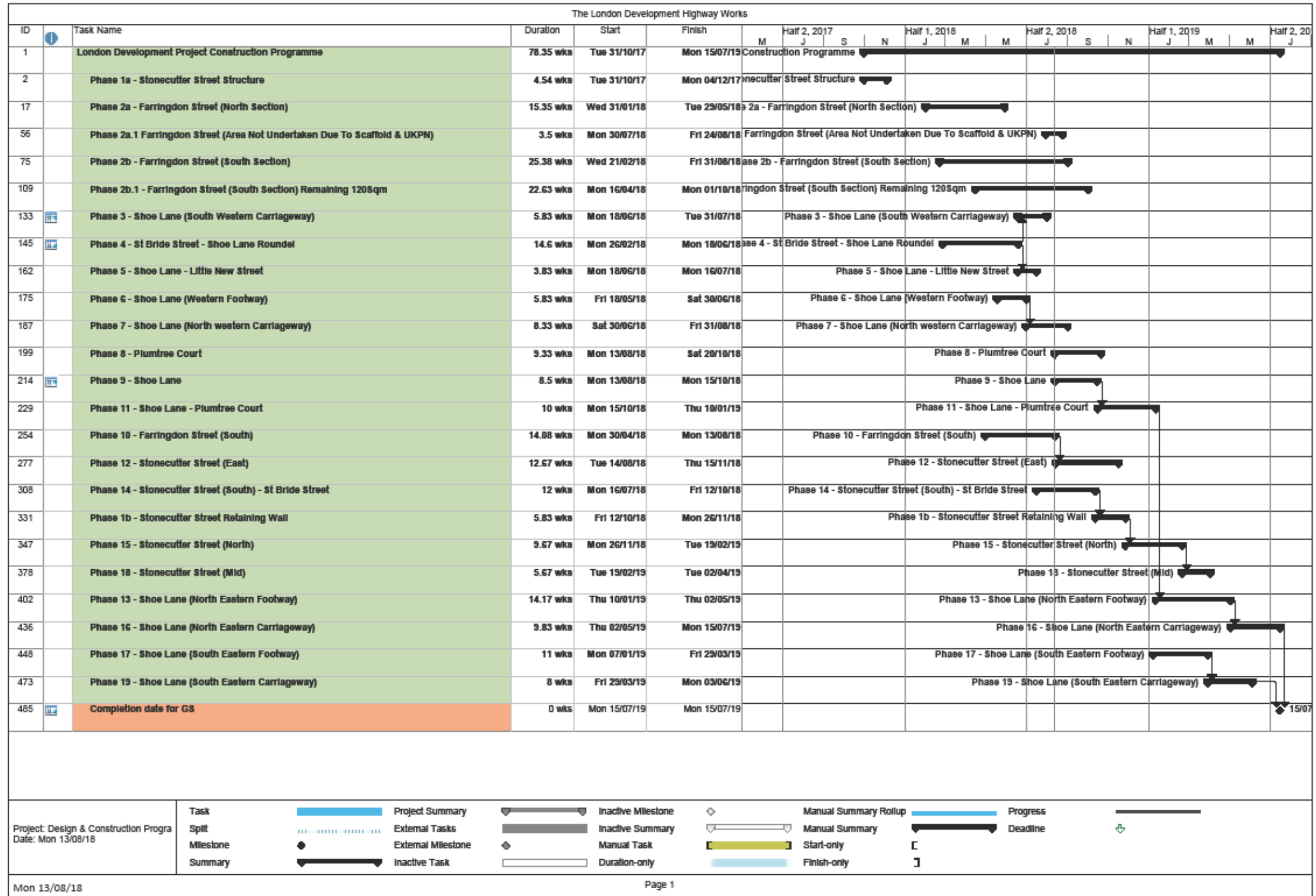
Date

11/10/2018

Appendix 1 – Construction Phasing Plan



Appendix 2 – Construction Programme



Appendix 3 –Finance table (as of 18/09/18)

L5-Fleet Building & Plumtree Court S106 - 16100309			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Cost	76,211	67,778	8,433
Open Spaces Staff Co	4,725	104	4,621
P&T Staff Costs	56,446	27,187	29,259
Structures Staff Co	779	0	779
C3 Fees	10,677	0	10,677
Consultancy Fees	173,033	168,033	5,000
Radar Surveys	50,000	50,000	0
SUD Design	9,757	9,756	1
Env Servs Works	1,792,375	1,130,931	661,444
TOTAL	2,174,003	1,453,789	720,214

L5-London Development S278 - Ph2 - 16800075 - PreEvaluation			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
PreEv ENV Staff Cost	9,990	9,990	0
PreEv OP Staff Costs	910	910	0
PreEv P&T Staff Cost	90,000	90,000	0
PreEv P&T Fees	30,518	30,518	0
TOTAL	131,418	131,418	0

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Description	Approved Budget (£)	Expenditure (£)	Balance (£)
DBE Structures Staff	4,417	0	4,417
Env Servs Staff Cost	377,210	229,686	147,524
Open Spaces Staff	25,863	2,719	23,144
P&T Staff Costs	229,766	132,235	97,531
P&T Fees	112,328	89,765	22,563
J B Rineys	2,919,755	2,853,592	66,163
Other Works	602	602	0
Security Bollards	280,000	279,016	984
Soft Landscaping	79,643	5,219	74,424
TOTAL	4,029,584	3,592,833	436,751

Appendix 4 – Assorted Scheme Photos

Farringdon Street, looking south from Holborn Viaduct



January 2015



August 2018

Stonecutter Street, looking east towards Farringdon Street



April 2012



August 2018 (the Roundel in the foreground showing the new surface finish nearest the camera and the old behind the separating tarmac strip)

St Andrews Street, looking south



April 2012



August 2018

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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