



Local Plans Sub (Planning and Transportation) Committee

Date: FRIDAY, 8 DECEMBER 2017

Time: 10.30 am

Venue: COMMITTEE ROOMS - 2ND FLOOR, WEST WING, GUILDHALL

Members: Christopher Hayward (Chairman)
Deputy Alastair Moss (Deputy Chairman)
Randall Anderson
Marianne Fredericks
Paul Martinelli
Alderman Gregory Jones QC
Susan Pearson
Dhruv Patel

Enquiries: Amanda Thompson
amanda.thompson@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

For Decision

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

For Decision

3. **MINUTES - TO FOLLOW**

To approve the minutes of the meeting held on 23 November 2017.

For Decision

4. **CITY OF LONDON LOCAL PLAN REVIEW: PROPOSED DRAFT POLICIES**

For Decision

(Pages 1 - 28)

5. **CITY OF LONDON TRANSPORT STRATEGY - SCOPE, PROCESS AND
PROGRAMME**

For Decision

(Pages 29 - 34)

6. **TRANSPORT STRATEGY - STAKEHOLDER ENGAGEMENT PLAN**

Report of the Director of the Built Environment.

For Decision

(Pages 35 - 44)

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

For Decision

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

For Decision

Committee(s)	Dated:
Local Plans Sub (Planning and Transportation) Committee	08/12/2017
Subject: City of London Local Plan Review: Proposed draft policies	Public
Report of: Carolyn Dwyer, Director of the Built Environment	For Decision
Report author: Adrian Roche, Department of the Built Environment	

Summary

At the Sub-Committee in September and October, Members discussed a series of key policy issues for the Local Plan as the first step in the preparation of the draft Local Plan. Members requested that further papers setting out draft policies be brought to future meetings of the Sub-Committee for discussion and agreement prior to the consideration of the full draft Local Plan by the Grand Committee in spring 2018. Appendices 1-3 of this report contain the proposed policy wording in relation to three sections of the Local Plan, namely Culture, Visitors and the Night-Time Economy; Circular Economy and Waste; and Smart Infrastructure and Utilities.

The report also informs Members of the recent publication of the draft London Plan and advises that officers will present a verbal briefing to the Sub-Committee on the key implications of the draft London Plan for the City's Local Plan review.

Recommendations

Members are recommended to:

- Agree the proposed draft policies set out at Appendices 1-3 of this report.

Main Report

Background

1. At the meetings of this Sub-Committee on 22nd September and 6th October, Members agreed the broad structure of the draft Local Plan and considered policy directions for several key policy areas, including for offices, housing, visitors and culture, transport and environmental responsibility. Officers have now started to prepare draft policies, informed by the steer from Members and a range of other factors such as national policy, the London Plan, the evidence base and the outcome of the Issues and Options consultation.

Draft policies

2. The following sections of the new Local Plan have been drafted and are attached as appendices 1-3 of this report:

- Culture, Visitors and Night-Time Economy;
 - Circular Economy and Waste; and
 - Smart Infrastructure and Utilities.
3. Members should note that the Local Plan is not being drafted in the order that policies will appear in the final version, other than the City-wide policies which are being prepared ahead of the area-specific policies. The attached policies regarding visitors and culture therefore do not specifically relate to the Culture Mile as this will be included within the area policies to be presented to future meetings.
 4. Members are asked to consider the proposed policy wording and to advise of any additions, deletions or other amendments that should be made before the relevant policies are presented to the Grand Committee.
 5. The Sub-Committee previously indicated that it wished to consider the detailed wording of all the policies in the draft Local Plan but not the supporting text. Members are therefore asked to focus comments on the wording in the policy boxes. However, the supporting text is also presented to help explain the reasoning behind the proposed policies, and may assist with understanding the terminology used in some of the draft policies.

Draft London Plan

6. The draft London Plan was published by the GLA on 29th November, the day before the report deadline for this meeting. Formal consultation on the draft London Plan will take place between 1st December 2017 and 2nd March 2018.
7. Officers will present a verbal briefing to the Sub-Committee on the key implications of the draft London Plan for the City's Local Plan review. In the meantime, Members may be interested to look at the draft London Plan, especially policies SD4 and SD5 relating to the Central Activities Zone within Section 2 (Spatial Development Patterns). A link to the draft document is reproduced here:
<https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/download-draft-london-plan>
8. Based on an initial assessment, officers consider that the draft Local Plan policies at appendices 1-3 of this report would be in general conformity with the emerging London Plan. If more detailed analysis reveals the need for any changes to these policies to reflect the London Plan, officers will advise the Sub-Committee verbally at the meeting.

Next steps

9. Officers are in the process of drafting further sections of the draft Local Plan, including policies on key land use issues such as offices and housing which are likely to be the most affected by the emerging London Plan. These

policies will be presented to the Sub-Committee at meetings to be arranged early in the new year.

Corporate and Strategic Implications

The review of the Local Plan is being informed by the emerging draft Corporate Plan, and will provide an opportunity to complement key corporate objectives, such as developing Culture Mile and progressing the Future City agenda.

Appendices

- Appendix 1 – draft policies on Culture, Visitors and the Night-Time Economy;
- Appendix 2 – draft policies on Circular Economy and Waste;
- Appendix 3 – draft policies on Smart Infrastructure and Utilities.

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Appendix 1 – draft policies on Culture, Visitors and the Night-Time Economy

Context

London has long been recognised as one of the world's great cultural cities, but it is less widely known that the City of London contains a huge concentration of arts and cultural facilities, which contribute to the uniqueness of the Square Mile and complement the primary business function of the City. These facilities include galleries, theatres, museums, heritage attractions, Livery Halls, libraries, places of worship and concert halls. In recent years a growing number of night-time entertainment facilities such as clubs, bars and event venues have also located in the City, alongside the traditional historic public houses.

The City's cultural offer has become increasingly important and is now an integral element of the Square Mile, alongside the business City. The Barbican is identified as a Strategic Cultural Area in the London Plan and the City Corporation has ambitious plans for the Culture Mile, as explained in the Key Areas of Change section.

The City Corporation has prepared Visitor and Cultural Strategies that promote the City as a high-quality visitor destination with an emphasis on world-class cultural facilities. It is estimated there are approximately 18 million business and leisure visitors a year to the City and this is expected to continue to grow as a result of an increased cultural offer and improvements to transport accessibility such as Crossrail. Suitable facilities and hotel accommodation are required to provide visitors with a pleasant experience whilst in the City.

Art can contribute significantly to the quality of the environment and cultural experience, particularly where it enhances a sense of place. Public art can mitigate the impacts of development by the creation of works giving visual pleasure and helping to re-establish local identity and sense of place.

Policy CS X Culture, Visitors and the Night-Time Economy

The City's contribution to London's world-class cultural offer will be maintained and enhanced and the City's communities will be able to access a range of arts, heritage and cultural experiences by:

1. Providing, supporting and further developing a wide range of cultural facilities across the City, and delivering a major destination for culture and creativity in the north west of the City through the Culture Mile initiative;
2. Protecting existing cultural facilities where they are needed and ensuring there is no overall loss of cultural facilities or diversity in the City;
3. Allowing hotel development where it supports the primary business or cultural role of the City, and refusing new hotels where they would compromise the City's business function or the potential for future business growth;
4. Enabling a vibrant evening and night-time economy, while proactively managing night-time entertainment premises to minimise disturbance to residents and workers;

5. Maintaining the City's existing collection of public art and culturally significant objects and pursuing opportunities to commission new, high quality pieces in appropriate locations;
6. Maintaining and developing the City's open spaces and streetscape to accommodate cultural events and activities that are accessible to all City communities and which celebrate the City's unique cultural offer.

Reason for the Policy

The City's cultural infrastructure is important to the distinctive character of the Square Mile. The international reputation and high quality of this cultural activity has a critical part to play in the vibrancy of the working environment and adds to the appeal of the City as a place to do business. It also helps to attract an increasing number of visitors, with consequent economic benefits, and supports the well-being of residents and workers. For all these reasons, new arts and cultural facilities will be promoted and existing facilities protected from development where needed, or replaced where appropriate.

Policy DM X Protection of Existing Visitor, Arts and Cultural Facilities

1. The loss of existing visitor, arts, heritage and cultural facilities will be resisted, unless:
 - replacement facilities are provided on-site or within the vicinity which meet the needs of the City's communities; or
 - the use can be delivered from other facilities without leading to or increasing any shortfall in provision and it has been demonstrated that there is no demand for another similar use on the site; or
 - it has been demonstrated that there is no realistic prospect of the premises being used for a similar purpose in the foreseeable future.
2. Proposals resulting in the loss of visitor, heritage, arts and cultural facilities must be accompanied by evidence of the lack of need for those facilities. Loss of facilities will only be permitted where it has been demonstrated that the existing facility has been actively marketed for its current or an alternative visitor, heritage, arts or cultural use at reasonable terms for such a use.

Reason for Policy

The vibrancy of the City's cultural offer depends on a broad network of arts and cultural organisations and facilities, and it is important that there is sufficient floorspace available to accommodate these uses. There is strong competition from commercial uses because of the high land values in the City so it will be necessary to demonstrate that an existing arts or cultural use is no longer needed, before a site will be allowed to change use.

There are many cultural facilities that are unique to the City, and maintain an historic or cultural association with the Square Mile. Special consideration needs to be given

to the protection of these facilities to maintain the City's unique cultural heritage. Examples of such facilities include Livery Halls, historic public houses, theatres, museums, churches, heritage attractions and specialist retail premises such as the Silver Vaults in Chancery Lane. The policy does not apply to hotels.

How the policy works

Applicants will be required to demonstrate that an existing visitor, heritage, arts or cultural facility has been marketed and that there is no reasonable interest from relevant organisations. Information should be included which sets out the length of time the property or site has been marketed; the number of viewings; the comments from prospective purchasers or tenants (including reference regarding the suitability of continued visitor, arts or cultural use).

Policy DM X Provision of Visitor Facilities

1. The provision of facilities that meet the needs of visitors in new cultural developments and in nearby open spaces and the public realm, will be encouraged, including:
 - seating, benches and tables that can be used for resting and other activities;
 - structures and landscaping to enable children's play and provide facilities for school groups;
 - suitable shelter from weather conditions including heat and rain;
 - accessible public convenience provision;
 - suitable signage, way finding and links to visitor facilities and destinations;
 - temporary pop-up art installations in appropriate locations;
 - performance spaces where appropriate.

Reason for the policy

The City attracts large numbers of tourists in certain locations such as around St. Paul's Cathedral and near the Tower of London; this is expected to grow with the Culture Mile initiative. Open spaces near tourist attractions should provide facilities that improve the experience for visitors and cater for how visitors use the space, providing that such facilities can be accommodated without detracting from the setting of the relevant tourist attraction or the wider townscape.

Policy DM X Hotels

1. Proposals for hotels and other visitor accommodation will be permitted providing they:
 - do not result in the loss of viable office accommodation for which there is continuing need, as set out in Policy xx;
 - do not result in adverse impacts on the amenity of neighbouring occupiers, including cumulative impacts;
 - include a range of facilities accessible to non-residents;

- provide satisfactory arrangements for pick-up/drop-off, service delivery vehicles, taxis and coaches, appropriate to the size and nature of the development;
 - are inclusive, providing at least 10% of hotel rooms to wheelchair-accessible standards;
 - ensure continuing beneficial use for historic buildings, where appropriate.
2. Proposals for new hotels and other visitor accommodation will be resisted where they would result in an over-concentration of similar uses in the surrounding area.

Reason for the policy

While the majority of visitors are day-trippers, the City has seen strong demand for hotel accommodation in the last ten years, and now has over 30 hotels, apart-hotels and hostels. The GLA has forecast the need for an additional 58,146 bedrooms in London by 2041. This demand is driven by a predicted increase of 42 million international visitor nights and a 15 million increase in domestic visitor nights. The City's predicted share of this increase is 4,341 rooms. Based on past trends and hotel sites currently permitted or under construction, there is a strong likelihood of the City meeting the London Plan requirement.

Hotel accommodation is important to cater for business visitors wishing to stay in the City, as well as leisure visitors. The amount of office floorspace will increase significantly in the next 20 years and the demand for hotels for business accommodation will therefore increase. Visitor numbers are also predicted to increase and the development of the Culture Mile is likely to increase demand for hotel accommodation in that part of the City which currently has very few hotels.

There is, however, a need to ensure that hotel development does not prejudice the primary business function of the City by displacing sites that are suitable for office accommodation. Hotels can also cause amenity issues for surrounding occupiers, for example through noise nuisance or traffic and servicing impacts. Where new hotels are considered to be acceptable, they should enable non-residents to access facilities such as meeting rooms, restaurants or leisure facilities in order to bring the maximum benefit to the City's communities.

Proposals for new hotels and other visitor accommodation will be considered more favourably in the Culture Mile (see Policy xx) and are unlikely to be appropriate in the Eastern City Cluster (see Policy xx).

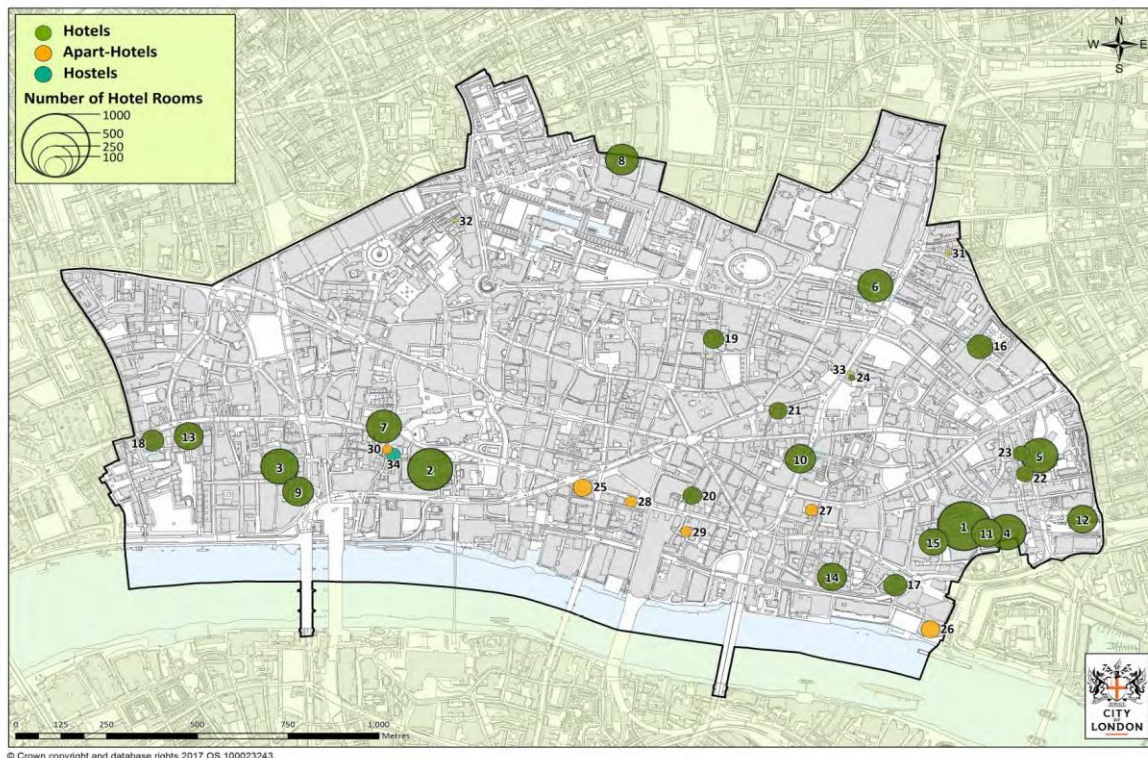


Figure x: Hotel distribution 2017

How the policy works

Policy DM X applies to hotels, apart-hotels and serviced apartments.

Applications for large hotels which accommodate significant numbers of people will be assessed on their merits to determine if they would cause adverse impacts on surrounding occupiers. Large scale is defined as accommodation with over 100 bedrooms.

Apart-hotels and serviced accommodation often display characteristics associated with permanent, self-contained housing. Some are more akin to hotels in the type of services they provide, but may result in different impacts. Apart-hotels/serviced apartments may therefore fall within the C1 or C3 Use Classes, depending on their characteristics. Factors that may affect the Use Class include;

- Presence of on-site staff/management;
- Presence of reception, bar or restaurant;
- Provision of cleaning and administrative services;
- Ownership of units/ability to sell on open market; and
- Minimum/maximum lease lengths.

Where apart-hotels are considered to fall within the C3 (dwelling houses) Use Class, proposals will be assessed in accordance with relevant housing policies in the Local Plan rather than this policy on hotels. Conditions will be used to ensure units are subject to minimum lease lengths.

For proposals within the C1 (Hotels) Use Class, planning conditions will be considered to ensure that units would not be used or occupied by permanent households as this would reduce the availability of accommodation for short-term

visitors to the City and would put pressure on local services and infrastructure. Conditions will therefore be used to ensure units are subject to maximum lease lengths (typically 90 days).

Policy DM X Evening and Night-Time Economy

1. Proposals for new evening and night-time entertainment and related uses and the extension of existing premises will be permitted where it can be demonstrated that, either individually or cumulatively, there is no unacceptable impact on:
 - the amenity of residents and other noise-sensitive uses;
 - environmental amenity, taking account of the potential for noise, disturbance and odours arising from the operation of the premises, customers arriving at and leaving the premises and the servicing of the premises.
2. Applicants will be required to submit Management Statements detailing how these issues will be addressed during the operation of the premises.
3. Where new residential development is proposed close to existing evening or night-time uses, the residential development will only be permitted if it includes suitable measures to mitigate potential noise and disturbance to prospective residents.

Reason for policy

Evening and night-time entertainment is becoming an important part of the City's economy, bolstered by London's move toward becoming a 24-hour City, growing numbers of workers and visitors and the encouragement of arts and culture in the City. The night-time entertainment sector has, however, the potential to cause noise disturbance to nearby residents at night-time as well as other impacts such as anti-social behaviour, litter and odours. These adverse impacts need to be mitigated.

Anti-social behaviour can potentially be reduced by providing a broad range of evening and night-time activities that appeal to different customers, rather than concentrating one type of use in a particular area. This includes extending the opening hours of existing day-time facilities such as shops, cafes and leisure facilities, which can promote customer cross-over and create bridges between the day-time and night-time economy.

How the policy works

The City Corporation will apply the principle that the development responsible for change is responsible for managing the impact of that change. This means that a new residential development built near to an existing night-time entertainment use would be responsible for providing or funding appropriate soundproofing or other mitigation measures, whereas a new night-time entertainment use opening in a residential area would be responsible for the necessary mitigation measures.

Night-time entertainment uses in the City include restaurants and cafes (A3), drinking establishments (A4), hot food takeaway (A5) and other related uses

including, for example, a nightclub or a mix of such uses. They form part of the City's wider night-time economy, which includes 24-hour trading with other financial centres around the globe.

The control of night-time entertainment and licensed premises is undertaken through the operation of both planning and licensing regimes. In general, the planning regime controls the location, design and planning use of premises to protect the amenity of an area or local residents, whilst the licensing regime is used, having regard to licensing objectives, to control specific activities at premises to prevent, for example, noise and other public nuisance.

Planning and licensing regimes operate under separate legislative and regulatory frameworks. The City Corporation will ensure that, as far as is possible, a complementary approach is taken between planning and licensing within the legislative framework. The City Corporation publishes a Statement of Licensing Policy, which outlines the approach that it will take when considering applications for the sale and supply of alcohol, the provision of regulated entertainment and the provision of late night refreshment. This is supported by the City Corporation's Code of Good Practice for Licensed Premises. The City Corporation has also published a Noise Strategy which sets the strategic direction for noise policy within the City of London and outlines steps that the City will take, and is already taking, in dealing with noise issues, including those arising from night-time entertainment.

The character of many licensed premises has changed significantly in recent years. Existing and new premises often have longer operating hours, may have larger capacity and may provide live or recorded amplified music. Some of these premises are close to residential accommodation and this can result in complaints about disturbance and nuisance from excessive noise, particularly from people drinking and smoking outside, and arriving or leaving.

All planning applications for A3, A4, A5, and related, uses should include information stating the proposed hours of operation. Where this information is not provided, or hours of operation have not yet been confirmed, the City Corporation will impose conditions requiring the closure of the premises between the hours of 11pm and 7am unless further permission to vary these times is sought and granted.

Potential applicants seeking planning permission for a night-time entertainment use, between the hours of 11pm and 7am, are encouraged to engage at the earliest possible stage with the City Corporation as Licensing Authority, the City of London Police, local residents and other neighbouring occupiers that will be affected by the proposal. This will ensure that the local context and local sensitivities are fully understood and can be taken into account when designing premises for night-time entertainment uses and planning the operation of the proposed use to minimise adverse impact on amenity.

Planning applications for new and extended night-time entertainment uses or for variations of planning conditions must be accompanied by a Management Statement that addresses planning amenity issues, sets out how potential impacts on amenity will be addressed through the design of the premises and how they will operate without causing disturbance including:

- hours of closure to protect amenity;

- noise mitigation plans related to both internal and external noise, including measures to reduce sound transfer, such as sound-proofing, noise controls and double entry lobbies;
- the dispersal of patrons so as not to cause disturbance to residents;
- arrangements for the storage, handling and disposal of waste;
- a timed programme for deliveries and collections and other servicing arrangements;
- measures to deal with the emission of odours; and
- location of ventilation ducts and plant.

Assessment of the Management Statement will have regard to the City Noise Strategy, the provisions of the City of London Statement of Licensing Policy and to any submitted licence application operating schedule.

To safeguard quiet times and amenity, particularly for residents and other noise-sensitive uses, the City Corporation will attach planning conditions or seek s106 planning obligations to ensure compliance with agreed Management Statements. The City Corporation will normally apply conditions to limit the hours of operation where there is potential for unacceptable disturbance to local residents and others. Each case will be considered in relation to its locality and the need to strike a balance between the benefits to the City of night-time entertainment and the risk of disturbance to local residents, workers and others.

Policy DM X Public Art

1. The City's public realm and distinctive identity will be enhanced by:
 - encouraging the provision of new artworks in appropriate locations in the City on public and private land;
 - protecting existing works of art and other objects of cultural significance and encouraging the provision of additional works in appropriate locations;
 - ensuring that financial provision is made for the future maintenance of new public art;
 - requiring the appropriate reinstatement or re-siting of art works and other objects of cultural significance when buildings are redeveloped.
2. The location of new and relocated artworks must:
 - take into consideration the health and safety of pedestrians and other road users;
 - avoid the proliferation of public art where the cumulative impact may have a detrimental effect on surrounding buildings and public realm.

Reason for the policy

Art can contribute significantly to the quality of the environment, particularly where it enhances a sense of place. Public art can mitigate the impacts of development by the creation of works giving visual pleasure and helping to re-establish local identity and sense of place. In this way, public art is a form of community infrastructure. Public art includes temporary installations as well as non-physical

works such as soundscapes. There are several arts events held regularly in the City including Sculpture in the City which enables works of art to be located throughout the City. The quality of proposed public art must respect, and not detract from, the form and quality of the surrounding environment.

Objects of cultural significance can include blue plaques, statues, monuments, fountains, memorials, parish boundary markers and other similar heritage assets.

Due to the increase in public art in the City, issues have arisen in terms of appropriate siting, and whether works of art should be time limited to avoid inappropriate proliferations. Works of art must ensure that health and safety considerations are considered when designing, siting and maintaining the installation. Restriction of pedestrian flows must be avoided and consideration given to ensuring that people with visual or mobility impairments are not placed in danger.

How the policy works

The City Corporation has operated a City Arts Initiative (CAI) group since 2012, which advises on the artistic merit, siting, setting and appropriateness of all new public art proposals in the City. Temporary works of art (in situ for less than 8 weeks) will be considered by the CAI group.

Opportunities for public art in open spaces should be considered at an early stage to ensure that they are satisfactorily integrated into the design. Applicants must work with artists at the outset of a development rather than commissioning them to create an art work post construction. Where works of public art are sited in the public realm, they should be endowed to secure their appropriate maintenance in perpetuity and their retention will be secured by conditions in planning permissions or legal agreements. Where works of art are part of a development or are on private land, it is expected that those pieces will be maintained to a high standard by the land owner.

Where it is considered that a proliferation of public art is having a detrimental impact on the public realm within a particular area the City Corporation may impose limits, through conditions, on the length of time that an art work can remain in situ, when sites are redeveloped.

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Appendix 2 – draft policies on Circular Economy and Waste

The City Corporation is the Waste Planning Authority (WPA) for the Square Mile, with a statutory duty to plan for all the waste that is generated in the City. With no waste treatment plants in the City we rely on WPAs elsewhere to provide such facilities. However, we can design out waste by applying circular economy and waste hierarchy principles: designing for durability and modularity, making better use of under-used assets through sharing, reusing products and materials and recycling as much as possible. This approach will reduce waste exports from the City whilst application of the proximity principle will ensure that residual waste is processed as close as possible to the City.

Policy CS X Circular Economy and Waste

The City Corporation will support businesses and residents in moving towards a Zero Waste City, by applying circular economy principles, the waste hierarchy and the proximity principle at all stages of the development cycle.

The City Corporation will actively co-operate with other Waste Planning Authorities in planning for capacity to manage the City's residual waste through:

- Identifying waste management capacity in the City, or elsewhere in London, to meet the City's London Plan waste apportionment target, including through partnership working with the South-East London Waste Planning Group;
- Co-operating with Waste Planning Authorities within and beyond London to plan for suitable facilities for the City's waste;
- Safeguarding Walbrook Wharf as a waste site and wharf suitable for the river transport of waste;
- Monitoring waste movements to and from the City and reviewing its waste arisings and capacity study at least every five years.

Reason for the policy

The City Corporation has responsibility to plan for adequate facilities to manage the waste that originates in the City. This includes waste collected from the City's households and businesses, waste generated in the process of redevelopment and hazardous waste from premises such as St Bartholomew's Hospital.

The London Plan and the Mayor's Municipal Waste Management Strategy and Business Waste Management Strategy set the framework for waste management in London. These strategies promote circular economy principles and the waste hierarchy: prevention, preparing for reuse, recycling, other recovery, and disposing only as a last resort.

The London Plan has set a waste apportionment figure requiring the City to identify sites with capacity to manage 100,000 tonnes of waste annually until 2036. This figure represents the City's contribution to meeting the Mayor's target of 100% net self-sufficiency in the management of London's household and commercial and industrial waste by 2026.

The London Plan sets out criteria for the selection of waste management sites, which the City of London *Waste Arisings and Waste Management Capacity Study review 2016* used to evaluate potential sites in the City. This study concludes that, with current technologies and economic considerations, there is no viable waste management capacity within the Square Mile and that the City will not be able to satisfy the London Plan waste apportionment within its boundaries.

The City Corporation has an agreement with the London Borough of Bexley and participates in the South-East London Waste Planning Group, which comprises the boroughs of Bexley, Bromley, Greenwich, Lewisham and Southwark along with the City of London. The Group has identified sufficient waste management capacity up to 2036 to meet the combined apportionment of each of its individual members. The City will continue to contribute to London-wide waste planning through membership of the London Waste Planning Forum and will work with the GLA and the Environment Agency to improve waste planning.

For commercial reasons, a proportion of the City's waste will continue to be transported to sites outside London. This includes construction, demolition and excavation (CD&E) waste which is not covered by the Mayors targets for net self-sufficiency. Annual monitoring of such waste exports will inform Duty to Co-operate discussions with receiving authorities within and outside London to ensure that sufficient capacity remains in the planning pipeline.

It is imperative that the City adopts circular economy and waste hierarchy principles, to cut down on the quantity of useable materials that are discarded. Those materials that are discarded should be managed as close as possible to the City and transported by modes that are least damaging to the environment.

How the policy works

The City Corporation will continue to monitor the quantities and types of waste originating in the City and work with the City's communities to minimise this waste. The City Corporation will continue to work with the South-East London Waste Planning Group and other Waste Planning Authorities in London and beyond to ensure that the City's waste apportionment is met and that suitable facilities are available for the City's waste to be managed in the most sustainable way.

Changing economics and new waste management technologies means that small scale waste management is becoming more viable within the City, particularly within large development sites.

During the period 2018 – 2036 a proportion of the City of London's waste, will continue to be managed outside London. Co-operation with waste planning authorities outside London will aim to ensure that facilities with sufficient capacity remain available to accept the City's waste during this period.

The City Corporation will continue to safeguard Walbrook Wharf as a waste site and river wharf in line with the London Plan and the Safeguarded Wharves Direction. Any

proposed development which would prejudice the operation of the existing safeguarded waste site at Walbrook Wharf will be refused.

Policy DM X Zero Waste City

Development should be designed to promote circular economy principles throughout the life cycle of the building through:

- Flexible building design to accommodate evolving working and living patterns reducing the need for redevelopment;
- Re use and refurbishment of existing buildings, structures and materials to reduce reliance on virgin resources;
- Requiring development to be designed to allow for disassembly, reuse and recycling of deconstruction materials.
- Requiring the maximum use of recycled materials in development and off-site construction methods to reduce wastage.

All development proposals should incorporate waste facilities which must be integrated into the design of buildings, wherever feasible, and allow for separate treatment, storage and off-road collection of waste and recyclable materials.

Reason for the policy

The circular economy is an alternative to the typical 'linear' way of treating resources. By finding ways of remanufacturing, reusing or recycling materials and keeping them in use for longer we can cut down on resource use. The circular economy emphasises design for durability and modularity, making better use of under-used assets through sharing and offering products as a service. Circular economy principles can be applied to buildings and the development cycle, reducing the demand for new materials, and to the operational phase of a building's life to minimise annual waste arisings.

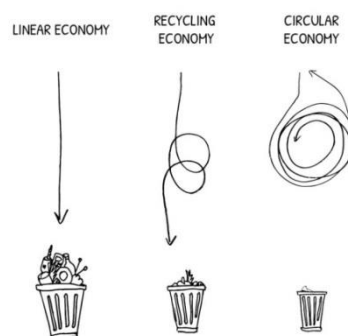


Fig x Circular Economy

The design of buildings impacts on the potential for implementation of the waste hierarchy during their operational stage, through the facilities and waste management services that are incorporated into the design. For example, reliance on single use, disposable coffee cups can be reduced by incorporating kitchen facilities into building designs and waste movements can be reduced by managing

food waste on-site through composting or anaerobic digestion. These facilities must be considered at the building's design stage.

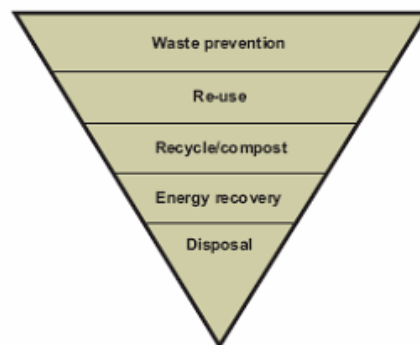


Fig X Waste Hierarchy

Waste prevention is the most desirable action on the waste hierarchy as it results in no waste whatsoever. Re-use is the next most desirable option as it involves products and materials being used again for their original intended purpose. Recycling is the next most preferable option, involving the collection of used items and processing them into raw materials to be remanufactured into usable products or materials. The recovery of energy, through techniques such as anaerobic digestion, is a way of getting the most out of otherwise useless waste. Disposal should be the absolute last resort, after all the other options have been exhausted.

On large sites opportunities for waste minimisation and on-site waste treatment, in line with the London Plan's definition of waste management, should be explored in order to minimise the transport of residual waste within and beyond the City. Fig X provides a range of options which should be considered to facilitate a reduction in residual waste from City development sites.

Fig X Footprint and capital cost of small scale waste processing options 2016

Waste Type	Technology Type	Capacity (tpa)	Costs	Physical Footprint
Food Waste	Bio-digester	65 per unit	Capital cost £12,500, running costs typical unit £2,500pa	1m x 1m x 1.3m(h)
	In Vessel Composting	7 – 2,200	£11,500 (450Kg/week) capital cost plus £1,100pa utilities and maintenance to £56,000 capital cost (4,000Kg/week) £40 per week utilities £3,375pa utilities and maintenance	Typical unit 4m x 1m x 1.9m(h)
	Dewatering (waste reduction)	2,000 (running 8 hours/day)	£14,000 capital cost for simple bench mounted unit	0.7m x 1.5m x 0.9m(h)
	Drying (waste reduction)	7 – 7,000	£15,750 – £67,945 capital cost depending upon throughput	Typical unit 2.4m x 1.5m x 1.8m(h)
	Biomass energy plant	70 – 7,000	Example: 1 tonne of food per day, 1200kw of heat, it will use 750kw of energy, capital cost £265,000	
	Small-scale AD	200 – 1,000	Capital cost £150k-£500k depending upon throughput	11m x16m to 11m x28m
Mixed Recyclate	Sorting/Baling Recyclates	Wide range	Small system would be around capital cost £125-£150k plus installation of £5-8k. Operating costs can vary greatly, depending on how much labour you need to operate it and equipment to load/bale/remove etc. the products.	
General Waste	Pyrolysis	2,000 – 10,000	Typical capital cost of £1m for a 2,000 tpa solution. Consumables estimated as £35k per annum, maintenance £50-£60k per annum.	12m x 8m x 4m(h)

Source: City of London Waste Arisings and Waste Management Capacity Study 2016, Anthesis

Waste treatment, storage and collection facilities must be integrated into new development and considered at an early stage in the design of developments to avoid the problems created by the placing of waste on the highway. Adequate provision must be made for the volume and types of residual waste and recyclables expected to be generated, especially the amount of paper and packaging generated by offices. The need to avoid health hazards associated with waste from catering establishments, the waste storage and collection needs of street traders, the separate storage of recyclable waste and the special arrangements required for the storage and transportation of clinical and hazardous waste should be considered, where necessary.

How the policy works

Pre-application consultation on suitable waste treatment, storage and collection facilities is encouraged.

- **EIA Development**

For development that requires an Environmental Impact Assessment (EIA) the Environmental Statement should fully address how construction, demolition and excavation (CD&E) waste will be minimised and how the waste arisings during the operational phase of the development will be minimised and managed. This should include consideration of on-site facilities to reduce the need for waste vehicle movements such as on-site composting or anaerobic digestion, or waste consolidation.

- Other Major development

For all other Major development proposals, the sustainability statement should provide evidence of the application of circular economy principles and the adherence to the waste hierarchy. This could include reuse of existing buildings and structures, provision of Site Waste Management Strategies for the construction phase and Zero Waste Plans for the operational stage of the development. Major development should aim to achieve maximum BREEAM credits for Waste.

- All other development

For all other development, the Design and Access statement should demonstrate how waste minimisation and the circular economy have been considered in the design of the development. The Environmental Statement (for EIA applications) or sustainability statement should provide an assessment of on-site waste treatment options and quantities of residual waste likely to arise from the site.

Waste and recyclables should be capable of collection from off-street service areas which are integrated into the design of buildings. The provision of such areas may not be practicable in small developments or refurbishments and may conflict with the protection of listed buildings and conservation areas. In such cases waste stores within the site near the highway are preferable to the presentation of waste and recyclables on the pavement. Residential developments including short-term lets must be provided with ground floor waste and recyclables storage and collection facilities, with direct access to the highway for collection purposes.

The City Corporation will attach appropriate planning conditions relating to waste treatment, storage and collection, but may also make use of its other regulatory powers to control waste in the City. Compliance with the City of London's operational waste requirements should contribute to BREEAM requirements for waste credits.

Policy DM X Sustainable Waste Transport

The environmental impact of waste transport will be minimised through:

- Encouraging the use of the river for removal of deconstruction waste and delivery of construction materials;
- Ensuring maximum use of rail and waterways for the transport of excavation waste particularly from major infrastructure projects;
- Requiring low and zero emissions transport modes for waste movement;
- Reducing the number of waste vehicles by promoting optimum use of waste transport vehicle capacity through on-site or multi-site consolidation of waste.

Reason for the policy

The proximity principle advocates that waste should be managed as close as possible to where it originates, to reduce the environmental impacts of its transportation. The City's restricted land area makes the provision of waste facilities within the City problematic. We therefore rely on movement of the waste that is

generated in the City to appropriate waste management facilities elsewhere in London and beyond London's boundaries. (fig x)

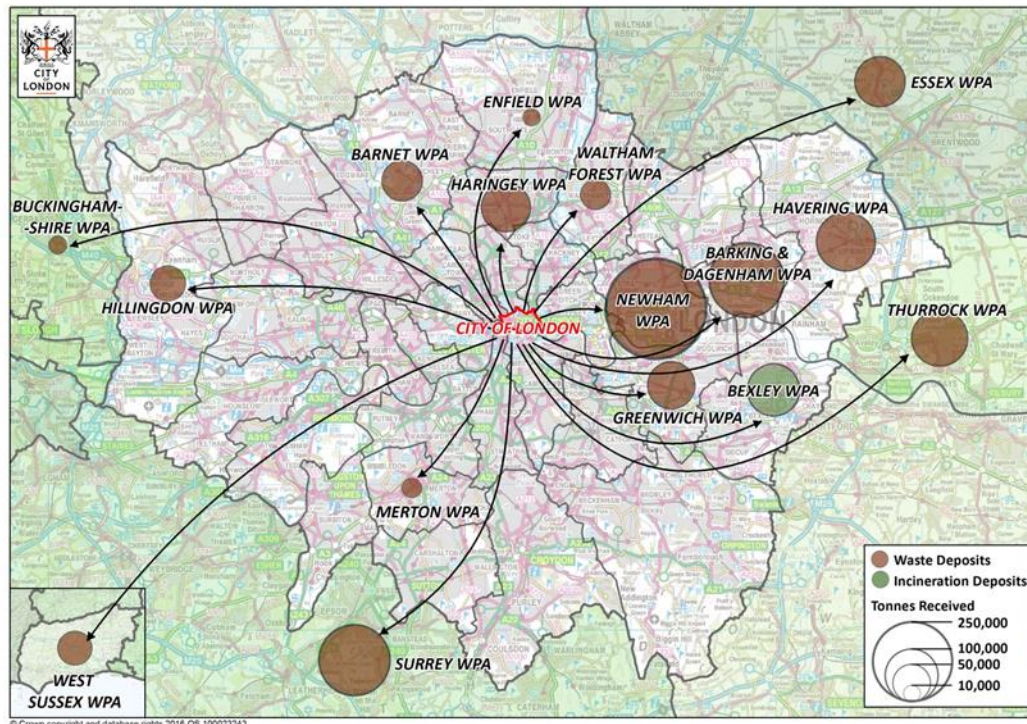


Fig X destinations for the City's waste 2010-2014

Unlike other local authority areas, the majority of the waste that is generated in the City is managed by private contractors. A proportion of the City's waste, including the small fraction of household waste, is transported by river from the safeguarded waste transfer station at Walbrook Wharf. The remainder is transported primarily by road, with destinations varying from one year to the next due to the commercial decisions of private waste contractors.

This policy aims to maximise the use of the River Thames for waste transport, encourage transport modes such as rail and other waterways and encourage efficient use of low and zero emissions road vehicles for transporting waste.

How the policy works

Assessment of potential conflicts such as noise, vibration, odour, visual impact, pedestrian access and road or river transport will be taken into account in consideration of proposals. Mitigation may be necessary to allow development to proceed where a potential conflict is identified.

The City Corporation will continue to work with the Port of London Authority, Marine Management Organisation and the Environment Agency to enable sustainable use of the River Thames for the movement of freight and waste.

- Major development
Construction Logistics Plans should identify how sustainable transport of waste materials from the site will be addressed during the construction phase.

Delivery and servicing plans should demonstrate how the transport of waste will be minimised and low emission vehicles enabled during the operational phase of the building's life.

- All other development
Planning application documents should clearly demonstrate how waste minimisation, storage and sustainable waste transport have been addressed.

Policy DM X New waste management sites

When new facilities for waste management, handling and transfer are proposed developers will be required to demonstrate through design and sustainability statements that the benefits of the proposed development outweigh any adverse impacts and particularly that:

- the development will handle waste which has been generated locally;
- access arrangements, mode of transport and transport routes will minimise the potential for congestion and environmental impacts, including local air quality impacts and carbon emissions. Use of the river for transport of waste and recyclables will be encouraged;
- the carbon impact of the development will be minimised. New waste facilities should comply with the Mayor's Carbon Intensity Floor (CIF);
- the development is designed with resilience to natural and man-made safety and security challenges.

Noise-sensitive development adjacent to the existing waste site at Walbrook Wharf and development which would compromise the use of the river for waste operations, will be resisted

Development in the vicinity of new waste management sites should not compromise the waste management operations on the site or create an unacceptable land use conflict.

Reason for the policy

Although the City is unlikely to be able to accommodate large waste management facilities within its boundary, changes in technology and waste transport costs may make small scale commercial facilities viable in the future.

How the policy works

The criteria set out in this policy will be used, alongside other policy considerations, to evaluate the suitability of proposed waste facilities and appropriate conditions will be applied to ensure that any new facility is suitable for the City's high density urban environment.

Appendix 3 – draft policies on Smart Infrastructure and Utilities

The City of London relies on a range of utilities to function as a global financial and business centre and to meet the needs of its businesses, workers and residents. There are challenges to providing the infrastructure required to support existing activity in the City and to provide the infrastructure necessary to deliver the level of growth envisaged in the period to 2036.

Utilities infrastructure comprises the provision of electricity, gas, water, sewerage, sustainable drainage (SuDS), telecommunications, including wired and wireless infrastructure, decentralised energy networks and the pipe subway networks that accommodate such infrastructure.

Core Strategic Policy CS X: Smart Infrastructure and Utilities

To coordinate and facilitate infrastructure planning and delivery all development should;

1. Minimise the demand for power, water and utility services;
2. Incorporate sustainable building design and demand management measures;
3. Connect to existing pipe subways where feasible, particularly where there is pipe and cable congestion under the streets;
4. Seek to provide the latest and best quality utility infrastructure and connections to serve the development;

There should be early engagement between developers and infrastructure providers to ensure that the infrastructure needs arising from new development are addressed through building design, and utility networks and connections are in place in time to serve the development.

Existing essential utilities and telecommunications infrastructure will be protected from development unless it is no longer required, or it will be adequately relocated.

The improvement and extension of utilities infrastructure will be designed and sited to minimise adverse impacts on the visual amenity, character and appearance of the City and its heritage assets.

DM X: Infrastructure provision and connection

Utility infrastructure and connections must be designed into and integrated with the development, unless it can be demonstrated to the satisfaction of the City Corporation that this is not feasible. The following infrastructure requirements should be planned for:

- Electricity, gas and water supply necessary for the operation of the intended use and during the construction period. Account should be taken of the need to conserve resources and deliver energy and water efficient buildings to minimise future demands. Temporary Building Supply for the construction phase should be identified in conjunction with electricity providers including the estimated load capacity, substations and route for supply.
- Heating and cooling demand and viability of provision via decentralised energy networks. Designs must incorporate connections to existing decentralised energy networks where feasible.
- Digital and telecommunications network demand, including wired and wireless infrastructure in line with the Mayor of London's 'Wired Score' connectivity rating or equivalent, planning for dual entry through communal entry chambers and flexibility to address future technological improvements.
- To avoid delays to prospective tenants, developers should consider pre-installing fibre optic and other communications networks into the new development.
- Developers should conduct mobile signal tests within the development and consider the need for in-building mobile solutions where coverage is poor.
- Separate surface and foul water drainage requirements within the proposed building or site, including provision of Sustainable Drainage Systems (SuDS), rainwater harvesting and grey-water recycling, minimising discharge to the combined sewer network.

Reason for the policy

The dense concentration of businesses means that high demand is focused in a restricted geographical area. Electricity, telecommunications, water, gas and heating and cooling via the Combined Cooling Heating and Power (CCHP) network are of particular importance. Congested cable routes traverse the City under its streets. Energy demands are increasing, particularly to provide air conditioning to counter increased warming and the delivery of upgraded ICT networks required by financial and business services.

The City's Infrastructure Delivery Plan will set out in more detail the infrastructure projects that are under construction or required.

How this policy works

It is expected that best practice will be employed to ascertain, assess and improve connectivity within developments. Connection layouts and future proofing should also be considered in the design of the development.

Temporary Building Supplies should be ordered in good time to ensure that development work can begin when needed, avoiding the need for diesel generators to provide electricity if such supplies cannot be offered when required.

Delivery of new infrastructure and improvements to existing networks could result in temporary disruption to businesses, residents and visitors. There should be cooperation with infrastructure providers to minimise disruption to highways and businesses during major infrastructure upgrades and pipe subway construction.

It is important for the City to be digitally connected and responsive to the changing requirements of business, and for buildings to be equipped to meet the needs of current and future occupiers. Therefore developers will be expected to undertake an assessment of the connectivity of major new office buildings or refurbishments, using a wired certification such as WiredScore.

Key to ensuring the delivery of this policy are the strong links the City Corporation has with the various infrastructure providers including Thames Water, UK Power Networks, Cadent Gas, Citigen CCHP and Openreach. Developers, landowners and building occupiers also have a role to play in demand management, early engagement with utility providers and co-operative working to minimise disruption.

The City Corporation will encourage the improvement and extension of utilities networks to ensure that the City is at the forefront of the Smart City agenda and continues to provide good quality services for businesses, residents, students and visitors. The City Corporation's 'City Developer Guidelines for Incoming Utility Services' provides guidance on best practice and should be consulted for advice on utility connections.

DM X: Infrastructure Capacity

Development should not lead to capacity or reliability issues in the surrounding area and capacity projections must take into account the impacts of climate change which may influence future infrastructure demand.

Where potential capacity problems are identified, and no improvements are programmed by the utility company, the City Corporation will require the developer to

facilitate appropriate improvements which may require the provision of space within new developments for on-site infrastructure or off-site infrastructure upgrades.

Developers are required to demonstrate, through effective engagement with providers, that adequate utility infrastructure will be provided, both on and off the site, to serve the development during construction and operation.

Reason for the policy

Early engagement with infrastructure providers is essential to ensure that there is adequate capacity to serve the development during its construction and operational phases.

How this policy works

The Sustainability or Energy Statement submitted as part of the planning application should set out the demand management measures incorporated into the scheme, and may include evidence of engagement with providers.

Infrastructure provision must be completed prior to the occupation of the development.. Development that promotes a low-carbon based economy, through smart buildings and incorporating alternative networks into the design will be encouraged. It may be necessary for developers to establish if the proposal would lead to overloading of the existing infrastructure. This may include studies undertaken by utility providers. Adequate time should be allowed to consider the supply options and to enable utility providers to collate an informed response.

Projections of infrastructure demand should be realistic. Over specification should be avoided as it could result in underutilisation of infrastructure. The cumulative impacts should be considered through discussion with providers, and pre-application meetings with the City Corporation. The co-ordination of infrastructure works is essential to minimise disruption and the impact on existing services.

Developers should submit written evidence from utility providers that effective engagement has been carried out. This could include a joint statement of intent endorsed by the relevant providers. S106 agreements may be used to ensure continuous engagement regarding route planning and confirmation of load demands.

Redundant plant should be removed where possible to enable future infrastructure connections.

DM X: Pipe Subways

Developers and utility providers must provide entry and connection points within the development which relate to the City's established utility infrastructure networks, utilising pipe subway routes where these are available. Sharing of routes with other nearby developments and the provision of new pipe subway facilities adjacent to buildings will be encouraged.

Reason for the policy

Expansion and integration of pipe subway and decentralised energy networks is a long-term aspiration of the City Corporation and will be sought where there is sufficient evidence to demonstrate that services to development would be better integrated within an established pipe subway. Given the cost of installing new pipe subways, it is especially important to make efficient use of the existing network. Developments which are located adjacent to existing pipe subways will normally be expected to install connections.

The provision of additional pipe subways is being considered in order to provide greater capacity for pipes and cables and reducing the need for street works which often cause disruption. Pipe subways accommodate gas and water mains and electricity more effectively with easier access for maintenance, rather than burying pipes which are then inaccessible.

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Committee(s)	Dated:
Local Plans Sub (Planning and Transportation) Committee – For Decision	8 December 2017
Planning and Transportation Committee – For Information	12 December 2017
Subject: City of London Transport Strategy – scope, process and programme	Public
Report of: Steve Presland, Department of the Built Environment	For Decision
Report author: Bruce McVean, Department of the Built Environment	

Summary

This report outlines the scope of the City of London Corporation's Transport Strategy and the process and programme for developing the Strategy.

The Transport Strategy will set the 25 year framework for future investment in, and management of, the City's streets. It will be published in March 2019 and allow Members to make informed decisions on a range of priority transportation issues.

The City Corporation's Local Implementation Plan (LIP) will be published in October 2018. This will include the long term vision and objectives for transport (which will carry across to the long-term Strategy) and a five year delivery plan for transport and public realm projects.

Recommendations

Members are asked to:

- Agree the scope of the Transport Strategy
- Agree the process and programme for developing the Transport Strategy

Main Report

Background

1. How people and goods travel to, through and within the City of London has a significant impact on the experience of living and working 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 centre for business and as a major cultural destination.

2. In November 2016 Members agreed an objective of reducing traffic in the City (Planning and Transportation Committee, 17 November 2016). The Transport Strategy aims to develop the policies and proposals that will be necessary to achieve this objective. It will define the City of London Corporation's vision and priorities for transport over the next 25 years, ensuring transport.
3. The City Corporation does not currently have a Transport Strategy. There is a need for a proactive approach to addressing the medium and long-term transport challenges facing the City, particularly those relating to unprecedented growth in employment and increased competition for finite street space.
4. Without the Strategy transport planning decisions will remain largely reactive and focussed on short-term interventions. This will limit the ability of the City Corporation to develop the ambitious approaches to transportation that will be required to address the significant transport challenges facing the City over the next 25 years. Failure to address these issues risks some parts of the network struggling to cope with increased demand, including pedestrian crowding, with associated impacts on quality of life, road safety, congestion and business performance.

Scope

5. The Transport Strategy will identify the key transport issues and challenges facing the City and develop the policy response to these. It will have a 25 year time horizon and will be supported by a series of short-term (three to five year) and regularly updated delivery plans focussed on particular issues or topics, such as:
 - The City Corporation's Local Implementation Plan
 - Road Danger Reduction Plan
 - Freight and Serving Plan
6. The Strategy will establish:
 - A robust transport evidence base and analysis of key transport issues
 - Clear and ambitious vision, aims and objectives for transport to, through and within the City of London
 - A policy framework for optimising traffic levels to support the delivery of the Healthy Streets Approach, improving the safety and attractiveness of walking and cycling, enhancing the experience of living and working in the Square Mile and supporting the growth of the City
 - A Monitoring Strategy that will allow progress on implementing the Strategy to be assessed and associated benefits captured and reported
7. The development of the Strategy will allow Members to make informed decisions on a range of priority transport issues, including:
 - Measures to reduce traffic and associated emissions
 - The reallocation of road space and measures to increase priority and comfort for people on foot and to reduce road danger

- On and off-street parking provision, the suitability of current sites and the future use of City Corporation car parks
- Servicing and delivery management in support of wider transport and environmental objectives

Process and programme

8. An overview of the process and programme for developing the LIP and Transport Strategy is provided in Appendix 1.
9. The work to develop the Transport Strategy will include:
 - An assessment of the extent to which traffic in the City can be reduced without adversely affecting business performance, the possible benefits of traffic reduction and measures to achieve this
 - Transport and street network planning and definition to identify the modal priorities for key streets, establish networks for walking, cycling, buses and freight, and ensure the bus network is efficient and reflects the needs of the City
 - Researching and agreeing the optimal allocation of space between all travel modes
 - Reviewing the potential for permanent or timed road closures to improve conditions for people walking, cycling and using public transport
 - Research and analysis to understand key transport trends and the potential for change, such as analysis of future traffic levels and composition, and assessing the implications of emerging transport technologies
 - Internal and external stakeholder engagement, including public consultation, to identify key challenges and opportunities and secure support for the Strategy
 - A review of car, van and motorcycle parking (on and off street) in the City of London and development of the City Corporation's future approach to parking
 - Assessment of how the servicing and delivery to businesses (including construction logistics) currently impacts upon safe and efficient movement across the City and opportunities to reduce those impacts, including through consolidation, retiming and remodelling
 - Reviewing safe and effective pedestrian movement from and to current and emerging travel hubs (e.g. Crossrail) and key City destinations, such as the Eastern City Cluster
 - Strategy development and delivery planning across a range of areas, including active travel, parking and traffic reduction, and responses to emerging technologies; ensuring alignment with the Mayor's Transport Strategy and Healthy Streets Approach
 - Strategic transport modelling and Integrated Impact Assessment to ensure policy proposals are appropriate and identify potential positive and negative impacts, including impacts beyond the City boundary

10. The development of the LIP and Transport Strategy will be informed by significant stakeholder engagement. This will include formal consultation on the vision, objectives and LIP in June 2018 and Transport Strategy in November 2018. The principal mechanism for engaging Members will be the Local Plan Sub (Planning and Transportation) Committee.

11. The programme for developing the Strategy is:

Activity/Output	Delivery date
Stakeholder engagement – issues and options	February & March 2018
Draft vision, objectives and LIP	May 2018
Consultation on vision, objectives and LIP	June and July 2018
Update and submit LIP	October 2018
Research and analysis	November 2018
Impact assessments – modelling and IIA	November 2018
Draft Transport Strategy	November 2018
Consultation on Transport Strategy	November & December 2018
Update and publish Transport Strategy	March 2019

Corporate and Strategic Implications

12. The development of the Transport Strategy will be informed by the emerging draft Corporate Plan and will provide an opportunity to complement key corporate projects, such as Culture Mile. The Strategy will shape the City's streets and transport network to ensure they support a flourishing society and growing economy.

13. The Strategy will inform the development and implementation of a number of other policies, strategies and projects, including:

- Local Plan
- Road Danger Reduction Plan
- Air quality programmes
- Future transport and streetscape projects
- Car and motorcycle parking policy
- Freight Plan

Implications

14. Production of the Transport Strategy will be supported by the production of an Integrated Impact Assessment (IIA). The IIA is an integral part of the plan making process and will help inform the detailed policies. It combines a number of assessment processes into a single document:

- Sustainability Appraisal, including a Strategic Environmental Assessment
- Equalities Impact Assessment
- Health Impact Assessment

Appendices

- Appendix 1 – Transport Strategy Process and Programme

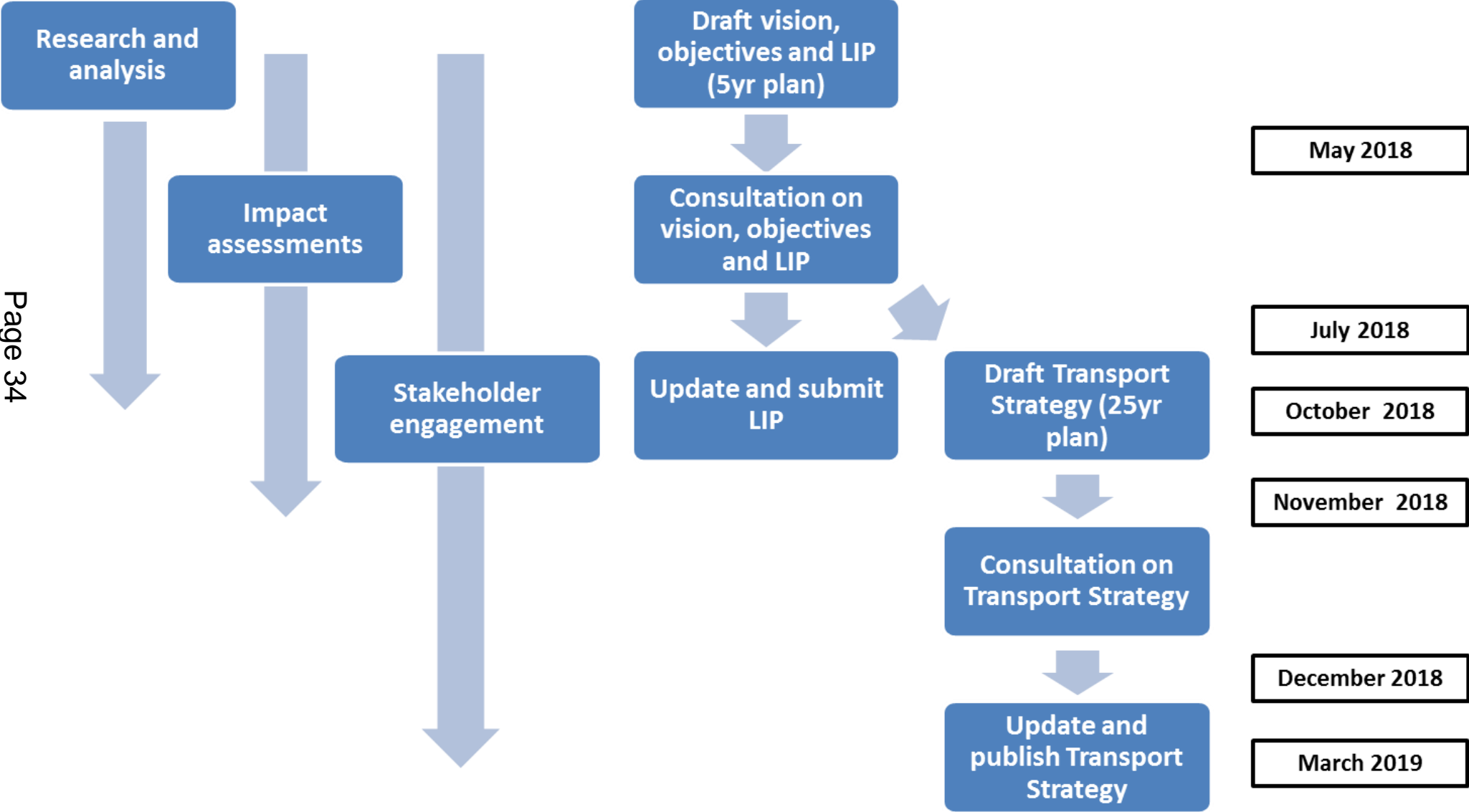
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Appendix 1 – Transport Strategy Process and Programme



Committee(s)	Dated:
Local Plans Sub (Planning and Transportation) Committee	8/12/2017
Subject: Transport Strategy – Stakeholder Engagement Plan	Public
Report of: Steve Presland – Department of the Built Environment	For Decision
Report author: Eddie Jackson – Department of the Built Environment	

Summary

The report sets out the proposed approach to engaging stakeholders, including City workers and residents, to inform the development of the City of London Transport Strategy and Local Implementation Plan (LIP).

The draft Stakeholder Engagement Plan (Appendix 1) seeks to ensure that all necessary interested parties are informed and have the opportunity to input into the development of the Strategy at appropriate points. Where possible, engagement activities will be aligned with those for the Local Plan.

Recommendation(s)

Members are asked to approve the proposed Transport Strategy Stakeholder Engagement Plan (Appendix 1)

Main Report

Background

1. The Transport Strategy aims to define the City of London Corporation's vision and priorities for transport over the next 25 years. The work to develop the Strategy will incorporate the drafting of the statutory Local Implementation Plan (LIP).
2. Significant engagement with a wide range of stakeholders is necessary to inform the development of the Strategy and ensure it meets the needs of City businesses, residents, workers and visitors.

Proposed Approach

3. A draft Stakeholder Engagement Plan (Appendix 1) has been produced to ensure a comprehensive and robust approach to stakeholder engagement. This Plan sets out the proposed framework for identifying and engaging with all stakeholders throughout the development of the Transport Strategy.

4. The draft Plan proposes six objectives:

- I. To identify key internal and external stakeholders and understand their needs and priorities.
- II. Build on existing relationships and establish and maintain new relationships – noting that the relationships will vary significantly according to level of engagement and interest.
- III. Engage proactively to ensure that the development of the Strategy and LIP are informed by a wide range of stakeholders, including the public, to produce documents that recognise the needs of City workers, residents, businesses, and visitors.
- IV. Build support for the Transport Strategy by clearly setting out the challenges for transport in the City and involving stakeholders in the development of solutions to these challenges.
- V. Keep all stakeholders engaged and informed on Strategy development at a level that meets their expectations. A clear hierarchy of communication between stakeholder groups will ensure that groups closer to the project are engaged and kept informed ahead of the wider groups.
- VI. Ensure no surprises for any stakeholder at any stage through clear and regular communication of key messages in an appropriate format.

5. Stakeholders are grouped on the basis of interest and influence on the project, allowing information to be disseminated on a timescale and at a level that meets the expectations of each group. The proposed groups are shown in table 1.

Stakeholder Group	Stakeholder Group Role	Example Group Members
Project Advice & Scrutiny	Stakeholders central to the delivery of the project. Responsible for key decisions and project direction.	<ul style="list-style-type: none"> Steering Group Working Group Local Plans Sub Project Sounding Board
Primary Stakeholders	Stakeholders that have a significant influence on the project direction.	<ul style="list-style-type: none"> Planning and Transportation (P&T) Committee Transport for London (TfL) Internal Stakeholders
Actively Interested Stakeholders	A wider group of stakeholders not directly involved with the project's direction, but influential in specific areas.	<ul style="list-style-type: none"> Inner London Boroughs Modal & special interest groups (LCC, LTDA, Access groups etc) Members
Wider Public Engagement	All other stakeholders. Includes the general public and businesses that are not engaged at other levels.	<ul style="list-style-type: none"> City Businesses City Residents General Public

Detail of Information
Interest
Influence

Table 1 – Stakeholder Groups

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

- Regular meetings with project steering and working groups, sounding boards and the Local Plan Sub Committee to report and discuss project progress.

- Regular updates plus briefings and workshops for Members of the Planning and Transportation, occasional updates to Policy and Resources Committees, and drop in sessions for all Members.
 - Workshops bringing together different groups of stakeholders to take a more focussed look at particular transport issues and aspects of the emerging strategy.
 - Briefings and presentations to stakeholder groups to communicate key messages and gather feedback.
 - Use of innovative online consultation tools to engage the wider public. Videos and promoted social media will be used to reach as wide an audience as possible.
 - Engagement events, including an exhibition at the City Centre, complemented by drop-in sessions and road show events to allow residents and workers to discuss transport issues directly with officers.
7. The proposed programme will engage all stakeholder groups at appropriate points throughout the Transport Strategy and LIP development, from an initial 'Issues and Options' exercise in early 2018, to formal consultation on the draft Strategy document in autumn 2018.

Conclusion

8. The draft Transport Strategy Stakeholder Engagement Plan will ensure that all stakeholders are aware of the emerging Transport Strategy and have the opportunity to provide input into the process. The plan sets out the tools and timetable for engaging all stakeholder groups to allow the development of a Strategy that meets the needs of the City.

Appendices

- Appendix 1 – Transport Strategy Stakeholder Engagement Plan

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Appendix 1

City of London Transport Strategy: Stakeholder Engagement Plan

Introduction

The City of London Corporation has identified the need for a long-term Transport Strategy to effectively direct the City Corporation's management of streets and transport over the next 25 years. The development of the Strategy will incorporate the drafting of the City Corporation's Local Implementation Plan (LIP).

This Stakeholder Engagement Plan sets out the proposed plan for consulting all stakeholders on the development of the Strategy and LIP.

Objectives of stakeholder engagement and communications:

1. To identify key internal and external stakeholders and understand their needs and priorities.
2. Build on existing relationships and establish and maintain new relationships— noting that the relationships will vary significantly according to level of engagement and interest.
3. Engage proactively to ensure that the development of the Strategy and LIP are informed by a wide range of stakeholders, including the public, to produce documents that recognise the needs of City workers, residents, businesses, and visitors.
4. Build support for the Transport Strategy by clearly setting out the challenges for transport in the City and involving stakeholders in the development of solutions to these challenges.
5. Keep all stakeholders engaged and informed on Strategy development at a level that meets their expectations. A clear hierarchy of communication between stakeholder groups will ensure that groups closer to the project are engaged and kept informed ahead of the wider groups.
6. Ensure no surprises for any stakeholder at any stage through clear and regular communication of key messages in an appropriate format.

Stakeholder Groups

Stakeholders with similar levels of interest and influence will be grouped together to ensure a consistent level of engagement. Stakeholder groups closer to the project will be kept informed of project developments sooner, and to a greater level of detail than the wider groups. Ongoing engagement will take place with all key stakeholders, with the public engaged at key points in the process.

Stakeholder Group	Stakeholder Group Role	Example Group Members
Project Advice & Scrutiny	Stakeholders central to the delivery of the project. Responsible for key decisions and project direction.	<ul style="list-style-type: none"> • Steering Group • Working Group • Local Plans Sub • Project Sounding Board
Primary Stakeholders	Stakeholders that have a significant influence on the project direction.	<ul style="list-style-type: none"> • Planning and Transportation (P&T) Committee • Transport for London (TfL) • Internal Stakeholders
Actively Interested Stakeholders	A wider group of stakeholders not directly involved with the project's direction, but influential in specific areas.	<ul style="list-style-type: none"> • Neighbouring Boroughs • Modal & special interest groups • Businesses • Members
Wider Public Engagement	All other stakeholders. Includes the general public and businesses that are not engaged at other levels.	<ul style="list-style-type: none"> • City workers • City residents • Visitors

Detail of Information
+
Interest
+
Influence

Engagement activities

The way in which each group is engaged will vary depending on their needs, level of interest, and level of influence on the project.

There will be frequent meetings of the project steering group, working group, Local Plan Sub Committee and project sounding board (Project Advice and Scrutiny). The frequency of meetings will vary between groups and according to project stage.

Other engagement activities are summarised below with further details provided in Appendix A. The key engagement phases are:

Issues and options engagement (Phase 1)	February & March 2018
Consultation on draft vision, objectives and LIP (Phase 2)	June & July 2018
Consultation on draft Transport Strategy (Phase 3)	November & December 2018

Activity	No. of events	Target groups
Engagement brand: A strong brand for the engagement activities will support communications and help encourage participation. This will be developed in partnership with the City Centre as part of the work to develop the exhibition	N/A	<ul style="list-style-type: none"> • Primary • Actively Interested • Public
Workshops: Bringing stakeholders together to explore particular themes or for more general discussions. Workshops will provide an opportunity to gather feedback and allow stakeholders to hear from each other.	As required. Approx. 5 – 10 during first engagement phase	<ul style="list-style-type: none"> • Primary • Actively Interested
Briefings and presentations: Attending scheduled events such as resident and special interest group meetings and conferences to brief stakeholders and raise awareness of engagement activities. Additional briefings arranged as required	As required. Approx. 5 – 10 during each engagement phase	<ul style="list-style-type: none"> • Actively Interested • Public
One-to-one meetings and interviews: to gain understanding of the needs and aspirations of key stakeholders	As required	<ul style="list-style-type: none"> • Primary • Actively Interested
Exhibition: display at the City Centre highlighting key issues and opportunities, providing an opportunity for feedback and promoting engagement activities.	8 weeks in February and March 2018	<ul style="list-style-type: none"> • Public

Drop-in events: staffed sessions at advertised times where people visiting the exhibition can ask questions and provide feedback. Drop-in sessions will also be held at Guildhall and other locations during consultations	At least 8 sessions during each engagement phase plus dedicated Member drop in sessions	<ul style="list-style-type: none"> • Public
Roadshow: mobile staffed mini-exhibitions to proactively engage workers and residents. Roadshow events will take place during all three phases of engagement	5 – 10 during first engagement phase and Strategy consultation	<ul style="list-style-type: none"> • Public
Online engagement: questionnaires and online mapping to reach as wide an audience as possible during the three main phases of engagement	N/A	<ul style="list-style-type: none"> • Primary • Actively Interested • Public
Survey/Focus Groups: representative survey or focus groups of City residents and workers to understand perceptions of travel, transport and public realm	N/A	<ul style="list-style-type: none"> • Public
Video: two videos will be produced. The first will highlight key data and statistics as an introduction to the online engagement. The second will summarise the draft Strategy as part of the formal consultation. Videos will be promoted via social media to encourage participation in online engagement activities	N/A	<ul style="list-style-type: none"> • Primary • Actively Interested • Public
Social Media: presence on all relevant City social media platforms. Promoted content will target City workers and residents. Stakeholder organisations will also be encouraged to promote engagement activities to widen reach	N/A	<ul style="list-style-type: none"> • Actively Interested • Public

Member engagement

Local Plan Sub Committee will be the main forum for Member engagement and will review progress, steer the project and advise officers on the development of the Strategy and LIP. Meetings will be held as required with additional working sessions to allow in depth discussion of particular issues. Members will be invited to all Primary and Actively Interested stakeholder workshops.

Regular updates will be provided to ***Planning and Transportation Committee***. Members will also be engaged through workshops and briefings allowing issues to be discussed in greater depth without impacting on Committee business. The first workshop will be held in mid-January.

Policy and Resources Committee will be updated at key stages of the project, such as following the completion of initial stakeholder engagement activities in February and March, and prior to publication of the draft LIP and Strategy.

Dedicated drop-in sessions will be held to for ***all Members*** to allow officers to gather direct feedback. Online engagement activities will also be promoted to Members.

Ongoing engagement

Engagement activities will provide an opportunity to establish new relationships with a range of stakeholders, including City residents and workers. The potential for ongoing engagement activities, such as a public transport forum or annual perceptions surveys, will be considered as part the Strategy Development.

Appendix A: Engagement phases and main tasks

Phase	Purpose	Activity/Deliverables	Stakeholders	Dates
Startup	Agree stakeholder engagement plan for Transport Strategy	<ul style="list-style-type: none"> Submit proposed Engagement Plan to Local Plan Sub Committee 	Local Plan Sub Committee	8 December 2017
	To identify stakeholders with an interest in the transport strategy and ensure appropriate levels of engagement	<ul style="list-style-type: none"> Stakeholder identification and categorisation 	Project Advice and Scrutiny	December 2017
	Ensure appropriate membership of all groups within Project Advice and Scrutiny.	<ul style="list-style-type: none"> Appoint members to Steering Group and Working Group 	Project Advice and Scrutiny	January 2018
	Produce positive and recognisable brand for the duration of the stakeholder engagement exercise that is suitable for the City	<ul style="list-style-type: none"> Commission design of brand. Agree project name. Meet CoL Comms, Public Relations and Media teams 	Project Advice and Scrutiny	December 2017/January 2018
Issues and Options Engagement (Phase 1)	Ensure early member buy-in and allow members to set out main issues.	<ul style="list-style-type: none"> Workshop with P&T members 	P&T members	January 2018
	Agree draft issues and options structure and questions to frame consultation.	<ul style="list-style-type: none"> Internal workshop/meeting to agree discussion questions for vision and objectives 	Project Advice and Scrutiny	January 2018
	Establish online platform and promotional tools suitable for engagement with all levels of stakeholder – extending reach of stakeholder engagement	<ul style="list-style-type: none"> Procure and finalise online engagement tool Procure videos Prepare website materials and social media campaigns Develop exhibition material Commission public opinion survey 	Project Advice and Scrutiny	January 2018
	Raise awareness of the consultation, encourage responses from a range of stakeholders to establish stakeholders' issues, and inform development of the LIP	<ul style="list-style-type: none"> Launch online engagement tool Launch webpages Launch video and social media push Monthly Member briefing 	Project Advice and Scrutiny, Primary Stakeholders, Actively Interested Stakeholders, Public Engagement	Feb 2018
		<ul style="list-style-type: none"> Launch exhibition inc access to online tool Consultation events daytime/evening: Themed events: E.g. Street Priorities Options for Freight Public Transport in a Future City Workshops with specific modal groups for more detail where required/requested. Attendance and presentation at scheduled forums and planned events (e.g. CLSRTP) Roadshow and drop in sessions 	Primary Stakeholders, Actively Interested Stakeholders, Public Engagement	Feb/Mar 2018
		<ul style="list-style-type: none"> Promote engagement tool and website via social media. 	Public Engagement	Feb/Mar/Apr 2018

Phase	Purpose	Activity/Deliverables	Stakeholders	Dates
Vision, Objectives and LIP Consultation (Phase 2)	Formal consultation on draft Vision, Objectives and LIP to establish suitable programme in line with emerging strategy.	<ul style="list-style-type: none"> Agree draft vision, objectives Agree draft LIP Document 	Project Advice and Scrutiny & P&T Committee	June 2018
		<ul style="list-style-type: none"> P&T Committee report on draft LIP Consultation Briefing to members 	Primary Stakeholders	June/July 2018
		<ul style="list-style-type: none"> Website updated with draft LIP and vision and objectives details Briefings/meetings with modal/interest groups as required Promote consultation via emails, social media and appropriate forums. Drop in sessions 	Actively Interested Stakeholders, Public Engagement	June/July 2018
LIP submission	LIP submission	<ul style="list-style-type: none"> Update LIP following consultation Updated LIP to Committee 	Project Advice and Scrutiny Primary Stakeholders	Aug/Sept 2018
		<ul style="list-style-type: none"> Submit to TfL 	N/A	Oct 2018
Transport Strategy Consultation (Phase 3)	Engagement with stakeholders on formal public consultation on Draft Strategy, building on outcomes of Issues and Options, and vision and objectives work.	<ul style="list-style-type: none"> Update draft strategy following vision and objectives consultation 	Project Advice and Scrutiny	Aug/Sept/Oct 2018
		<ul style="list-style-type: none"> Agree Draft Strategy Document internally 	Project Advice and Scrutiny	Oct 2018
		<ul style="list-style-type: none"> P&T Committee report on Strategy Consultation Briefing to members 	Primary Stakeholders	Oct 2018
		<ul style="list-style-type: none"> Website updated with Strategy details Launch video and social media push Roadshow and drop-in sessions 	Actively Interested Stakeholders, Public Engagement	Nov/Dec 2018
	Transport Strategy publication and adoption	<ul style="list-style-type: none"> Update strategy following consultation 	Project Advice and Scrutiny	Jan/Feb/Mar 2019
		<ul style="list-style-type: none"> Updated strategy to committee 	Primary Stakeholders	Mar 2019