



Streets and Walkways Sub (Planning and Transportation) Committee

Date: THURSDAY, 8 JULY 2021

Time: 11.00 am

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

Members: Graham Packham (Chairman)
Shravan Joshi (Deputy Chairman)
Randall Anderson
Peter Bennett
Marianne Fredericks
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Deputy Alastair Moss
Oliver Sells QC
William Upton QC
Christopher Hill (Ex-Officio Member)
Paul Martinelli (Ex-Officio Member)
Deputy Barbara Newman (Ex-Officio Member)

Enquiries: Joseph Anstee
Joseph.Anstee@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/Sji-2F4949g>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Assistant Town Clerk after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Assistant Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 29 April 2021.

For Decision
(Pages 5 - 14)

4. BANK JUNCTION IMPROVEMENTS PROJECT: ALL CHANGE AT BANK

Report of the Director of the Built Environment

For Decision
(Pages 15 - 24)

5. MOORGATE CROSSRAIL STATION LINKS

Report of the Director of the Built Environment

For Decision
(Pages 25 - 32)

6. LEADENHALL STREET TRAFFIC MANAGEMENT - EASTERN CITY CLUSTER

Report of the Director of the Built Environment

For Decision
(Pages 33 - 46)

7. CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME

Report of the Director of the Built Environment

For Decision
(Pages 47 - 56)

8. GREENING CHEAPSIDE: SUNKEN GARDEN (PHASE 1B)

Report of the Director of the Built Environment

For Decision
(Pages 57 - 62)

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

For Decision
(Pages 63 - 72)

10. **CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY - PHASE 3 ISSUES REPORT - TO FOLLOW**
Report of the Director of the Built Environment

For Decision

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

For Decision
(Pages 73 - 80)

12. **CITY LIGHTING STRATEGY - UPDATE**
Report of the Director of the Built Environment

For Information
(Pages 81 - 90)

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

For Information
(Pages 91 - 96)

14. **OUTSTANDING REFERENCES**
Report of the Town Clerk

For Information
(Pages 97 - 98)

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

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

17. **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:-

For Decision

Part 2 - Non-Public Agenda

- 18. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
- 19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE

Thursday, 29 April 2021

Minutes of the virtual meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held on Thursday, 29 April 2021 at 11.00 am

Present

Members:

Graham Packham (Chairman)
Shravan Joshi (Deputy Chairman)
Randall Anderson
Peter Bennett
Marianne Fredericks
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Oliver Sells QC
Christopher Hill (Ex-Officio Member)
Paul Martinelli (Ex-Officio Member)
Deputy Barbara Newman (Ex-Officio Member)

Officers:

Ian Hughes	- Department of the Built Environment
Bruce McVean	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Olumayowa Obisesan	- Chamberlain's Department
Joseph Anstee	- Town Clerk's Department
Shani Annand-Baron	- Town Clerk's Department
John Cater	- Town Clerk's Department
Melanie Charalambous	- Department of the Built Environment
Simon Glynn	- Department of the Built Environment
Maria Herrera	- Department of the Built Environment
Nina Houghton-Worsfold	- City of London Police
Daniel Laybourn	- Department of the Built Environment
Nicola Bradbury	- Department of the Built Environment
Janet Laban	- Department of the Built Environment
Giles Radford	- Department of the Built Environment
Samantha Tharme	- Department of the Built Environment
George Wright	- Department of the Built Environment

At the beginning of the meeting, Deputy Barbara Newman, as the most senior Member of the Sub Committee, was moved into the Chair until the Election of a Chairman.

1. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Deputy Alistair Moss and William Upton.

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

Sheriff Christopher Hayward declared an interest in Item 11 – City of London Transport Strategy – Review 2022, and advised that he would withdraw from the discussion and decision on this item.

3. **ELECTION OF CHAIRMAN**

The Sub Committee proceeded to elect a Chairman in accordance with Standing Order No.29, and Graham Packham, being the only Member who expressed his willingness to serve, was duly elected as Chairman of the Sub Committee for the ensuing year.

The Chairman then gave thanks to the Sub Committee for their support and paid tribute to the outgoing Chairman for his leadership of the Sub Committee during challenging times.

The immediate past Chairman, Oliver Sells, then gave warm thanks to all Members and officers for their support during his time as Chairman and advised that he would continue to support the new Chairman and Deputy Chairman in continuing the positive work of the Sub Committee.

The Chairman then gave thanks to outgoing Member Alderman Alison Gowman for her excellent contributions to the work of the Sub Committee, particularly in respect of road safety and policing.

4. **ELECTION OF DEPUTY CHAIRMAN**

The Sub Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No.30, and Shravan Joshi, being the only Member who expressed his willingness to serve, was duly elected as Deputy Chairman of the Sub Committee for the ensuing year.

The Deputy Chairman thanked Members for their support and advised that he was looking forward to working with the Chairman and the Sub Committee in continuing its positive work.

5. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 18 February 2021 be agreed as a correct record.

6. **PEDESTRIAN PRIORITY PROGRAMME**

The Sub Committee considered a report of the Director of the Built Environment A three-year programme implementing pedestrian priority and pavement widening schemes across the Square Mile to enhance the comfort and safety of people walking. The Chairman introduced the item, commenting that this was an important project which would hopefully lead to an evidence-based approach and avoid some of the problems reported in other London boroughs.

In response to questions from Members, the Director of the Built Environment advised that further assessment on interventions and network management would be undertaken, as well as traffic modelling to explore the interaction of the proposals with other schemes. It was further advised that the public consultation on All Change at Bank would be taken into account in progressing the scheme. The Director of the Built Environment then gave the Sub Committee further detail on the Air Quality data used and advised that more recent data would be included in the Year 2 proposals. Members suggested that a timetable capturing all the planned works be produced for ease of reference and to aid monitoring.

In response to a question from a Member, the Director of the Built Environment confirmed that all temporary measures could be reviewed and designs of existing and proposed measures would be looked at in detail. A Member commented that some schemes may be adversely impacted by the return of footfall and traffic to the City and stressed that network flexibility should be maintained. The Director of the Built Environment responded that further assessment and stakeholder engagement would be undertaken and confirmed that any measures could be modified, retained or rolled back as necessary.

RESOLVED – That the Streets & Walkways Sub Committee:

1. Agree that a budget of **£199,000** is approved to reach the next Gateway for Year 1 interventions;
2. Note the total estimated cost of the programme at **£6 - £8 million** (excluding risk);
3. Note the total estimated cost of Year 1 of the programme at £2.5 - £3.2million;
4. Note the methodology set out in paragraphs 12.1 below to prioritise City streets for improvements;
5. Approve the streets to be included in Year 1 of the programme, set out in paragraph 5.7;
6. Approve the Programme reporting plan;
7. For Year 1 only, approve the submission of combined Gateway 3/4 reports as the next gateway (for the reasons set out in paragraph 5.9);
8. For Year 1 only, authorise the Director of Built Environment, in consultation with the Chairman and Deputy Chairman of Streets and Walkways and Projects Sub, to approve the Gateway 5 report (for the reasons set out in paragraph 5.9; and

9. That delegated authority is given to the Director of the Built Environment, in consultation with the Chamberlain, to make any adjustments between elements of the project budget.

7. CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME

The Sub Committee considered a report of the Director of the Built Environment regarding a Climate Action Strategy programme to develop climate resilient streets and open spaces in the Square Mile.

RESOLVED – That the Streets & Walkways Sub Committee:

1. Agree that a budget of £320,000 is approved for:

- Programme framework development (4-year programme)
- Climate resilience measures catalogue
- Installation of smart sensors and data protocols for monitoring
- Opportunity mapping and gap analysis for climate resilience solutions
- Identification and prioritisation of sites.

This is a capitalised resource against the proceeding capital works;

2. Note the total estimated cost of the Cool Streets and Greening project at £1.7M for Year 1. The remaining funds will be for installation of resilience measures in priority sites and will be subject to Gateway 3,4 & 5 approvals; and
3. Note that the likely cost range for the Cool Streets & Greening 4-year programme will be an estimated £1.7M per annum over 4 years – Total £6.8M.

8. CITY CLUSTER AREA - PROGRAMME UPDATE

The Sub Committee noted a report of the Director of the Built Environment providing an update on the City Cluster delivery framework, which is structured around three programmes and focused on the implementation of the City Cluster Vision.

RESOLVED – That the report be noted.

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

The Sub Committee considered a report of the Director of the Built Environment regarding the City Cluster Wellbeing and Climate Change Resilience Programme. In response to questions from Members, the Director of the Built Environment gave the Sub Committee further detail on the funding strategy, which was subject to funding being secured. Members advised that the programme be co-ordinated with the culture-related Committees and it be ensured that there would be sufficient pedestrian space available accounting for increased numbers of tables and chairs outside.

RESOLVED – That the Streets & Walkways Sub Committee:

1. Note the estimated implementation budget is a minimum of £1.447m based on current estimates for the projects outlined in this report;
2. Note that the estimated implementation budget will be further increased by external sponsorship with the exact amount to be confirmed at Gateway 5;
3. Agree that the 7 projects listed in the Options Appraisal table are approved to be taken forward to Gateway 5, at which point individual project reports will be submitted for approval, in line with the project procedure;
4. That £90,000 from the Pinnacle and Mitre Square Section 106 agreements is approved for the programme budget to continue the development of the 7 projects to Gateway 5;
5. Note that further projects listed in Appendix 1, may be developed in future years, subject to funding being confirmed; and
6. That within the overall programme budget, funds can be moved between the 7 individual projects and between staff costs, fees and works to maintain pace of delivery and maximum efficiency of the process.

10. **CITY CLUSTER AREA - ACTIVATION AND ENGAGEMENT PROGRAMME**

The Sub Committee considered a report of the Director of the Built Environment regarding the City Cluster Activation and Engagement Programme.

A Member expressed their disappointment that only one option had been presented and asked that future reporting at least provided some information as to why alternative options had been discounted. The Member also sought assurances regarding funding for the project, much of which was currently unsecured. Members also stressed the importance of close contact with local stakeholders and suggested developing a map promoting the secret gardens and pocket parks in the area and the wider City which were relatively unknown.

The Director of the Built Environment then gave the Sub Committee some further detail on the programme approach and of engagement with stakeholders so far. Whilst the project funding was complicated, there were section 106 funds which could be used for the project if needed as contingency. In response to a question from a Member about Jubilee Place, the Director of the Built Environment advised that officers had discussed the wall and railings with the Open Spaces Department. Whilst there had been issues with anti-social behaviour, a barrier with a more open design and more entry points had been proposed.

RESOLVED – That the Streets & Walkways Sub Committee:

1. Note an increase in the estimated programme budget specifically to address City recovery “Vibrant Offer” recommendations. The programme cost range is estimated to be £200-£300k, for the delivery of the programme on an annual basis, initially over 3 years;
2. Note that the overall programme budget will be substantially funded by external sponsorship. The exact budget is subject to the level of external funding which is to be confirmed at the next Gateway;
3. Agree that planning for large and medium scale activation programmes (Option 1 and 2) be continued, with detailed options to be presented at Gateway 4-5; and
4. That a budget of £68,000 (£20k staff costs and £48k fees) from the Section 106 Agreement from the Pinnacle is approved to reach the next Gateway and to deliver events to support City’s Recovery in summer 2021.

11. CITY OF LONDON TRANSPORT STRATEGY - REVIEW 2022

The Sub Committee considered a report of the Director of the Built Environment sets out the context and recommended approach for a review of the 25-year City of London Transport Strategy, which was scheduled for review every three years.

RESOLVED – That the Streets & Walkways Sub Committee:

1. Agree that the review of the Transport Strategy will focus on amending and adding proposals, and that the current Vision, Aims and Outcomes remain valid;
2. Note the governance arrangements next steps for the review:
 - Further research and analysis
 - Stakeholder meetings and workshops
 - Public survey and focus groups

12. BLOOMBERG DEVELOPMENT HIGHWAY WORKS

The Sub Committee considered a report of the Director of the Built Environment regarding the Bloomberg Development Highways project. The Chairman introduced the item and praised the quality of the project and its outcomes.

Members noted the unique approach to street lighting where the building sensitively lights the public highway and commented that this had been a successful and innovative approach which had mutually beneficial outcomes for developer and the Local Authority. The Director of the Built Environment confirmed that further opportunities to undertake this approach to street lighting would be pursued where appropriate and that updated guidance for lighting was under development.

RESOLVED – That the Streets & Walkways Sub Committee:

1. Note the content of this report;
2. Agree to close the Bloomberg Development Highways project;
3. Authorise the Chamberlain's department to return unspent S278 funds to the developer, subject to verification of the final accounts; and
4. Authorise the Chamberlain's department to return the Section 106, CIL and City's Cash balances to their respective accounts/codes.

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

The Sub Committee considered a report of the Director of the Built Environment regarding Phases 1 and 2 of the Shoe Lane Quarter Public Realm Enhancements project. The Chairman introduced the item and advised that this had been a good project with positive, high-quality outcomes. The Chairman added that the project represented a good example of greening HVM measures as an alternative to bollards. A Member noted the lessons learned set out in the report and advised that care should be taken to avoid similar issues arising on future projects.

RESOLVED – That the Streets & Walkways Sub Committee:

1. Note the content of this outcome report;
2. Authorise the Chamberlain's department to return unspent section 106 and 278 funds to the developers as set out in the respective legal agreements, after any required maintenance sums are accounted for and subject to the verification of the final accounts;
3. Should it be request by the client, authorise the transfer of any unspent funds, following verification of the final accounts, to a separate project where the financial commitment resides with the same client; and
4. Agree to close the Shoe Lane Quarter Public Realm Enhancements – Phases 1 and 2 projects.

14. HIGHWAY CONSTRUCTION & MAINTENANCE TERM CONTRACT TENDER

The Sub Committee received a report of the Director of the Built Environment seeking Member approval for the procurement strategy to be used in the selection of a new term contractor for highway construction & maintenance services.

The Sub Committee paid tribute to JB Riney for their work over the course of the existing contract, as well as their knowledge of the City and engagement with stakeholders and communities. Members then commented that value for money in respect of service as well as price should be a key consideration in awarding the next contract. Members also expressed some surprise that the Sub Committee had not been asked to take a decision on this matter given the

connection between the Sub Committee's work and that of the prospective contractor.

A Member, also a Member of the Procurement Sub Committee, gave assurances that tender decisions were not guided by price alone, with quality also held in high regard. Whilst a 60/40 weighting was usual practice, a 70/30 weighting had also been exercised where appropriate. The Member, noting the consensus amongst the Sub Committee and the importance of this procurement exercise, suggested that the Sub Committee send a note to the Procurement Sub Committee asking that the quality aspect be increased in the tender assessment in order to reflect the importance of ensuring a quality contractor was appointed.

The Director of the Built Environment advised that the procurement exercise would seek to evolve on the existing contract and maintaining standards would be of utmost importance. Whilst the report principally advised of the decisions still to come, officers would consider the governance arrangements for the contract award, due during 2022, as it was appropriate that the Sub Committee be engaged in this process. The Director of the Built Environment further advised that key quality mechanisms would be retained for this tender, and that the aim would be to maintain standards whilst also seeking to improve where possible. Furthermore, the weighting of price and quality was not restricted and could be reviewed.

The Chairman, noting the evident interest and concern on the part of the Sub Committee, proposed that the Sub Committee's views be put to the Procurement Sub Committee, and this was agreed.

RESOLVED – That the report be noted, and that a resolution be put to the Procurement Sub Committee regarding the procurement strategy.

15. REPORT OF ACTION TAKEN

The Sub Committee received a report of the Town Clerk advising Members of actions taken by the Town Clerk since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No. 41. The Chairman introduced the item and gave Members some further context behind the action taken, in respect of the 5G Wireless Concession, and the reasons for progressing the decision under urgency procedures.

In response to questions from Members, the Director of the Built Environment advised that work on improving broadband infrastructure in the City was ongoing, and noted Members' suggestion that the estates be given focus, due to reported issues with coverage. The Director of the Built Environment further advised on futureproofing and the benefits of the action taken in comparison to alternative solutions. The Sub Committee was advised that locations for the installations would not be put forward unless they were considered to be optimal, and that the installations did not generate noise.

RESOLVED – That the report be noted.

16. **OUTSTANDING REFERENCES**

The Sub Committee received a list of outstanding references.

Dockless Vehicles

The Director of the Built Environment advised that operators had been selected for the e-scooter trial, which was due to start in June, with a detailed update due to be submitted to the Planning & Transportation Committee in due course.

Beech Street

The Director of the Built Environment gave the Sub Committee an update on developments in respect of the scheme since the last meeting of the Sub Committee.

RESOLVED – That the list of outstanding references be noted.

17. **ANY OTHER BUSINESS**

a) **MUSEUM OF LONDON GYRATORY PROJECT**

The Sub Committee considered a report of the Director of the Built Environment regarding the Museum of London Gyratory project. A Member requested that regular consultation with Aldersgate Ward Members and the Barbican Centre be undertaken as the project progressed.

RESOLVED – That the Streets & Walkways Sub Committee agree:

1. A restart of the project that remains wholly within currently agreed budget resources to ensure a coordinated highway and public realm design approach with the emerging Section 278 proposals at 81 Newgate Street and Bastion House;
2. A change of project name to “St. Paul’s Gyratory Project”; and
3. The revised budget detailed in Appendix 2.

LIFFE Trader Statue

The Town Clerk advised that the LIFFE Trader Statue, previously situated in the South Ambulatory, had been relocated to its new position on Dowgate Hill. An unveiling had been planned for 20 May to which all Members of the Sub Committee were invited. The Town Clerk advised that details and a calendar invitation would be circulated following the meeting.

Denizen Building

A Member asked whether highway works around The Denizen building were planned, following the completion of the development, as the poor quality of the pavements carried risk of accidents. Another Member advised that residents had raised concerns about this matter. The Director of the Built Environment advised that this would be taken away for clarification.

Beech Street Tunnel

A Member queried whether there had been any developments in respect of permanent solutions to the issues experienced by residents as a result of

difficulties for delivery drivers and taxis in navigating the Experimental Traffic Order. A Member responded that they had been in regular contact with officers and residents on this matter, with improved signage having been installed and further representations made.

The Director of the Built Environment responded that Google Maps had now been updated, with improved signage deployed and further communications being sent to the list of stakeholders. The gaps to the central reservation had now been made, with works completed. A Member commented that this should substantially improve the situation as all addresses could now be accessed. The Director of the Built Environment added that warning notices had been issued for an extended period for this scheme, and advised that contact had been made with logistics companies where it was reported that they did not have up-to-date information.

18. 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 item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.

Paragraph No.

19

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19. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 18 February 2021 be agreed as a correct record.

20. ANY OTHER BUSINESS THAT THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The meeting ended at 12.34 pm

Chairman

Contact Officer: Joseph Anstee
Joseph.Anstee@cityoflondon.gov.uk

Committees: Corporate Projects Board <i>[for decision]</i> Projects Sub <i>[for decision]</i> Streets and Walkways Sub Committee <i>[for decision]</i>	Dates: 09 June 2021 23 June 2021 08 July 2021
Subject: Bank Junction Improvements Project: All Change at Bank Unique Project Identifier: 11401	Gateway 4C Complex Issue Report
Report of: Director of the Built Environment Report Author: Gillian Howard	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place</p> <p>RAG Status: Amber (Green at last report to Committee)</p> <p>Risk Status: Medium (Medium at last report to committee)</p> <p>Total Estimated Cost of Project (including risk): £5-5.6 million</p> <p>Change in Total Estimated Cost of Project (excluding risk): N/A</p> <p>Spend to Date: £1,699,610</p> <p>Total approved project budget: £1,923,410</p> <p>Funding: Funding for this scheme is to be met from a combination of TfL, S106 and central City Fund resources agreed as part of the 2020/21 annual capital bids. Resource Allocation Sub Committee has agreed the release of central funding from the On Street Parking Reserve. The additional costs identified in this report will mean that extra funding from</p>
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	<p>other sources will most likely be needed to ensure sufficient funding to deliver all of the enhancements for the scheme.</p> <p>Costed Risk Provision Utilised: £0 (£95,000 approved at G4)</p> <p>Slippage: yes</p>																																				
2. Requested decisions	<p>Next Gateway: Gateway 5 – Authority to Start Work</p> <p>Requested Decisions:</p> <ol style="list-style-type: none">1. That an additional budget of £151,323 is approved to reach the next Gateway as explained in section 3; and that this be funded from the already approved Central funding (total approved budget of £2,074,733)2. That a revised Costed Risk Provision of £93,000, (previously £95,000) is approved (to be drawn down via delegation to Chief Officer).3. Agree the approach set out in section 4 to delay the consultation findings report until September 2021 to provide additional time to analyse and consider the responses fully.4. Note the delay to the programme, which will mean that if approved, construction work for this project would not start until at least January 2022.																																				
3. Budget	<p>Table 1 shows the additional funding request contained within this report. Expenditure to date is shown in Appendix 3</p> <table><tr><th colspan="4">Table1: Resources Required to reach the next Gateway</th></tr><tr><th></th><th>Latest Approved Budget (£)</th><th>Additional Resources Required to reach the next Gateway (£)</th><th>Revised Budget (£)</th></tr><tr><th>Description</th><th></th><th></th><th></th></tr><tr><td>Open Spaces Staff Cost</td><td>1,000</td><td>1,000</td><td>2,000</td></tr><tr><td>Air quality team</td><td>-</td><td>1,400</td><td>1,400</td></tr><tr><td>DBE Structures Staff Costs</td><td>4,000</td><td>-</td><td>4,000</td></tr><tr><td>Legal Staff Costs</td><td>5,000</td><td>-</td><td>5,000</td></tr><tr><td>Highways Staff Costs</td><td>135,846</td><td>-</td><td>135,846</td></tr><tr><td>P&T Staff Costs</td><td>690,625</td><td>108,923</td><td>799,548</td></tr></table>	Table1: Resources Required to reach the next Gateway					Latest Approved Budget (£)	Additional Resources Required to reach the next Gateway (£)	Revised Budget (£)	Description				Open Spaces Staff Cost	1,000	1,000	2,000	Air quality team	-	1,400	1,400	DBE Structures Staff Costs	4,000	-	4,000	Legal Staff Costs	5,000	-	5,000	Highways Staff Costs	135,846	-	135,846	P&T Staff Costs	690,625	108,923	799,548
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	Latest Approved Budget (£)	Additional Resources Required to reach the next Gateway (£)	Revised Budget (£)																																		
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Open Spaces Staff Cost	1,000	1,000	2,000																																		
Air quality team	-	1,400	1,400																																		
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P&T Fees	1,009,576	40,000	1,049,576
Surveys	67,363	-	67,363
Revenue	10,000	-	10,000
TOTAL	1,923,410	151,323	2,074,733

Costed Risk Provision requested for this Gateway: £93,000
(as detailed in the Risk Register – Appendix 2)

Resource to reach next gateway:

The additional money requested is to cover some items of expenditure which were not previously included in the October 2020 Gateway 4.

- Open Spaces staff cost £1,000
- Utility C4 costs (detailed utility estimates required to cost up the final build cost estimate for Gateway 5) – £40,000

A budget adjustment for Open Spaces was undertaken to cover part of the cost (an initial budget of £1,000) and provide for the work undertaken in 2020/21 to be processed. An additional £1,000 is requested to reach Gateway 5, totalling a £2,000 budget. Utility C4 costs are needed to establish a better construction cost estimate.

In addition, since the G4 report a request to cover the cost of the Air Quality team for undertaking the Bank and Bank area diffusion tube (NO₂) monitoring every month has been requested.

- Air Quality Team staff cost £1,400

It is necessary for the team to now recover their staff costs which has previously been given in kind. The internal arrangement is much more cost effective than the alternative of hiring a third party to undertake the work. This would cover the cost of the Air Quality team to undertake the necessary monitoring to the G5 milestone. To note that this will be an ongoing cost as part of the monitoring strategy for All Change at Bank (should the scheme proceed to implementation).

It is also requested that the Planning and Transportation Staff costs is also increased:

- P&T staff Cost £108,923

An additional resource was required with experience of virtual platforms which had not been budgeted for in October 2020 in the Gateway 4 report. The learnings from the Climate Action Strategy and the Recovery Task Force engagement and

	<p>consultation exercises were drawn from and the project hired the same resource for consistency. The learning from other virtual consultations was discussed at committee during the February Gateway 4C report, but the resource was not yet secured.</p> <p>A higher than anticipated input from the Principal Project Manager to get the consultation materials prepared ready and launched was also necessary. There is also a greater amount of work than previously envisaged to analyse the detail of the consultation responses, which forms part of this issues report.</p> <p>In addition, the complexity of the gateway 4C report in February with the, then recent, TfL Bishopsgate Judicial review judgement in January also took longer to prepare than previously estimated in the Gateway 4 report.</p> <p>To the end of March 2021, approximately 613 hours of the previously budgeted 933 hours for P&T staff costs to reach Gateway 5 had been expended, with 7 months still to work through.</p> <p>Given the complexities of the issues around pandemic recovery and what this might look like, the outcome of the appeal of the TfL Bishopsgate Judicial review findings still not known and considered, additional consultation resources, and a greater level of detailed analysis required, the staff costs have been revisited for reaching Gateway 5 in October with these continuing complexities in mind.</p> <p>A large part of this cost is the increased time required by the Principal Project Manager to be involved, which had previously been estimated at 25% of their time, which is now more realistically 50% of their time. It is recognised that this is a significant increase in comparison to the Gateway 4 estimate.</p> <p>This totals an additional request of £151,323 to reach Gateway 5, a 28% increase to the original request of £541,935 in October 2020.</p> <p>It is recognised that this additional money is likely to mean that, without finding additional funding from other sources, this may result in less enhancement being delivered. As stated in the Gateway 4C report in February, an exercise to identify potential alternative funding streams is underway and will form part of the Gateway 5 report in October 2021.</p> <p>The project continues to assume that the total of £5.6 million is the maximum available and the Gateway 5 will set out what can be delivered within this maximum. This may mean less enhancement is provided or choice of material for some areas has to be considered to remain within that maximum. However, it is still thought that the functional change proposed can be delivered.</p> <p>Costed Risk Provision</p>
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	<p>The costed risk provision has been reviewed and is contained with the Risk Register in Appendix 2</p> <p>Overall a costed risk Provision of 93,000 is requested to reach the Gateway 5 milestone.</p>
4. Issue description	<ol style="list-style-type: none"> 1. The Gateway 4C was considered in February 2021. This set out the design that was approved to be publicly consulted on. 2. Public consultation opened on Monday 29 March 2021 and ran for six weeks, with the online survey closing on Monday 10 May. 3. There were just over 3,600 responses received overall between the online survey (3,574 individual respondents) and email and letters received. The online survey gave responders the opportunity to provide a series of free text comments at various points in the online survey. This has resulted in more than 18,000 comments being made within the survey. The analysis of the free text comments takes more time than the analysis of the other questions in the survey which were closed questions and had a predetermined choice of answer, such as “strongly support, support, neutral, oppose or strongly oppose.” 4. With there being a small delay in the opening of the consultation survey of approximately two weeks, the programme to analyse the results was condensed in order to meet this sequence of Committees. This sequence of committees and cycles was required to stay on track with the overall project programme to achieve substantial completion by the end of 2022. The programme for analysis and writing of the committee report was condensed to approximately four weeks from the previously estimated six weeks. 5. Between the detail of the online survey 18,000 free text comments that require analysis, and a number of other stakeholder responses which require further discussion, it has not been possible to undertake the comprehensive analysis necessary in the four-week time frame available. Without this it is not possible to provide Members with the level of detail they require to make a decision as to whether to proceed to the next stage of the project. 6. Instead, it is proposed that Officers undertake the necessary due diligence to fully understand the content of the consultation response. This includes discussions with some stakeholders where concerns or queries have been raised that need to be resolved before they can conclude

	<p>their overall position on the project. It also includes the full analysis of the free text comments within the online survey.</p> <p>7. It is proposed that the consultation findings report will instead be considered by Streets and Walkways Sub Committee and Projects Sub Committee in September 2021, after summer recess. This will still allow, if approved, for the Gateway 5 report to be considered in October as planned. However, it would not be possible to continue to construction in mid-November as planned.</p> <p>8. The delay to the start of construction is because it is not appropriate to request the decision to proceed to advertising the proposed Traffic Orders in this current Issues report. It had been planned that any unresolved objections to the traffic order could be considered within the Gateway 5 report in October. Instead, the approval to advertise the traffic orders would now not be sought until the September committee cycle.</p> <p>9. The Gateway 5 approvals would be submitted ahead of the traffic order process being completed. If the recommendation is to proceed, then this would be approved subject to the outcome of the consultation of the traffic orders. Assuming that there would be some objections that could not be resolved, an objections report would need to be considered at the December Streets and Walkway's Committee. Consideration would also need to be given to holding a public inquiry. If it was resolved not to hold a public inquiry, and to proceed to make the traffic orders at that December Committee, construction, using the term Highways contractor, would be able to commence from January 2022.</p> <p>10. Whilst this is an approximate six-week delay to the construction programme, it would mean that substantial completion would no longer be achievable by the end of 2022 due to the need to have cleared the area for the Lord Mayor's Show in November. The original programme would have seen all but Threadneedle Street completed by the November Lord Mayors Show (2022), i.e., approximately 80% of the programme delivered.</p> <p>11. Officers will review the phasing plans to see if there is another way of phasing the work that would minimise the impact to delivery. However, it should be recognised that it will not be possible to meet the substantial completion mark by the end of 2022 as originally aimed for. Acceleration of work may come at additional cost and this has to be balanced with the limited budget and the demands upon it.</p>
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	<p>Transport for London are still planning for the Bank Station capacity upgrade to complete in late 2022.</p> <p>12. In order to stay on track with the Gateway 5 report in October, it will be necessary for some elements of the project to be worked on, essentially at risk, in advance of the consultation findings being considered by Members. This work may have to be abandoned or reversed depending upon the findings of, and subsequent decisions, of the September consultation report. The work to be undertaken at risk includes the completion of the traffic modelling work with TfL so that Traffic Management approvals can be sought in advance of the Gateway 5.</p> <p>13. Essentially this was the case in the original programme as the decision to either change the Traffic Mix or the timings of the restrictions was to be taken at a later date. This could require a revision of the traffic modelling work and approvals. However, the traffic mix and timings changes would not affect the design of the junction. The risk this time could be that a design change to the junction is proposed based on the consultation findings that would require revision prior to the Gateway 5 being submitted. If this was the case further delay to the start of construction may be incurred.</p> <p>14. There are some benefits to the proposed delay to September before Members consider the consultation responses. It is most likely that the outcome of the appeal against the TfL Bishopsgate judgement will be known. The appeal is scheduled to be heard by the Court of Appeal in mid-June. It is also likely that there will be greater confidence in the return-to-work situation post the pandemic with the anticipated continued easing of restrictions. Also, the programme for the consideration of the pedestrian priority streets programme which includes some of the temporary COVID -19 interventions that were introduced last year, will be better defined. This will all help provide further clarity of how these schemes are intended to interact before Members are asked to make a decision on whether to progress to the Gateway 5 report and approvals for the All Change at Bank project.</p> <p>15. Members are asked to note the reasons for delaying the consultation findings report and agree the proposed way forward described above and note the risks associated with this.</p> <p>16. As outlined in section 2, there has also been an increase in costs, particularly for staff costs, and an additional</p>
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£151,323 is requested to be drawn down from the central reserves approved for use for this project, in order to reach the Gateway 5. Members are asked to approve this increase in budget to reach Gateway 5.

Costed Risk Provision

17. The costed risk register has been revised and a reduced request of £93,000 is sought. This reflects changes in likelihood as we have been mitigating risks to date, but also recognition that other risks may be more expensive to mitigate given the continued complexities of external factors to the project.

Consultation Awareness

18. Whilst it is not possible to provide Members with information from the consultation at this stage, below is an outline of what took place to give some comfort that there appears to have been a good awareness of the consultation.

19. There had been concerns that given the consultation period was to be undertaken during a period of national lockdown that it would be difficult to reach the people who otherwise would usually use the Bank area. The online consultation survey page was viewed 39,570 times and resulted in 3,574 completed survey responses.

20. We undertook a geographically targeted social media campaign. This succeeded in bringing 24,134 people to the survey page. The social media adverts were shown to 827,235 individuals at least once with the advert being viewed over 2 million times across the different social media platforms.

21. In addition to the social media campaign, the project team used every avenue available to get information into the various City of London managed newsletters as well as external organisations newsletters such as the local BIDs and Partnerships, City Property Association and City Property Advisory Teams updates to businesses. This helped to raise awareness to both workers, visitors and businesses of the consultation.

22. In addition, a letter was sent to every residential address in the City of London (approx. 8,500 addresses)

23. Three virtual town hall sessions were held on zoom and 48 people registered to attend. In addition to the virtual town hall sessions, three workshop sessions were facilitated by Transport for All with groups representing different disabilities where the proposals were considered in detail.

	<p>This has been very helpful to ensure a broad view from people with differing accessibility requirements.</p> <p>24. Overall, the number of views of the survey page is encouraging indicating a high level of awareness of the consultation. The volume of completed online responses is reasonable and in comparison, only 157 more responses were received in the 2017 Bank on Safety consultation survey.</p>
5. Options	<p>25. The recommended way forward is described above which details a way forward with minimum time delay to the programme. This is to delay the consultation findings report to September which would result in, if approved, a request to advertise the proposed traffic orders. Work would continue at risk between now and September to maintain the programme of the Gateway 5 being considered in October. Any approval to proceed to construction at the Gateway 5 would be subject to the outcome of the traffic order consultation being finalised. Construction would not be able to start until at least January 2022.</p> <p>26. The alternative would be for Members to consider whether they feel it is more appropriate to take a more substantial delay in the programme and pause work unrelated to the analysis of the consultation until Members are able to consider the full results of the consultation. This would mean accepting the subsequent knock-on effect for the start of construction, with the Gateway 5 not being submitted in October. The submission would be dependent upon when it was possible to submit the proposed traffic model for final auditing as it would have missed the previously scheduled 'slot' and identified TfL resource. Essentially, we would need to 're-join' the queue.</p> <p>27. The proposals for Bank Junction under the All Change at Bank project will help deliver the Outstanding Environments dimension of the City Corporations recovery action plan set out in Square Mile: Future City. In particular, the project will help to provide "new and improved public spaces that include opportunities for culture and exercise. Accelerate plans to improve the experience of walking, cycling and spending time on the City's streets."</p> <p>28. The All Change at Bank project also supports the Corporate Plan, Climate Action Strategy, Transport Strategy and Air Quality strategy as set out in appendix 4.</p>

	29. It is therefore recommended at this stage to continue to work at pace towards the Gateway 5 for the All Change at Bank project as outlined in section 4.
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Finance tables
Appendix 4	Links to strategies and policies

Contact

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Committees: Corporate Projects Board <i>[for decision]</i> Streets and Walkways Sub Committee <i>[for decision]</i> Projects Sub Committee <i>[for decision]</i>	Dates: Urgency 08 July 2021 23 July 2021
Subject: Moorgate Crossrail Station Links Unique Project Identifier: <i>PV Project ID – 11381 (Moorgate)</i>	Gateway 3/4 Regular Issue Report
Report of: Director of the Built Environment Report Author: George Wright; City Transportation	For Decision
<h1>PUBLIC</h1>	

1. Status update	Project Description: The Moorgate Crossrail Station Links (MCSL) project will develop designs for the public realm across the wider Moorgate area to improve the pedestrian environment and better accommodate the expected increase in footfall resulting from the opening of Crossrail in 2022. The project complements and builds on the works completed around the station entrances under the Crossrail Phase 1 project. Initial MCSL work (phase 2A) focussed on delivering pedestrian improvements to the western arm of Finsbury Circus. The remainder of MCSL (phase 2) centres on improvements to the Moorgate corridor between London Wall and Ropemaker Street, improvements to pedestrian crossings at key junctions and some modest interventions at the northern end of Moorfields. RAG Status: Amber (Green at last report to Committee) Risk Status: Medium (Low at last report to Committee) Total Estimated Cost of Project (excluding risk): £3,887,737 (Phases 1 and 2) Change in Total Estimated Cost of Project (excluding risk):
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	<p>Increase of £381,637 following receipt of Crossrail utility payment and identification of additional s106 funds.</p> <p>Spend to Date:</p> <p>Phase 1: £1,229,325</p> <p>Phase 2: £110,386</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Funding sources: TfL, OSPR, Crossrail, Section 106 and Section 278 (details in Appendix 2)</p> <p>Slippage: Approximately eight months; more details in Section 4 of this report.</p>																				
2. Requested decisions	<p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular) (previously requested to revisit the Gateway 3/4 after the project was restarted in July 2019).</p> <p>Requested Decisions:</p> <p>That Members</p> <ol style="list-style-type: none">1. Approve further scheme development at the Moorgate/Ropemaker Street junction to progress design work and traffic modelling.2. Approve pausing further substantive scheme development at the Moorgate/London Wall junction and on the Moorgate corridor until there is more certainty on the progress of interdependent projects and post-COVID traffic flows.3. Approve the project budgets and funding allocations detailed in Appendix 2.																				
3. Budget	<p>The total funding available is now £3,887,737 following receipt of a payment from Crossrail for damage to utilities on Moorgate, and identification of additional s106 funds. This comprises £2,467,942 for phase 1 and £1,419,795 for phase 2. The table below summarises the expenditure approved by Members</p> <table><tr><th>Phase</th><th>Approved budget £</th><th>Expenditure £</th><th>Available balance £</th></tr><tr><td>1</td><td>2,467,942</td><td>1,229,325</td><td>1,238,617</td></tr><tr><td>2</td><td>182,952</td><td>88,556</td><td>94,396</td></tr><tr><td>2A</td><td>80,000</td><td>25,340</td><td>54,660</td></tr><tr><td>Total</td><td>2,730,894</td><td>1,343,221</td><td>1,387,673</td></tr></table> <p>Note: The remaining balance of funds available, £1,156,843, is still to be approved by Members at a future gateway,</p>	Phase	Approved budget £	Expenditure £	Available balance £	1	2,467,942	1,229,325	1,238,617	2	182,952	88,556	94,396	2A	80,000	25,340	54,660	Total	2,730,894	1,343,221	1,387,673
Phase	Approved budget £	Expenditure £	Available balance £																		
1	2,467,942	1,229,325	1,238,617																		
2	182,952	88,556	94,396																		
2A	80,000	25,340	54,660																		
Total	2,730,894	1,343,221	1,387,673																		

	<p>It is not expected that the full available phase budget balances will be utilised between now and the next Committee Report. It is estimated that £43,600 will be spent on design and modelling fees, £20,000 on works and £45,055 on staff costs. These estimates are based on comparative design/modelling exercises carried out in the City, a project manager working 1.5 days per week between July 2021 and April 2022 and approximately 110 hours of a highway engineers time.</p> <p>A full breakdown project finances is contained in Appendix 2.</p> <p>Costed Risk Provision requested for this Gateway: No Cost Risk Provision is requested.</p>
<p>4. Issue description</p>	<p>4.1 The MCSL project aims to develop proposals across the wider Moorgate area to improve the pedestrian environment to and from the upgraded station and explore options for improved cycle provision. The intention was to facilitate the expected pedestrian uplift resulting from the opening of Crossrail in 2022 and adjacent commercial developments.</p> <p>4.2 Since the last Committee Report in July 2019, work has progressed in the following areas:</p> <ul style="list-style-type: none"> • Comprehensive data collection and analysis. • Analysis of Pedestrian Comfort Levels (PCL) on all footways and at crossings (existing and expected) • Meetings with Transport for London to determine traffic modelling requirements and pedestrian modelling outputs for this work. • High level modelling work to assess opportunities and constraints to improve the pedestrian environment at the Moorgate/London Wall and Moorgate/Ropemaker Street junctions. • Completion of most construction work on Moorgate phase 1, with the re-opening of the pedestrian route on Moorfields in early June. <p><u>Programme delays</u></p> <p>4.3 Due to the challenges associated with the impact of Covid-19, work on the MCSL project has slowed over the last 15 months. There were resource issues at TfL with the furlough of staff. Nevertheless, work has progressed but taken longer than planned.</p> <p>4.4 The complexities of this project area mean that there are no simple solutions to deliver the desired pedestrian and cycle</p>

enhancements. Below is a summary of the key issues, with more detail contained in Appendix 3.

Moorgate/London Wall junction

- 4.5 The current Pedestrian Comfort Levels (PCL's) at the London Wall/ Moorgate junction in the peak hours are E. The City's Transport Strategy has an aspiration for all streets in the City to be B+.

This junction provides an important route across the City for motor vehicles. It has become more important with the restrictions currently in place on Beech Street, Bishopsgate and with the proposed changes at Bank.

Initial modelling work and discussions with TfL have determined that without significant reductions in traffic volumes it will not be possible to provide improvement in the level of pedestrian comfort to B+.

Moorgate/Ropemaker Street junction

- 4.6 The current PCL's at this junction in the peak hour range from D to E.

- 4.7 There is greater opportunity to improve PCL's on all arms of the junction by introducing better crossing times and more space for pedestrians, as well as taking into account the needs of cyclists. Further design development work is proposed.

Moorgate corridor improvements

- 4.8 The current PCL's along the Moorgate corridor between Ropemaker Street and London Wall vary in range between B- and E, with most sections of footway in the lower range of D and E.

- 4.9 The modelling assessment concluded that to deliver a PCL of B+ meant it would not be possible to provide meaningful cycle improvements along this corridor without a significant reduction in motor vehicle volumes.

Pre-COVID traffic levels indicate segregated cycleways would be required and this is reenforced by the City's Transport Strategy. However, their introduction would limit the ability to widen footways. The challenge therefore is to develop designs that balance the competing needs of road users.

Finsbury Circus Western Arm (Phase 2A)

4.10 In February 2020, construction work was completed at the western side of the arm (Moorgate). The carriageway was raised and made flush with the surrounding footway.

4.11 However, as work was about to start on the raised tables at both the western and eastern (Circus) end of the arm, ground settlement issues were identified when the City went to formally take back the area from Crossrail.

A compensation claim for these settlement issues has been lodged with Crossrail and the proposed improvement works could not complete until the claim is settled. The western arm phase 2A project has therefore been placed on hold.

4.12 In the meantime, it is proposed that temporary interventions will be introduced on the western arm as part of the COVID-19 recovery phase 3 temporary works (and subject to a separate report). This may include temporary tables, seating and benches.

To ensure that motor vehicles cannot enter the western arm, it was proposed that the Phase 2A project installs either planters or bollards (or a mixture of the two) at the junction with the Circus. This can now be delivered via a contribution from MCSL to the COVID-19 recovery phase 3 project.

Next steps for phase 2

Taking into account the issues outlined above, it is proposed that:

- Work is progressed to develop designs to improve Pedestrian Comfort Levels and the cycling environment at the Ropemaker Street/Moorgate Junction.
- Further substantive development work at the Moorgate/London Wall junction is paused whilst the outcomes of the judicial review on Beech Street is determined and clarity on the future highway operations of Beech Street and Bishopsgate is known. This pause will also provide an opportunity to work with TfL to assess predicted post-COVID traffic levels in the City; the results of which will be critical in informing future design work.
- Further substantive development work along the Moorgate corridor is paused whilst issues listed above are determined. The concept designs prepared by Crossrail in 2018 are reviewed, including the need for a central median. Discussions will take place with City of London Police regarding the Police checkpoint as its retention/removal will influence designs. A prioritisation exercise will take place

	<p>focusing on improvements for pedestrians and cyclists and what could be achieved given the limits on highway space.</p> <ul style="list-style-type: none"> • Once further clarity is obtained, a plan is drafted that summarises dependencies, obstacles and opportunities, and what would be possible to provide improvements for pedestrians and cyclists along the corridor and at the junction. This work would include an analysis of the levels of traffic reduction needed and how this can be achieved. This work would then be presented to Members for consideration. <p><u>Programme</u></p> <p>Ropemaker Street/Moorgate Junction:</p> <ul style="list-style-type: none"> • Stakeholder engagement with Islington Council: August–December 2021 • Develop design options and initial traffic modelling: August–October 2021 • Wider stakeholder engagement. November 2021 • Gateway 4 proposal/s to Members: Spring 2022 <p>Moorgate corridor and Moorgate/London Wall junction:</p> <ul style="list-style-type: none"> • Await clarity on future proposals for Beech Street and Bishopsgate: Summer 2021 (TBC) • Review Crossrail corridor design, internal workshop to firm up road space priorities and engage with CoL Police: Summer/autumn 2021 • Prepare a traffic reduction options plan and agree modelling requirements with TfL: Autumn/Winter 2021/22 (TBC) • Present options to Members: Spring/Summer 2022 (TBC)
<p>5. Options</p>	<ol style="list-style-type: none"> 1. Three options to improve PCLs at the Moorgate/Ropemaker Street junction will be progressed in more detail. There are: Single lane approaches; banned turns; and single lane approaches and banned turns. All assessments will also consider the introduction of diagonal crossings at this junction. 2. Optioneering along the Moorgate corridor will include: the retention/removal of the central median; and prioritisation of different road user needs (particularly pedestrians and cyclists). 3. Options for the Moorgate/London Wall junction will be dependent on the outcome/future of other highway schemes and agreement with TfL on post-COVID traffic levels that will inform the modelling of design options.

Appendices

Appendix 1	Cover sheet
Appendix 2	MCSL financial summary
Appendix 3	Summary of corridor and junction issues
Appendix 4	Risk register

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Committees: Corporate Projects Board - for decision Streets and Walkways - for decision Projects Sub - for decision	Dates: 21 June 2021 08 July 2021 23 July 2021
Subject: Leadenhall Street Traffic Management – Eastern City Cluster Unique Project Identifier: TBC	Gateway 2: Project Proposal Regular
Report of: Director of the Built Environment Report Author: Leah Coburn, City Transportation	For Decision
<h1>PUBLIC</h1>	

1. Next steps and requested decisions	<p>Project Description: Delivery of traffic management changes to Leadenhall Street in order to deliver the aspirations of the adopted Eastern City Cluster vision, and the outcomes of the Transport Strategy and Climate Action Strategy. The project will look to address impacts on the street network arising from new developments by providing more space for people walking and cycling.</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Funding Source: S106 funding (already approved as part of the Eastern City Cluster Programme) and ReVeAL Air Quality Funding</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Review stakeholder feedback and data monitoring from the temporary measures implemented on Leadenhall Street for the COVID-19 Transportation project. • Undertake engagement with affected businesses and stakeholder groups • Equalities Analysis was undertaken for the COVID-19 Transportation response which determined that there would be impacts on some protected characteristic groups resulting from the changes to street access. This will be reviewed and
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	<p>updated to provide a detailed assessment at the next gateway.</p> <ul style="list-style-type: none">• Progress design options for Leadenhall Street modifying from the COVID-19 temporary layouts where necessary, to take into account feedback and other network implications• Develop a monitoring strategy including collecting data on air quality, journey time impacts, traffic counts on the surrounding road network and public consultation approach• Progress third party approvals with neighbouring boroughs and Transport for London (TfL), including any traffic modelling required to obtain the necessary approvals from TfL• Gateway 3/ 4 for Experimental Traffic Order options in September 2021 <p>Requested Decisions:</p> <ol style="list-style-type: none">1. That budget of £218,000 is approved to reach the next Gateway for Leadenhall Street (Phase 1);2. Note the total estimated cost of the project between £480-£550K3. Agree the funding strategy included at Appendix 3 including the allocation of S106 funding from 40 Leadenhall Street development																				
2. Resource requirements to reach next Gateway	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff costs (P&T)</td><td>project management, consultation</td><td>ReVeAL/S 106</td><td>£65,000</td></tr><tr><td>Staff costs (Engineering)</td><td>Highways design work</td><td>ReVeAL/S 106</td><td>£12,000</td></tr><tr><td>Staff costs (Legal)</td><td>Legal costs</td><td>ReVeAL/ S106</td><td>£3,000</td></tr><tr><td>Fees</td><td>Equalities Assessments, Road Safety Audits, surveys, Traffic Modelling consultancy costs, Topo</td><td>S106</td><td>£133,000</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff costs (P&T)	project management, consultation	ReVeAL/S 106	£65,000	Staff costs (Engineering)	Highways design work	ReVeAL/S 106	£12,000	Staff costs (Legal)	Legal costs	ReVeAL/ S106	£3,000	Fees	Equalities Assessments, Road Safety Audits, surveys, Traffic Modelling consultancy costs, Topo	S106	£133,000
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Fees	Equalities Assessments, Road Safety Audits, surveys, Traffic Modelling consultancy costs, Topo	S106	£133,000																		

		surveys and utilities investigations		
	Works	Costs for trial holes	S106	£5,000
	Total			£218,000
<p>Costed Risk Provision requested for this Gateway: £0 (as detailed in the Risk Register – Appendix 2)</p> <p>The Planning and Transportation staff costs include a Project Manager for 4 months, Communication officer support for 1 day a week for 4 months. Highways staff costs reflect the cost of an engineer full time for three weeks preparing highway design options.</p> <p>Fees include undertaking highways investigation works for streets where footway widening is proposed, undertaking Equalities Assessments and Road Safety Audits. Provision has also been made for consultancy support on engagement particularly on engagement with protected characteristics groups.</p> <p>A small amount for works is included to cover Contractor support in removing and reinstating temporary materials to enable the investigation work to be undertaken.</p>				
3. Governance arrangements	<ul style="list-style-type: none"> • Service Committee: Streets and Walkways Sub-Committee • Senior Responsible Officer: Leah Coburn, Major Projects Group Manager • Project Board: No <p>3.1 A working party for the City Cluster Programme has been established with attendees from City Public Realm, Highways, Open Spaces, Planning and Climate Strategy. This working party will be used to review options for changes to Leadenhall Street.</p>			

Project Summary

4. Context	<p>Walking is the main mode of travel in the Square Mile. Pre-COVID-19, pavement crowding was an issue in many parts of the City including the City Cluster. Significant change to the operation of streets is required to accommodate the increase in footfall resulting from new developments, particularly in and on routes to the City Cluster.</p> <p>The 2017 City Streets survey found that 84% of people thought the City's pavements were overcrowded, 60% thought that people walking were given too small a share of street space and 65% thought the needs of people walking were underprioritised.</p> <p>The Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050.</p> <p>The Eastern City Cluster Vision was adopted in April 2019. The vision shows two options for significant change on Leadenhall Street providing greater space for people walking and cycling and opportunities for greening. This proposal is also included in the Eastern City Cluster Programme reporting received regularly by Committees.</p> <p>This Committee is also receiving a report on the Eastern City Cluster Healthy Streets Plan (HSP) which set out how the Adopted City Cluster Vision can be delivered in terms of cumulative change, and timeframes given the scale of development happening within the Cluster. This project is included within the HSP.</p> <p>There are also proposals for a cycle route between Aldgate High Street and Blackfriars in development. This cycle route is to be delivered by 2025 and is part of the Transport Strategy's cycle network to improve conditions for cyclists.</p> <p>COVID-19</p> <p>In response to COVID-19 Pandemic, a project initiated in Spring 2020 that delivered a number of temporary on-street traffic management interventions across the City to reallocate space to walking (and cycling) to support the City's COVID-19 recovery.</p>
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	<p>This project reported to Planning and Transportation Committee given its high profile and relationship with other COVID-19, return to office measures.</p> <p>As part of this COVID-19 Programme, a point closure was installed on Leadenhall Street between St Mary's Axe and Bilitier Street restricting through traffic to Buses and Cyclists only. This restriction was removed at various times to facilitate closures on Fenchurch Street for utilities work.</p> <p>A G6 report was taken to Planning and Transportation Committee in April 2021 seeking approval to close the Covid-19 transport response project. The report proposed reviewing and potentially retaining the measures on St Marys Axe and Leadenhall Street (amongst others)</p> <p>Transport for London (Tfl) have also made changes to the Bishopsgate (A10) Corridor in response to COVID-19. This has installed bus gates at points along Bishopsgate restricting movement to buses and cyclists only at points. TfL have recently successfully appealed this decision and we are currently liaising with them regarding future plans for the Corridor . There is a level of interdependency between the Bishopsgate project and the Leadenhall Street proposals.</p> <p>There are linkages between this work and the wider Eastern City Cluster security proposals which will be included in proposals at Gateway 3 / 4.</p> <p>All projects across the City which restrict traffic, including those outline proposals contained in the recently approved Pedestrian Priority Programme, are being delivered through the Major Projects Team to ensure coordination of measures.</p> <p>Strategy Delivery</p> <p>This project will directly help deliver the Transport Strategy and Climate Action Strategy outcomes and the aspirations of the City Cluster Vision. The approach to delivering change in the City Cluster is set out in the ECC Healthy Streets Plan.</p> <ul style="list-style-type: none"> • The related walking Transport Strategy outcomes are that by 2044, at least 55km of streets in the City (which equates to half of all streets) provide priority to people walking. The aim is for pavements to have a minimum Pedestrian Comfort Level of B+. • The Climate Action Strategy, which was adopted in September 2020, sets out that pedestrian comfort levels of A+ and an additional 20km of timed street closures are required to reach Net Zero by 2050. It also states that the public realm needs to be resilient to climate
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	<p>change, including more green spaces and urban greening.</p> <ul style="list-style-type: none"> • The programme will also help deliver the Recovery Taskforce action: Accelerate our plans to make our streets safer and more accessible, prioritise people walking and improve the experience of cycling
5. Brief description of project	<p>The adopted City Cluster Vision shows options for Leadenhall Street to provide greater space for people walking and cycling and opportunities for greening and climate resilience measures.</p> <p>These proposals were developed in 2019 following an extensive period of engagement with local businesses and occupiers who expressed a desire for a less traffic dominated Leadenhall Street to ensure better movement between offices, particularly within the Insurance sector.</p> <p>As part of the COVID 19 pandemic response to provide additional space for people walking and cycling, a point closure was installed on Leadenhall Street just east of St Mary's Axe. This restricted through traffic to buses and cyclists only. This was a signed restriction only and was not enforced.</p> <p>Due to utilities works on Fenchurch Street this closure was periodically removed at various times to enable east – west vehicle movement.</p> <p>Some data collection and consultation feedback was obtained from this measure but given the continuation of local and national lockdown measures, there were not significant volumes of people back in the City for the traffic management measures to be fully experienced.</p> <p>This restriction was installed using a temporary traffic order. If this report is approved, officers will start the process of assessing and modifying the on-street interventions to explore whether their continuation should be promoted using an Experimental Traffic Order (ETO). This would be considered at the next Gateway report.</p> <p>This would be Phase 1 of the project and would enable Officers to test the restriction over a period of up to 18 months and to monitor the impact of the restriction alongside a further period of engagement and consultation with stakeholders. It would also allow a flexible approach to functional change while the Cluster is undergoing a considerable period of development.</p>

	<p>Physical change on the street is likely to be limited in Phase 1 to localised changes such as footway widening and/or temporary planting and seating. There may be an opportunity within planting to trial new species which may be more resilient to climate change.</p> <p>If the experiment is deemed to be successful then the restriction could be made permanent and the wider enhancement and security proposals as set out in principle in the City Cluster Vision be delivered. The transformation of the public realm would be Phase 2 and follow on from this as a separate project.</p> <p>In developing proposals which require traffic management measures, the City must comply with its traffic management duties to secure the expeditious, convenient, and safe movement of traffic having regard to effect on amenities¹ and to secure the efficient use of the road network avoiding congestion and disruption. ²Regard will also be had to relevant statutory guidance.</p>
6. Consequences if project not approved	<p>6.1 The Transport Strategy and Climate Action Strategy both have targets to significantly increase the amount of pedestrian priority streets and achieve high levels of pedestrian comfort across the Square Mile. The Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero to be achieved. Without this programme, it will be difficult for these targets to be realised.</p> <p>6.2 This project forms part of the City Cluster Programme which has been approved by members in order to mitigate the impacts on the street network generated by the significant number of developments in the Cluster area.</p>
7. SMART project objectives	<p>7.1 The overarching project objectives are:</p> <ol style="list-style-type: none"> 1) Increase the number of kilometres of new pedestrian priority streets and total length of pedestrian priority streets (Climate Action Strategy and Transport Strategy targets) 2) Improve pedestrian comfort by increase the length of City streets with pedestrian comfort level of A+, and

¹ S.122 Road Traffic Regulation Act 1984

² S.16 Traffic Management Act 2004

	<p>lengths of street with pedestrian comfort level of at least B+ (Climate Action Strategy and Transport Strategy targets)</p> <p>3) Increase the percentage of people rating the experience of walking in the City as pleasant (Transport Strategy target and measured through the City Streets survey).</p> <p>4) Improve local Air Quality</p> <p>5) Impacts of increased demand on walking and cycling from developments are appropriately addressed.</p> <p>These project objectives are likely to alter for Phase 2 to have a greater focus on targets for greening and climate resilience measures.</p>
8. Key benefits	<p>8.1 An improved walking environment that provides increased space for people walking. Along with improving the quality of the City streets and public realm this will contribute to the continued success of the Square Mile as a global centre for business, place to live and visitor destination.</p> <p>8.2 Improved safety of people walking by reducing conflicts with vehicles and making streets easier to cross.</p> <p>8.3 A more accessible Square Mile where everyone will feel able and confident walking on City streets.</p> <p>8.4 Improved safety of people cycling and enabling more people to choose to cycle by reducing motor vehicle volumes on part of the core cycle network.</p> <p>8.5 Reducing the exposure of people walking to air pollution and contributing to overall emission reductions in the City.</p> <p>8.6 Reduction in vehicle mileage to deliver outcomes of the Climate Action Strategy.</p> <p>8.7 Public Realm enhancements to improve the look and feel of the City and introduce greening and seating where appropriate.</p>
9. Project category	5. Other priority developments
10. Project priority	A. Essential

11. Notable exclusions	Other major interventions, such as the All Change at Bank project, will continue with their pre-existing Gateway processes but will be coordinated with this programme.

Options Appraisal

12. Overview of options	<p>12.1 Do nothing – Aspirations of the Transport Strategy and delivery of the Eastern City Cluster Vision will not be achieved.</p> <p>12.2 Do something – Improve the experience for people walking and cycling in the City</p>
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Project Planning

13. Delivery period and key dates	<p>Overall programme: July 2021 – Summer 2024</p> <p>Key dates:</p> <p>Gateway 1 /2 July 2021</p> <p>Gateway 3/4 September/ October 2021</p> <p>Gateway 5 (Delegated) November 2021</p> <p>Progress Reporting Summer 2022</p> <p>Progress Reporting/ Gateway 5 at Summer 2023 (end of potential experimental period)</p> <p>Other works dates to coordinate:</p> <p>13.1 There is a considerable amount of coordination required between this programme and other City and third party works. This is being managed through the regular Programme Reporting on the three strands of the City Cluster Programme (Transport, Wellbeing and Climate Change resilience and Activation and Engagement)</p> <p>13.2 Notable interdependencies relate to the changes at Bank Junction, around the Crossrail Stations and with Transport for London's temporary measures on Bishopsgate.</p> <p>13.3 All of the interdependent City highways projects are managed within the same Division and co-ordinated through regular meetings. Conversations are ongoing regarding opportunities for collaborative work with the Climate Cooling and Resilience programme.</p> <p>13.4 Officers are continuing to hold regular coordination meetings with Transport for London to discuss Bishopsgate and London Bridge.</p>
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14. Risk implications	<p>Overall project risk: Medium</p> <p>The main risk implications for the programme and associated schemes are:</p> <ul style="list-style-type: none"> - Resourcing: Not being able to deliver the number of schemes that is expected of the programme - The risk that traffic orders are not made following consideration of any objections and assessment of the experimental orders and their impacts - Engagement and external support: Issues with external engagement and buy-in - Legal Issues: Receiving legal challenges regarding the decision to proceed with agreed schemes - Funding – Longer term transformational change is unfunded at present. - Third Party Approvals – i.e Transport for London TMAN - Equality impacts – Need to ensure accessibility is maintained for people with protected characteristics. <p>A Risk Register is included in Appendix 2.</p>
15. Stakeholders and consultees	<p>The key stakeholders and consultees consist of:</p> <ul style="list-style-type: none"> • Occupiers and businesses • City workers and residents • EC Partnership • Ward members • Transport for London • Emergency services • CoLAG <p>A stakeholder engagement plan is being developed for the City Cluster Programme and will be utilised for engagement on this project.</p> <p>As for all of the pedestrian priority proposals it is important to ensure that accessibility is maintained for people with protected characteristics. Officers will engage with COLAG on proposals to ensure access and areas for pick up and drop off are designed into the scheme appropriately.</p>

Resource Implications

16. Total estimated cost	<p>Likely cost range (excluding risk): £480K - £550 Phase 1</p> <p>Likely cost range (including risk): N/A</p>
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17. Funding strategy	Choose 1: Partial funding confirmed	Choose 1: External - Funded wholly by contributions from external third parties Mixture - some internal and some external funding												
	<table><tr><th>Funds/Sources of Funding (Phase 1)</th><th>Cost (£)</th></tr><tr><td>ReVeAL</td><td>£95,000</td></tr><tr><td>S106</td><td>£395,000</td></tr><tr><td>40 Leadenhall S106</td><td>£70,000</td></tr><tr><td></td><td></td></tr><tr><td>Total</td><td>£550,000</td></tr></table>		Funds/Sources of Funding (Phase 1)	Cost (£)	ReVeAL	£95,000	S106	£395,000	40 Leadenhall S106	£70,000			Total	£550,000
	Funds/Sources of Funding (Phase 1)	Cost (£)												
	ReVeAL	£95,000												
	S106	£395,000												
	40 Leadenhall S106	£70,000												
	Total	£550,000												
	<p>There are two phases of this project. Phase 1 is the progression of the experimental traffic order through to completion. This is a functional change and will involve a higher percentage of staff time with relatively low construction costs. If approved at Gateway 5 changes on street would be limited to temporary footway widening in places, installation of plant and parklets and signage and potentially cameras for enforcement.</p>													
	<p>Phase 2 is the longer term public realm transformation of Leadenhall Street. This may commence on completion of the experiment or at a later date once construction activity allows. This would be a separate project and subject to securing additional funding which is expected to be a combination of S278 funding, TfL Liveable Neighbourhoods funding and potential future central funding bid.</p>													
<p>The City Cluster Vision programme report confirmed S106 funding for the Pedestrian Priority and Traffic Reduction Programme of £500,000. Further details on this are indicated in Appendix 3 – Funding Strategy.</p>														
<p>ReVeAL funding is European Union funding which was awarded as match funding for implementation of Urban Vehicle Access Restrictions including vehicle emission standards in European Cities. Funding has been granted to develop and implement traffic management restrictions in the City and develop the concept for zero emission controls. This funding can be used for staff time spent on investigating options for Leadenhall Street.</p>														
<p>We are also seeking the allocation of some of the 40 Leadenhall Street S106 ‘Transport Improvement Works’ payment. This payment in total is for £980,685 and is limited in scope to be used for: ‘ <i>improvements to the accessibility and</i></p>														

	<p><i>advancement of sustainable transportation, works to improve access to public transport including the provision of disabled facilities, the promotion and implementation of works to improve pedestrian and cycle facilities and safety, and works to balance service requirements of commercial occupiers with the need to enhance pedestrian movements</i>'. This development is located on Leadenhall Street and will generate a significant increase in pedestrian movement along and across Leadenhall Street .</p> <p>The City also had a successful bid for Transport for London's Liveable Neighbourhood funding approved in 2018. We are requesting funding for this year and if successful will reduce the amount of s106 required to deliver this project</p> <p>At the next gateway report we will provide further information on the availability of TfL funding and prioritise the use of this over S106 funding.</p>
18. Investment appraisal	Not applicable
19. Procurement strategy/route to market	<p>19.1 It is expected that most schemes within the programme will be developed and designed by the City Transportation, City Public Realm and Highways teams.</p> <p>19.2 Any additional resources, consultancy work and physical works required will be procured through Highways JB Rineys contract and/or the City Transportation and Public Realm Consultancy Framework. The JB Rineys term contract is due to expire in mid-2022 and any work undertaken after that date will be completed by the successful next term contractor.</p>
20. Legal implications	<p>20.1 In exercising traffic authority functions regard must be had to the duties to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) (having regard to effects on amenities) (S.122 Road Traffic Regulation Act 1984), and to secure the efficient use of the road network avoiding congestion and disruption (S.16 Traffic Management Act 2004). f</p> <p>20.2 The existing S106 contributions which are proposed to be used to fund the programme are specific to this area, in scope and geography. Section 106 payments made and held for specific purposes must be spent on the purposes for which they are held and in accordance with the City's obligations under the agreement, unless these agreements are specifically re-negotiated with the relevant parties. The TfL funding allocation is also</p>

	<p>specific for the area and therefore ring-fenced to be spent in the City Cluster's streets and spaces.</p> <p>20.3 Where further consultation is required on individual projects this will be carried out as the project moves forward, in accordance with either the statutory requirements or the principles which guide general consultation.</p>
21. Corporate property implications	None
22. Traffic implications	<p>22.1 A number of the interventions are likely to restrict vehicles or reduce road capacity for motor traffic. A full assessment will be undertaken on any scheme that significantly affects motor traffic, to understand the implications for local access and through traffic. Many of the schemes will begin as experiments, in order to gather data and further understand any impacts while traffic levels settle to a steady state post COVID-19.</p> <p>22.2 Where appropriate, Transport for London will be engaged with and TMAN approvals sought on schemes where there is significant impact on the Transport for London Road Network (TLRN) or the Strategic Road Network.</p>
23. Sustainability and energy implications	23.1 The programme will seek to include appropriate greening and SuDs and Climate Resilience test sites as outlined in the Climate Action Strategy.
24. IS implications	None
25. Equality Impact Assessment	25.1 The Equalities Analysis undertaken for the COVID-19 Transportation response will be reviewed and updated to provide a detailed assessment at the next gateway.
26. Data Protection Impact Assessment	26.1 The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing V1
Appendix 2	Risk Register
Appendix 3	Eastern City Cluster funding strategy

Contact

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Committees: Streets & Walkways Sub – for decision Projects Sub – for decision	Dates: 08 July 2021 23 July 2021
Subject: Climate Action Strategy – Cool Streets and Greening Programme Unique Project Identifier: PV ID 12267	Gateway 3/4: Options Appraisal Regular
Report of: Director of the Built Environment Report Author: Janet Laban	For Decision
<h1>PUBLIC</h1>	

1. Status update	Project Description: Cool Streets and Greening is a Climate Action Strategy programme to pilot climate resilient streets and open spaces in the Square Mile. RAG Status: Gateway 2 Green, Gateway 3-4 Green Risk Status: Gateway 2 Low, Gateway 3-4 Low Total Estimated Cost of Project (excluding risk): £6.8M Change in Total Estimated Cost of Project (excluding risk): Increase/Decrease of £0 since last report to Committee Spend to Date: £0 Costed Risk Provision Utilised: £0 Funding Source: Climate Action Strategy - On Street Parking Reserve (CAS – OSPR) Slippage: None
2. Next steps and requested decisions	Next Gateway: Gateway 5: Authority to Start Work on individual projects Next Steps: Detailed designs will be drawn up for incorporation of the resilience measures into the year 1 projects identified in this report. This will include proposals for implementation, maintenance and evaluation. Monitoring which will be carried out over a four-year period to assess the effectiveness of the

	<p>range of climate resilience measures. Individual Gateway 5 reports will be submitted for each of the proposed projects making it clear where the Cool Streets and Greening funding supplements other funding sources to improve climate resilience at each site.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none">1. That Option 1 Redesign of 6 existing projects to include climate resilience measures - to be implemented in year 1 be approved. Individual Gateway 5 reports will be prepared for each project.2. That a budget of £660K is approved in principle for design & installation of climate resilience measures on Year 1 projects to enable redesigns to be progressed.3. Note that revenue costs of £114K associated with additional maintenance and monitoring will be funded from Climate Action Strategy (CAS) revenue budget.4. Note the revised project budget for Year 1 of £980K (excluding risk) which is made up of £320K for evaluation and programme development which was approved at Gateway1/2 and £660K for design and implementation. In addition, revenue budgets of 114K over a period of 5 years for maintenance and monitoring of Year 1 projects are required.5. Note that progress has been made on other elements of the Cool Streets and Greening programme since the Gateway 2 approval in April and costs will be incurred during the remainder of 2021.6. Note the total estimated cost of the project at £6.8M (excluding risk).								
<p>3. Resource requirements to reach next Gateway</p>	<p>The next Gateway for this work will be integrated into individual Gateway 5 reports for each project. No additional funding is required at this stage. Members are requested to note the overall envelope of £774K which will be required at Gateway 5 as itemised in the table below.</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Indicative Cost (£)</th></tr><tr><td>Bevis Marks</td><td>Installation of rain garden permeable paving trees and climate resilient planting</td><td>Climate Action Strategy (CAS) funding On Street Parking Reserve (OSPR)</td><td>250K</td></tr></table>	Item	Reason	Funds/ Source of Funding	Indicative Cost (£)	Bevis Marks	Installation of rain garden permeable paving trees and climate resilient planting	Climate Action Strategy (CAS) funding On Street Parking Reserve (OSPR)	250K
Item	Reason	Funds/ Source of Funding	Indicative Cost (£)						
Bevis Marks	Installation of rain garden permeable paving trees and climate resilient planting	Climate Action Strategy (CAS) funding On Street Parking Reserve (OSPR)	250K						

	Jubilee Gardens	Installation of Sustainable Drainage System (SuDS) green wall trees and climate resilient planting	CAS OSPR	150K
	Greening Cheapside	Installation of SuDS, permeable paving and climate resilient planting	CAS OSPR	180K
	Riverside Planters City of London Boys' School	Climate resilient planting in water retentive soils, removal of artificial irrigation, retention of existing trees	CAS OSPR	55K
	Climate Resilient Planting	Climate resilient planting at four pedestrian priority sites	CAS OSPR	20K
	35 Vine Street	Tree planting (6 trees- 3 species)	CAS OSPR	5K
	Total	Capital costs		660K
	Maintenance and monitoring of all sites	To evaluate the effectiveness of the measures for combating climate risks and identify any additional operational costs	To be met by Climate Action Strategy revenue funds	114K funded from CAS revenue – not included in total
	Total	Capital and revenue costs		774K

	<p>3.1 Policy and Resources Committee has approved funding for the Cool Streets and Greening project under the Climate Action Strategy (CAS) programme with draw-down of funding subject to further approval of the Resource Allocation Sub Committee.</p> <p>3.2 All staff costs for project management, are included in the above figures against each project site. Costs for maintenance and monitoring of the resilience measures will be met from CAS revenue funding under the Cool Streets and Greening Programme.</p> <p>3.3 The Cool Streets and Greening project activities already approved are progressing in line with the timetable set out in the Gateway 2 report. For example: specifications are progressing for the commissioning of a smart sensor network and work has begun on opportunity mapping and gap analysis. These activities will continue in parallel with the development of designs for the prioritised sites and will incur costs later in 2021.</p>
<p>4. Overview of project options</p>	<p>Option 1 – Redesign of existing projects to include climate resilience measures – Preferred Option</p> <p>4.1A total of 18 sites were identified as suitable for incorporation of climate resilience measures. These sites were prioritised using the following hierarchy:</p> <ul style="list-style-type: none"> • Priority 1 – Construction date. Priority has been given to sites where projects are already planned which are due for construction during 2021-22 but are currently still in the design stage. The designs will be enhanced to incorporate climate resilience measures. This will enable early evaluation of resilience measures to inform future years of the programme • Priority 2 – Climate resilience benefits. Assessment of the potential climate resilience benefits is taken from the Climate Resilience Measures Catalogue which was prepared for the City Corporation by Buro Happold. • Priority 3 – Cost per benefit. This ensures that the projects chosen, represent a cost-effective approach to climate resilience. • Priority 4 – Benefits per square metre. The most effective measures will have multiple benefits in the same space and will score higher. <p>4.2 The six projects which have been prioritised for redesign to include climate resilience measures in year 1 are</p> <ul style="list-style-type: none"> • Bevis Marks/ Dukes Place • Jubilee Gardens • Greening Cheapside • Riverside – City of London Boys’ School • Resilient Planting - 4 pedestrian priority locations • 35 Vine Street

	<p>These sites will enable implementation of a range of additional climate resilience measures including raingardens, permeable paving, tree planting, green walls, reduced irrigation and climate resilient planting.</p> <p>4.3 The Climate Action Strategy funding will fund the design, installation, maintenance and monitoring of climate resilience measures for these sites.</p> <p>4.4 This report seeks approval for the capital expenditure on the 6 projects.</p> <p>4.5 Maintenance and monitoring are an integral part of this programme which aims to assess whole life costs of each measure and evaluate its effectiveness through monitoring over a five-year period. These costs will be covered by the wider Climate Action Strategy funding and we will work with chamberlains to confirm the details and include this information at Gateway 4a which will be reported to the Resource Allocation Sub-Committee.</p> <p>4.6 The majority of the year 1 projects are also funded from other sources which have been approved separately. The Cool Streets and Greening funding is in addition to these other sources and will enable climate resilience measures to be implemented, maintained and evaluated. The most effective measures will then be included in design guidance for public realm, open spaces and highways projects.</p> <p>4.6 The remaining sites will be carried forward into year 2 for consideration through the next round of funding. Any residual funds from the year 1 Climate Action Strategy allocation will be rolled forward for funding of year 2 measures.</p> <p>Option 2 – Identify new sites for climate resilience</p> <p>4.6 Specific sites could be identified in the City for comparative implementation of different resilience measures to be implemented separately from existing proposed works.</p> <p>4.7 This would entail additional works on sites that are not due to be developed leading to additional costs and delays in implementation.</p>
<p>5. Recommended option</p>	<p>5.1 Option 1 is the recommended option. The sites that have been chosen are all due for construction in 2021-22 and represent a range of different climate resilience measures. It is important to begin evaluation of these measures quickly to identify which are the most successful and cost effective in combatting the risks that the City faces from climate change: flooding, heat stress, biodiversity loss, water shortages, disruption to food and trade and emerging pests & diseases.</p>

	5.2 Evaluation of these sites will inform decisions on future sites and technologies for subsequent years.
6. Risk	<p>6.1 There is a potential risk that detailed design and surveys identify constraints to the implementation of some measures. In this case the design would need to revert to traditional drainage, planting or paving. This might incur additional design cost but would be offset by a reduction the cost of the resilience elements.</p> <p>6.2 This would form part of the evaluation to inform future site prioritisation.</p> <p>6.3 It is anticipated that no Costed Risk Provision (CRP) will be required since there are no high-risk elements to these projects.</p> <p>6.4 Further information available in the Risk Register (Appendix 2) and Options Appraisal.</p>
7. Procurement approach	<p>7.1 Design and installation of the resilience measures will be included in the project plans for each site alongside the existing works.</p> <p>7.2 Approval of final designs and authority to start work will be through the Gateway 5 reports for each individual project using CAS funding to cover installation, maintenance and monitoring of the resilience measures.</p> <p>7.3 All Civil works will be carried out by the Highways term contractor and all planting works will be carried out by the Open Spaces in-house team.</p> <p>7.4 Any further design, maintenance or monitoring work will be procured in accordance with the City Procurement procedures</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	CS&G Site Prioritisation Spreadsheet
Appendix 4	Visuals for year 1 priority sites

Contact

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Options Appraisal Matrix

Option Summary	Option 1	Option 2
1. Brief description of option	Redesign of existing projects to include climate resilience measures and monitoring programme to evaluate their effectiveness. This will cover year 1 of the Cool Streets & Greening programme	Identification of new sites for installation and monitoring of climate resilience measures for Year 1 of the Cool Streets & Greening programme
2. Scope and exclusions	A call for sites produced 18 potential sites where work is already planned but could be redesigned to include climate resilience measures. These have been prioritised with 6 projects (including 9 sites) proposed for implementation in year 1.	Identification of new sites would need to follow on from the opportunity mapping which is currently underway. This will identify the most suitable locations for resilience measures such rain gardens, tree planting etc. taking account of the constraints and opportunities identified through mapping.
Project Planning		
3. Programme and key dates	<p>All the proposed sites are due for completion during 2021/22</p> <p>Estimated Key dates:</p> <p>Detailed design July/ Aug 2021</p> <p>Construction design Oct 2021</p> <p>Construction Jan- March 2022</p>	<p>Opportunity mapping is underway but will not be complete until Q1 2022/23. This will enable identification of the locations in the City where there is the greatest opportunity for resilience measures and greening.</p> <p>Estimated key dates:</p> <p>Climate resilience opportunity mapping Q1-Q4 2021/22</p> <p>Site identification Q1 2022/23</p> <p>Design & construction 2022/23</p>
4. Risk implications	<p>Overall project option risk: Low</p> <p>There is a risk that detailed surveys show constraints that make installation of SuDs and other climate resilience measures impractical.</p>	<ul style="list-style-type: none"> • Medium risk that no year 1 projects will be progressed • Medium risk that opportunities to incorporate and evaluate climate resilience will be missed for existing projects

Option Summary	Option 1	Option 2
	Further information available within the Risk Register (Appendix 2).	
5. Stakeholders and consultees	<ul style="list-style-type: none"> Residents and businesses adjacent to proposed sites City Corporation officers: Highways, Transport, Historic Environment, Access City Public Realm 	<ul style="list-style-type: none"> External consultation delayed until 2022/23
6. Benefits of option	<ul style="list-style-type: none"> Resilience implemented in 2021/22 Uses sites where work is already planned minimising disruption and cost Provides monitoring data to inform site selection later in the 5 year programme 	<ul style="list-style-type: none"> Identifies sites based on opportunity mapping
7. Disbenefits of option	<ul style="list-style-type: none"> Tight timetable for redesign of sites 	<ul style="list-style-type: none"> Resilience measures not implemented until 2022/23 resulting in delays to the overall programme
Resource Implications		
8. Total estimated cost	<p>Estimated capital cost for 6 projects on 8 sites = £660K</p> <p>There is a high level of confidence in this figure based on estimates from the Public Realm team who have experience in implementing similar schemes elsewhere.</p>	Costs will need to be estimated once the sites have been identified

Option Summary	Option 1	Option 2
9. Funding strategy	This project is fully funded through the Climate Action Strategy – On Street Parking Reserve	Climate Action Strategy – On Street Parking Reserve
10. Investment appraisal	None – scheme is fully funded through Climate Action Strategy	None – scheme is fully funded through Climate Action Strategy
11. Estimated capital value/return	N/A.	N/A
12. Ongoing revenue implications	Ongoing revenue will be needed for maintenance and evaluation of the resilience measures over the 5-year period of the Cool Streets and Greening programme. An initial estimate of 10% of capital costs has been added however evaluation of maintenance costs will be part of the evaluation of each project. Some measures may result in reduced maintenance costs in the longer term.	Ongoing revenue will be needed for maintenance and evaluation for the remaining period of the Cool Streets & Greening programme.
13. Affordability	The scheme is fully funded through the Climate Action Strategy	The scheme is fully funded through the Climate Action Strategy
14. Legal implications	Planning permissions will be sought where necessary	Planning permissions will be sought where necessary
15. Corporate property implications	None	None
16. Traffic implications	None	To be advised based on the sites identified

Option Summary	Option 1	Option 2
17. Sustainability and energy implications	The Cool Streets & Greening programme is a Climate Action Strategy project which aims to ensure that the City remains resilient to the impacts of climate change (hotter drier summers, warmer wetter winters, more frequent weather extremes and sea level rise) All materials used in the projects will be sustainably sourced applying circular economy principles wherever possible	This project would align with the Climate Action Strategy aim that the City is resilient to the impacts of climate change
18. IS implications	N/A	N/A
19. Equality Impact Assessment	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs
20. Data Protection Impact Assessment	N/A	N/A
21. Recommendation	Recommended	Not recommended

Committees: Corporate Projects Board <i>[for decision]</i> Streets and Walkways <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: urgency 08 July 2021 23 July 2021
Subject: Issue / Progress Report Greening Cheapside: Sunken Garden (Phase 1B) Unique Project Identifier: 10991	Public
Report of: Director of the Built Environment Report Author: Leila Ben-Hassel	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>The Greening Cheapside project is identified in the Cheapside and Guildhall Area Enhancement Strategy as a high priority. A key objective of the strategy is to enhance the local environment and improve air quality particularly through new green spaces and tree planting. As such the project contributes to the aims of the City's Joint Health and Wellbeing Strategy as well as the City's newly adopted Climate Action Strategy.</p> <p>In 2019, Members approved the proposal to deliver the Greening Cheapside project in phases:</p> <ul style="list-style-type: none"> • Phase 1A: St Pauls Tube station Area Improvements • Phase 1B: Sunken Garden (the subject of this G3 report) • Phase 2: St Peter Westcheap churchyard <p>Following positive discussions with local stakeholders in 2019 and 2020, officers secured external funding to progress Phase 1B (Sunken Garden) from C Hoare & Co. and the Cheapside Business Alliance who agreed to voluntary contributions to deliver public realm enhancements works to the Sunken Garden. These include a sustainable design approach aligning with the objectives of the adopted City of London Climate Action Strategy as well as historic interpretation elements commemorating the original site of the first C Hoare & Co. ahead of its 350th anniversary in May 2022.</p> <p>In February 2021, Members granted Gateway 3 approval and recommended the progression of the "bronze" design option (option 1). They further advised if additional funding was secured, the project be brought back to committee.</p>
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	<p>Officers have since secured further external funding from Cheapside Business Allowance and applied to the City's Climate Action Strategy's Cool Streets and Greening Programme as the project meets the fund's key allocation criteria. The purpose of this report is to update Members on the funding strategy and seek approval to progress the "silver" design option (option 2), for which full funding has been identified (please refer to funding table in section 3). This option delivers the most environmental benefits and is the one preferred by all stakeholders. The monitoring undertaken as part of this project will inform future projects in the Cool Streets and Greening Programme.</p> <p>The detailed option appraisal is contained in the Gateway 3 report background report.</p> <p>RAG Status: Green</p> <p>Previous RAG status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (excluding risk and any maintenance and monitoring costs): £358,000-£530,000 (Phase 1B), including spend to date.</p> <p>Change in Total Estimated Cost of Project (excluding risk and any maintenance and monitoring costs): New cost range: £358,000-£530,000, meaning an increase of £61,905 for the low end and £15,000 for the top end of the estimated cost range since last report to Committee reflecting the updated funding strategy.</p> <p>Spend to Date: £48,698 (Phase 1B)</p> <p>Costed Risk Provision Utilised: 0</p> <p>Slippage: The project is on time and not overspent. However, as a result of the additional funding secured, the estimated project cost range (linked to the base scheme for Phase 1B) has increased in line with the increase in the project scope to deliver the 'silver' design option. This is in accordance with the aspirations of the project's key stakeholders.</p>
<p>2. Requested decisions</p>	<p>Next Gateway: Gateway 4/5 (Phase 1B)</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That Members approve the additional external funding secured from Cheapside Business Alliance of £50,000; 2. That Members approve the additional funding from City's Climate Action 'Cool Streets and Greening Programme', subject to approval of a specification allocation to the Greening Cheapside project sought in the Cool Streets and Greening Programme Gateway 3 report; 3. That Members approve the revised total project cost range of £358,000-£530,000; 4. That Members authorise officers to progress the "silver" design option (option 2) and note that the next stage will be Gateway 4/5 to be approved under Delegated Authority as the project is on the "regular" route of the Corporate Projects Procedure.

<div>3. Budget</div>	<div><ul style="list-style-type: none">Approved budget (Greening Cheapside – Phase B Sunken Garden)<p>Please note that there are no changes to the approved budget since the last Gateway approval.</p><ul style="list-style-type: none">Spend to date (Greening Cheapside – Phase B Sunken Garden)</div> <div><table><tr><th colspan="4">Spend to date - Greening Cheapside Area Phase 1B - 16800427</th></tr><tr><th>Description</th><th>Approved Budget (£)</th><th>Expenditure (£)</th><th>Balance (£)</th></tr><tr><td>Env Servs Staff Costs</td><td>18,683</td><td>2,427</td><td>16,256</td></tr><tr><td>Legal Staff Costs</td><td>2,500</td><td>1,044</td><td>1,456</td></tr><tr><td>Open Spaces Staff Costs</td><td>4,500</td><td>132</td><td>4,368</td></tr><tr><td>P&T Staff Costs</td><td>46,799</td><td>36,744</td><td>10,055</td></tr><tr><td>P&T Fees</td><td>27,518</td><td>8,350</td><td>19,168</td></tr><tr><td>TOTAL</td><td>100,000</td><td>48,698</td><td>51,302</td></tr></table></div> <div><ul style="list-style-type: none">Funding strategy:<table><tr><th>Funding source</th><th>Amount (£)</th></tr><tr><td>C Hoare & Co bank</td><td>200,000</td></tr><tr><td>Business Cheapside Alliance</td><td>150,000</td></tr><tr><td>City of London Climate Action’s Cool Streets and Greening Programme – Capital allocation*</td><td>180,000</td></tr><tr><td>Total</td><td>530,000</td></tr></table><p>* Subject to Members’ approval – Cool Streets and Greening Programme report on this agenda as well as Resource Allocation Sub-Committee. A further £18,000 is identified in the Cool Streets and Greening Programme report for the purpose of future maintenance and monitoring of the scheme. This will also be subject to Resource Allocation Sub-Committee approval.</p></div>	Spend to date - Greening Cheapside Area Phase 1B - 16800427				Description	Approved Budget (£)	Expenditure (£)	Balance (£)	Env Servs Staff Costs	18,683	2,427	16,256	Legal Staff Costs	2,500	1,044	1,456	Open Spaces Staff Costs	4,500	132	4,368	P&T Staff Costs	46,799	36,744	10,055	P&T Fees	27,518	8,350	19,168	TOTAL	100,000	48,698	51,302	Funding source	Amount (£)	C Hoare & Co bank	200,000	Business Cheapside Alliance	150,000	City of London Climate Action’s Cool Streets and Greening Programme – Capital allocation*	180,000	Total	530,000
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<div>4. Issue description and progress</div>	<div><p><u>Project background</u></p><p>In 2019, City Officers engaged with C Hoare & Co who were interested to work with the City to develop a new design for the Sunken Garden where the original building of the Bank was founded. Following very positive conversations with City of London officers, C Hoare & Co. agreed to a voluntary contribution of £200k to deliver public realm enhancements works to the Sunken Garden, including design elements of historic interpretation celebrating the original Bank site.</p></div>																																										

	<p>Officers further engaged with the Cheapside Business Alliance and successfully secured £100,000 voluntary contribution to the project. In 2020 officers set up the project steering group with key stakeholders who have an interest in the project. An issue report seeking to initiate the design development was approved by Members in February 2020.</p> <p>Officers developed design options for the re-design of the Sunken Garden to enhance community interactions and sustainable benefits incl. biodiversity and sustainable urban drainage. The Gateway 3, Outline Options Appraisal, was approved by Members in February 2021 as follows: <i>“That Option 1 ‘bronze’ is approved, and to note that options 2 ‘silver’ and 3 ‘gold’, will only be progressed should further funding be confirmed. This funding decision will be taken by Members via a separate report on the implementation of the Climate Action Strategy.”</i></p> <p><u>Update and issue description</u></p> <p>Following Gateway 3 approval, officers have worked on the funding strategy and successfully secured an additional £50,000 from the Cheapside Business Alliance. Officers also engaged with the City’s Climate Action Strategy - Climate Resilience Officer Board, who identified Greening Cheapside Phase B Sunken Garden as a pilot project in their programme and are recommending an allocation of £198,000 towards the capital costs, maintenance, evaluation and monitoring. This is the subject of a report on the Cool Streets and Greening programme for consideration at the same committee and subject to further approval of the Allocation Sub-Committee.</p> <p>Subject to committee approval of the Climate Action Cool Streets and Greening Programme report, the funding strategy proposed in this report enables progression of the ‘Silver’ design option. Officers are therefore seeking approval to resume progression of this option, which is the preferred option of the project steering group, external funders (C Hoare & Co. and Cheapside Business Alliance), the City of London Access team and the Climate Resilience Officer Board. As only one option would be developed, officers are also seeking approval to progress to Gateway 4/5.</p>
<p>5. Next Steps</p>	<ul style="list-style-type: none"> • Update legal agreement with Cheapside Business Alliance to reflect increase of voluntary contribution to the scheme • Resume design development of the “silver” design option with key stakeholders • Appoint specialist consultant with knowledge of innovative green sustainable measures to the project team • Finalise design to be reviewed and signed off by the Project Steering Group in September/October 2021

	<ul style="list-style-type: none"> • Gateway 4/5 approval by Chief Officer in October 2021 (as the project is on the Corporate Projects Procedure's "regular" route) • Start implementation works on site in January 2022 and complete in time for C Hoare & Co bank anniversary celebration in June 2022.
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Appendices

Appendix 1	Project Cover Sheet
Appendix 2	Location map

Background paper:

Greening Cheapside: Sunken Garden (Phase 1B) – Gateway 3 accessible [here](#).

Contact

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Telephone Number	020 7332 1569

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Committee(s)	Dated:
Streets and Walkways Sub	08 July 2021
Subject: City Public Realm Guidance Review – progress report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,9,10,11,12
Report of: Director of the Built Environment	For Decision
Report author: Melanie Charalambous, Group Manager, City Public Realm	

Summary

This report provides an update on the ongoing review of public realm design guidance and technical information which was initiated in December 2020.

The outputs include:

- Public Realm Vision and Outcomes
- An updated Public Realm Supplementary Planning Document (SPD)
- A Design Toolkit

This work will support the implementation of corporate strategies and priorities and guide change to the City’s public realm. Officers have completed Stage One of the review and this report and the Appendix sets out a summary and requests approval to commence Stage Two.

Stage One: work completed to date includes:

- Literature review, including various corporate strategies, policy documents and external guidance in relation to public realm and its contribution to placemaking;
- Mapping of corporate strategies and policies where they impact on the built environment design and public realm;
- The setting up of an officer Working Group to guide the review
- Cross-departmental workshops on key topics;
- Identification of the key challenges and impacts of recent strategy and policy on public space, together with themes to be investigated further in the next stage of work
- An outline brief for the next stage of work based on the above.

Stage Two will include:

- Development and completion of Public Realm Vision and outcomes, including development of typologies to help visualise the change that is desirable in different City streets and spaces; setting out of key

‘transformational moves’ for the longer-term change of the City’s public realm, along with a framework for monitoring and evaluation.

- Development and completion of an updated Public Realm Supplementary Planning Document (SPD), focussed on the policy approach to public realm in the City, including a section on the ‘key areas of change’ expanding on the policies in the Local Plan.
- Development and completion of a Design Toolkit, setting out the detail and technical approach to the delivery of change in the public realm.
- Establishment of a steering group and external peer review to help finalise the brief and guide the next stage of work.

Recommendations

Members are asked to:

- Note this update and the completion of Stage One
- Agree to proceed with Stage Two with the release of £50,000 S106 funding previously allocated for this work

Main Report

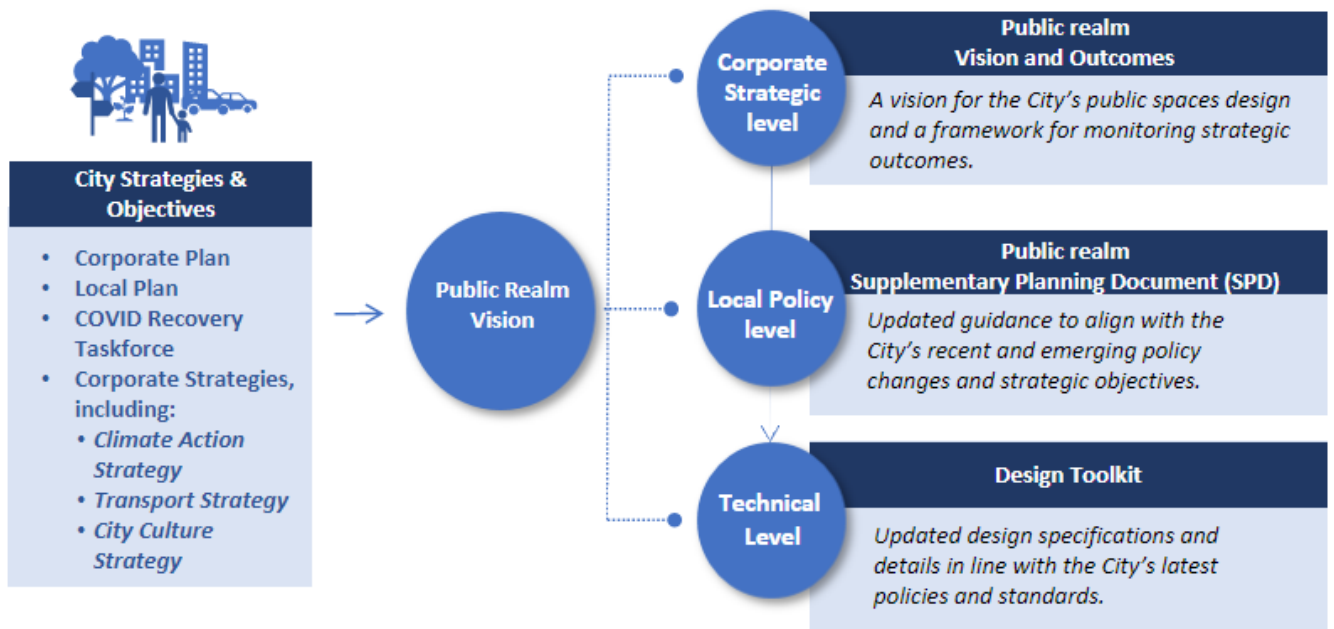
Background

1. The City is going through a period of reflection and reinvention in order to maintain its position as an attractive and efficient place to do business, live and visit. There are numerous transformative changes proposed over the coming years contained within a range of recently adopted and emerging strategies, documents and studies, including the emerging City Plan 2036, Climate Action Strategy, Transport Strategy and the findings of the Recovery Taskforces.
2. Providing a high quality and inclusive public realm where people enjoy spending time is essential to the City’s future. There is clear demand for more vibrant and engaging spaces and flexible streets, to attract people and businesses and offer opportunities to dwell beyond the working day. The City community is also calling for a greener and more pleasant street environment as well as action to tackle climate change. Whilst the strategic direction and needs are becoming clear, the effect of delivering these often radical changes to streets and public spaces is not straightforward as it involves a multiplicity of decisions, which cumulatively can have unintended impacts on the physical appearance and use of our public space assets.
3. This Sub-Committee agreed a report in December 2020 to initiate the review and update of public realm guidance and technical information, in order to take a pro-active approach to the future design of our public realm.

Approach

4. To bring the City’s planned strategic changes and radical set of outcomes together through design and visualisation, three inter-related deliverables are planned:

- A Public Realm Vision and Outcomes
- An updated Public Realm Supplementary Planning Document (SPD)
- A Design Toolkit



5. The three deliverables are complimentary to each other whilst having their distinct use case. The vision will provide visual representations of the City, anticipating the implementation of the City's strategic objectives and outlining their impact on the look, feel and function of the future City, whilst the SPD sets out specific policies that achieve these high-level design outcomes. The technical document provides details of how these policies are realised through the design and implementation of changes to public space.
6. The diagram in Appendix 2 illustrates the relationship of the outputs of this activity with other strategic and statutory documents.

Progress to Date

7. A consultant has been appointed to aid the development of the Stage One review and the preparation of the Vision. An officers' working group has also been established to guide the work and ensure cross-departmental support for the approach.
8. Stage One has been completed and included the following tasks:
 - **Literature Review** – Various corporate strategies, policy documents and external guidance in relation to public realm and placemaking, including best practice examples from other cities. This exercise has led to the identification

of the key challenges and impacts for the City's public spaces over the coming years.

- **Mapping** – in order to better visualise the impacts of the numerous corporate strategies and policy objectives, a mapping exercise has been undertaken. This also allows us to get a full picture of the City's street and public space assets and overlay the policy outcomes in an easy to understand manner.
 - **Cross-departmental workshops** on key topics have been held to discuss the implications of different strategic agendas within the same limited public space and how best to achieve a coordinated and balanced approach. Topics were as follows:
 - Reconciling the competing demands for public space through design approaches
 - How to achieve flexible streets and spaces that are high-quality and will aid the City's recovery post-pandemic
 - **Four Themes** have been identified based on the literature and mapping exercises. These are as follows:
 - Great places for walking and cycling
 - Vibrant and engaging public realm
 - Innovative and flexible spaces
 - Naturally resilient streets and spaces
9. A summary of this work and an outline of the brief for Stage Two is set out in Appendix 1.

Stage Two

10. Stage Two will include:
- Development and completion of the Public Realm Vision and outcomes, including typologies to help visualise the change that is desirable in different City streets and spaces; setting out of key 'transformational moves' for the longer-term change of the City's public realm, along with a framework for monitoring and evaluation.
 - Development and completion of the updated Supplementary Planning Document (SPD), focussed on the policy approach to public realm and placemaking in the City, including a section on the 'key areas of change' expanding on the policies in the Local Plan.
 - Development and completion of a Design Toolkit, setting out the detail and technical approach to the delivery of change in the public realm.
11. Stage Two will be guided by a steering group and external peer review panel to help finalise the brief and guide the next stage of work. These groups will also ensure that the outcomes are aligned with other strategies and meet the needs of the future City. Programme milestones are included in Appendix 3. It should be noted that the programme has been extended to allow more time for consultation and engagement (both internal and external). The new

Environment Director is starting in August and the revised programme ensures that she has time to shape the outputs of this activity

Corporate & Strategic Implications

Strategic implications

12. A number of corporate strategies or initiatives will reach their implementation stage in 2021, including the Climate Action Strategy, the Recovery Taskforce, the Equality and Diversity Taskforce, Secure City Programme and the 5G infrastructure roll-out. An update of design principles and technical information in relation to the public realm will support the effective implementation of these corporate priorities. This review will also support and align with the forthcoming review and update of the Transport Strategy (which references the planned update of the public realm SPD) and the draft Local Plan 2036.

Financial implications

13. This work is funded from S106 receipts. Spend to date is shown in table 1 below along with the estimated cost of completing Stage 2. All work will be completed within the £102,495 budget approved in December 2020. Table 3 in the Appendix includes details of the S106 funding sources.

Table 1: Spend to date (Stage One)

Description	Approved Budget (£)	Expenditure (£)	Balance (£)*
P&T Staff Costs	27,495	18,690	8,805
P&T Fees	25,000	19,762	5,238
TOTAL	52,495	38,452	14,043

*Unspent funds will be rolled into Stage Two budget below

Table 2: Stage Two: Estimated costs

Description	Approved Budget (£)	Resources required to reach next Gateway (£)	Revised Budget to next Gateway (£)
P&T Staff Costs	27,495	30,000	57,495
Fees	25,000	20,000	45,000
TOTAL	52,495	50,000	102,495

Legal implications

14. No legal implications identified at this stage. This will be kept under review.

Equalities implications

15. It is expected that the proposals in this report will improve the quality of the City's public spaces for all users, by setting out a set of design standards for ensuring the accessibility and well-being benefits of public spaces are at the forefront of design considerations.

Climate implications

16. The proposed suite of documents will align with the adopted Climate Action Strategy, the following actions will be embedded into the documents to ensure deliverables contribute with City's Net Zero Vision.
- Action Area 2: Resilient Streets and Greening
 - Action Area 6: Transport
 - Action Area 7: Square Mile Built Environment

Conclusion

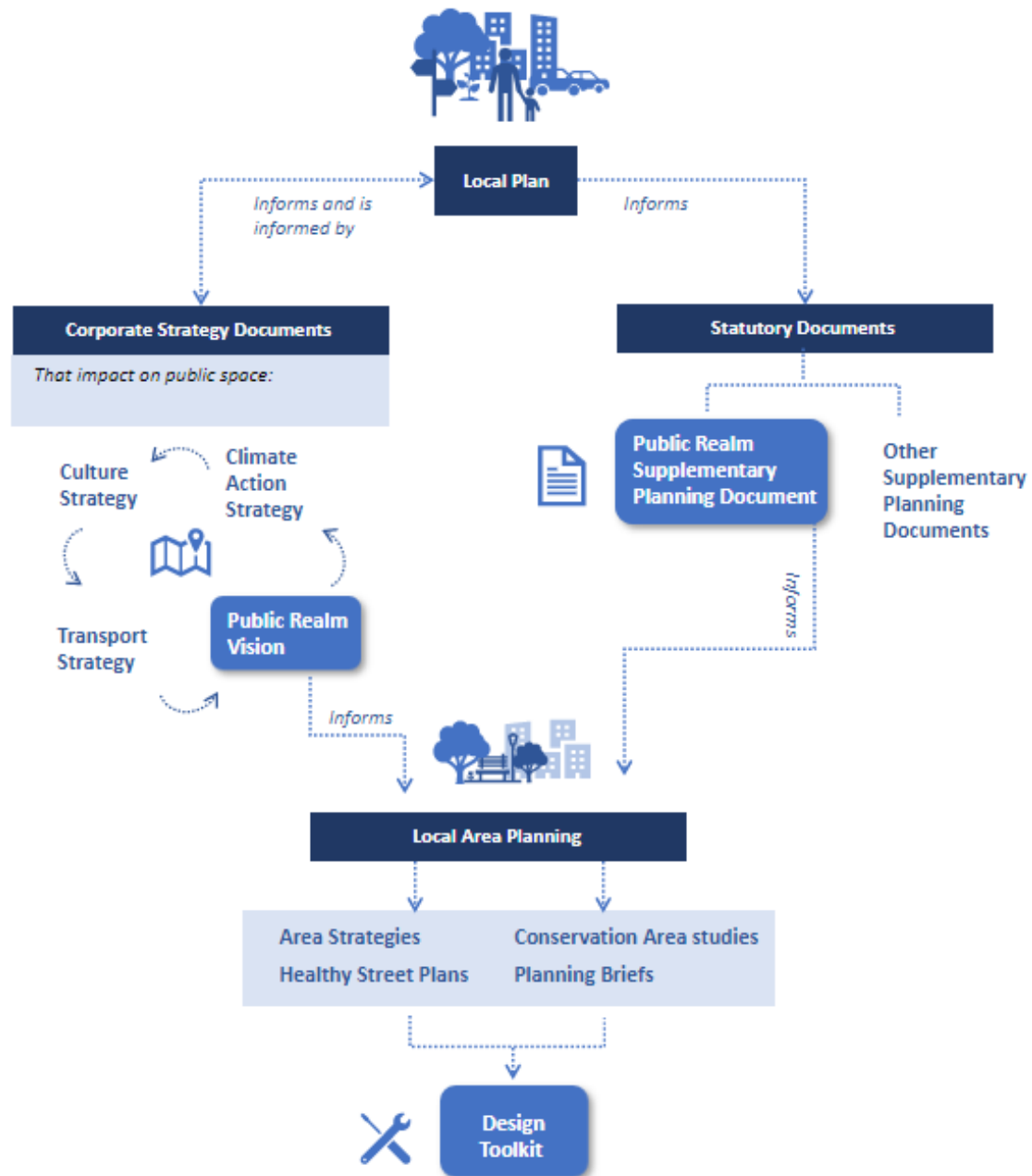
17. This work will support the coordination and effective implementation of adopted corporate strategies and priorities where these impact on the public realm. Best practice across international cities suggests a robust strategy, presented visually and delivered using a design-led and place-making approach creates clarity, encourages private investment and fosters community ownership.

Report author

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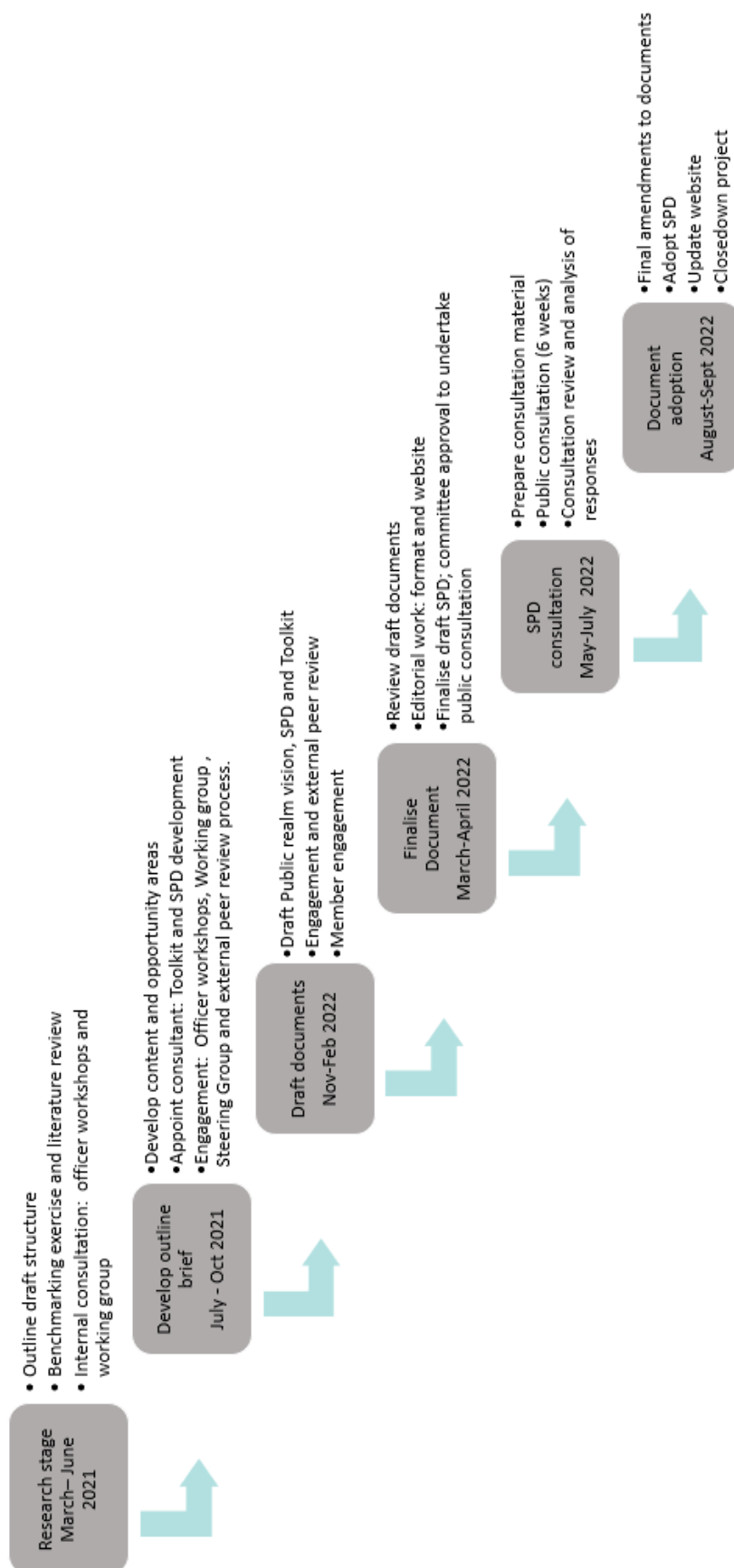
Appendix 1. Summary of Stage One and outline brief (separate PDF)

Appendix 2. Diagram of the relationship of the Public Realm deliverables with other strategic and statutory documents



Appendix 3. Programme milestones

Public Realm Vision review – outline programme 2021-22



Appendix 4. Table 3: S106 funding sources

Table 3: Funding Source			
Funding Source	Agreement	Head of Terms	Amount (£)
S106	03-5027C New Street Square 01/03/2005	Transportation	86
S106	03-5027C New Street Square 01/03/2005	LCE	6,994
S106	11/00317/FULMAJ Trinity Square 10 29/03/2012	LCE	4,525
S106	06/01160/FULEIA Milton Court 30/01/2008	LCE	1,689
S106	12/00145/FULMAJ Minories 24-26 24/08/2012	LCE	1,713
S106	06/00214/FULL Mariner House 02/02/2007	LCE	18,160
S106	06/00214/FULL Mariner House 02/02/2007	Transportation	438
S106	12/00256/FULEIA Bartholomew Close 29/05/2013	LCE	2,318
S106	07/00387/FULL St Botolph's 25/04/2008	LCE	8,401
S106	10/00904/FULEIA Broadgate 5 29/07/2011	LCE	3,839
S106	06/01123/FULEIA Pinnacle 30/11/2007	LCE	3,007
S106	12/01225/FULEIA Fleet Building 28/10/2013	Transportation	1,326
S106	06/01160/FULEIA Milton Court 30/01/2008	LCE	24,686
S106	11/00210/FULMAJ New Street Square 1 29/03/2012	LCE	20,000
S106	11/00935/FULEIA Bucklersbury House 30/03/2012	Transportation	474
S106	12/00145/FULMAJ Minories 24-26 24/08/2012	LCE	4,722
S106	12/01225/FULEIA Fleet Building 28/10/2013	Transportation	119
TOTAL			102,495

*S106 Air Quality funds

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Committees: Corporate Projects Board - <i>for information</i> Streets & Walkways Sub Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i>	Dates: 09 June 2021 08 July 2021 23 Jul 2021
Subject: City Cycleways Programme – Phase 1 (Q11 Upgrade and Other Quick Wins) Unique Project Identifier: 12077	Gateway 6: Outcome Report Regular
Report of: Director of the Built Environment Report Author: Clive Whittle	For Decision
PUBLIC	

Summary

1. Status update	Project Description: Delivery of a programme of pedal cycle projects as proposed in the City's adopted Transport Strategy. This report relates to Phase 1 which is to deliver upgrades to the existing Quietway Q11 route (from Upper Thames Street to Chiswell Street) and other quick win proposals. RAG Status: Green (Red at last report to Committee) Risk Status: Medium (Medium at last report to committee) Costed Risk Provision Utilised: N/A Final Outturn Cost: £207k (CRP N/A)
2. Next steps and requested decisions	Requested Decisions: <ol style="list-style-type: none"> Note the contents of this report and authorise closure of Phase 1 of the project.
3. Key conclusions	3.1 Due to TfL funding conditions, it was necessary to develop, agree designs and implement the phase 1

	<p>measures within the 2019/20 financial year. Delivery had therefore progressed at a very compressed timescale.</p> <p>3.2 All the measures had originally been supported by TfL but subsequently some (as listed below) were put on hold to enable them to be developed further. This was because TfL were not certain that the proposal would fully meet their cycling quality standards.</p> <ul style="list-style-type: none"> • Queen Street pedestrian/cycle space upgrades; • Fetter Lane / New Fetter Lane and Aldersgate Street cycle lanes • Blackfriars Lane / Queen Victoria Street & Mark Lane / Fenchurch Street raised junctions <p>All other measures as approved in the G5 report were implemented on time and to budget.</p> <p>3.2 Whilst other design considerations were being explored, TfL's finances were adversely affected by the Covid-19 pandemic. Funding was therefore re-directed to respond to the pandemic. This meant that the on-hold measures could not proceed. It is now unlikely that TfL would revisit funding these measures under their cycling programme but instead focus on supporting the City with delivering new cycle routes. However, there is still an intention by the City to revisit upgrades to the Queen Street pedestrian and cycle space when resources permit.</p> <p><u>Main learning and recommendations on improvement</u></p> <p>3.3 The funding for this project was made available by TfL in May 2019, for delivery by March 2020. The requirement to produce the designs, gain approvals from TfL and from Members, consult and complete construction within this timescale was extremely challenging. However, this was achieved by combining and condensing activities and the programme.</p> <p>3.4 Unlike other TfL funded projects, TfL undertakes an active role in cycling sponsored projects. This is to ensure that the measures meet their standards.</p> <p>3.5 In this case, although being originally supported by TfL some of measures were not delivered because after further consideration, it was concluded that they needed further development to fully meet the standards. Future cycle funded projects therefore need to ensure standards are met, or if departure from the standard is necessary</p>
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	and opportunities allow, provide additional time to allow further discussions and to explore alternative options.
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Main Report

Design & Delivery Review

4. Design into delivery	<p><u>Design</u></p> <p>4.1 Preliminary options and detailed design were produced in house. The final scheme was set out in Gateway 3,4 & 5.</p> <p>4.2 A major part of this project was to upgrade the surfaces on the pedestrian & cycle areas along Queen Street with surface treatment. This was intended to make the spaces clearer for users without giving dominance to any particular group. TfL raised concerns that this layout (as well as those put on hold) would not meet the service quality standards for cycling and asked the City to explore alternative options. With funding subsequently re-directed it is unlikely that this element will be revisited.</p> <p><u>Programme</u></p> <p>4.3 In order to meet the timescale the project was progressed at pace with a condensed timescale. Combining the Gateway 3/4 & 5 report helped to achieve this. However, a consequence of the tight timescale is that there was insufficient time to fully investigate further and resolve the outstanding issues to meet TfL's quality standards.</p> <p><u>Delivery</u></p> <p>4.4 The proposals were fairly standard in nature; therefore no specialist contractors were required and the measures implemented were delivered on time using the City's highways term contractor.</p>
5. Options appraisal	<p>5.1 Three options were presented at Gateway 3, 4, & 5. These ranged in scale from do nothing to a full segregation of the shared areas of Queen Street. Option 2 was recommended and approved, which consisted of several 'quick wins' and intermittent surface treatment of the pedestrian and cycle areas on Queen Street.</p>

	5.2 The subsequent issues report outlined the need for more time to develop a revised proposal for the pedestrian and cycle areas.
6. Procurement route	6.1 The works were delivered by the City's term highways contractor.
7. Skills base	7.1 The project was delivered using experienced in-house resources in City Transportation, Highways and the City's term highways contractor.
8. Stakeholders	<p>8.1 The key external stakeholders (TfL) were involved throughout the project via regular design and progress meetings.</p> <p>8.2 Statutory consultation was carried out where necessary, and comments received were addressed without detriment to the overall project. Other stakeholders consisted of local occupiers, who were consulted and engagement also took place during the construction phase to ensure their needs were taken into consideration. Due to the relatively minor nature of the works, no adverse comments or feedback was received.</p>

Variation Review

9. Assessment of project against key milestones	Key dates (planned)	Key dates (actual)
	Preliminary design, stakeholder engagement: November 2019	September 2019
	G3/4/5: Dec 2019	October 2019
	Detailed design November 2019	January 2020
	Delivery timeframe: Feb - Apr 2020	April 2020*
* Measures which were on hold have not been delivered.		
10. Assessment of project against Scope	<p>10.1 The measures included in the scope of the project which were funded have been delivered. The measures that were put on hold have not been delivered, therefore only part of the project was delivered against the original scope.</p>	

v. April 2019

11.Risks and issues	<p>11.1 Once the project was underway it became clear that some of the proposals could not be developed in the time available, and delivery of these aspects were put on hold to allow more time to develop them.</p> <p>11.2 Although this issue caused a delay to the project, delivery was still planned for later in 2020. However, the impact of the Covid-19 pandemic on TfL's finances led to the project being stopped. As it is unlikely that this will now be funded, it is more beneficial to instead focus on delivering new routes in the City, with the support of TfL. This could not reasonably have been foreseen and was therefore not identified as a risk.</p> <p>11.3 There is a commitment in the Transport Strategy to apply a minimum level of cycling level of service to all streets, and once complete to apply the City of London Street Accessibility Tool. When opportunities permit, the Queen Street pedestrian and cycle areas can be revisited to achieve these standards.</p> <p>11.3 There was no Costed Risk Provision that could be used to facilitate delivery as the project was wholly funded by TfL.</p>
12.Transition to BAU	<p>12.1 Maintenance of the measures have been absorbed into BAU activities using existing budgets.</p>

Value Review

13. Budget

Estimated Outturn Cost (G2)	Estimated cost (including risk): £580,000:	
	At Authority to Start work (G5)	Final Outturn Cost
Fees	£53,000	£29,486
Staff Costs	£106,000	£106,418
Works	£521,000	£71,818
Total	£680,000	£207,772

v.April 2019

	<p>13.1 The total estimated cost was revised down to £261,000 in February 2020 in the Issues report, which means the final outturn cost is underspent by £53,228 (TfL funded).</p> <p>13.2 The reason for this is that work to further develop the measures which were not delivered in 2019/20 for possible implementation in 2020/21 (if supported), was not completed due to resources being diverted unexpectedly to deal with the Covid-19 pandemic. However, staff costs remain the same due to the additional work staff carried out to explore various options.</p> <p>13.3 The final account for this project has been verified.</p>
14. Investment	N/A
15. Assessment of project against SMART objectives	<p>15.1 Upgrades to the existing Quietway Q11 route (from Upper Thames Street to Chiswell Street) and other quick win proposals to be delivered by March 2020.</p> <p>15.3 It has not been possible to deliver some elements of this project due to the need to reconsider the measures with TfL. However, all other measures have met this target</p>
16. Key benefits realised	<p>16.1 The measures implemented will help: -</p> <ul style="list-style-type: none"> • People who wish to cycle are not prevented from doing so. • Cycling in the City is more pleasant and safer. • Cycling also provides significant health benefits and reduces over-crowding on public transport. They also take up less road space than motor vehicles and are therefore a more efficient use of the road space. • It is environmentally friendly and does not contribute to air pollution.

Lessons Learned and Recommendations

17. Positive reflections	<p>17.1 Many elements of the project were successfully progressed within a very short timescale, such as the raised tables and kerb build outs which were quickly designed and implemented, and work well as intended.</p>
18. Improvement reflections	<p>18.1 It proved difficult to arrive at a suitable design to improve the pedestrian and cycle areas on Queen Street which are usually very busy and well used by both pedestrians and cyclists. Sufficient time needs to</p>

	be set aside to ensure appropriate design revisions can be fully explored and delivered.
19. Sharing best practice	19.1 The team are aware of the issues and will pass on this knowledge to others to take into consideration when implementing future projects.
20. AOB	N/A

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance Tables

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Committee(s) Streets & Walkways Sub Committee Port Health & Environmental Services Committee Planning & Transportation Committee	Dated: 8 July 2021 13 July 2021 20 July 2021
Subject: City Lighting Strategy - Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Director of the Built Environment	For Information
Report authors: Ian Hughes, Deputy Director (Transportation & Public Realm) Clarisse Tavin, Group Manager (Public Realm)	

Summary

This report provides Members with an update on the implementation of the City's innovative Lighting Strategy from 2018 that sought to deliver a holistic and co-ordinated approach to lighting the Square Mile.

That Strategy was initially driven by the project to upgrade the City's street lighting to energy efficient LED units and to implement a new smart control system. That workstream is now coming to a close and has been highly successful, creating opportunities to use this technology to deliver wider benefits. In so doing, this approach also established new cross-departmental governance on lighting and challenged conventional thinking behind how lighting impacts the public realm.

With the City's evolving Climate Action Strategy now targeting 'net zero' for carbon emissions in the Square Mile by 2040, the focus of this collective approach will start to shift towards sustainability and the wider City stakeholder community. With that in mind, the introduction of new planning advice, a review of current regulation and the establishment of new communication channels will lead behaviour change as the City seeks to reconsider the night-time lighting of buildings in the Square Mile.

Recommendation(s)

Members are recommended to note the progress & next steps outlined in this report.

Main Report

Background

1. In early 2020, Streets & Walkways and Planning & Transportation Committees received a report updating Members on the implementation of the City's innovative Lighting Strategy, including information on the on-going rollout of LED street lighting and the next series of initiatives intended to deliver the objectives set out within that strategy.
2. Since then, Covid-19 has affected some of those initiatives but others have been able to continue, including the LED rollout which has now been completed. In addition, the City's adoption of a radical Climate Action Strategy places a new emphasis on energy & carbon emissions as the City seeks to become 'net zero' in its operations by 2027 and 'net zero' for the Square Mile by 2040.
3. This report provides the latest position, updating Members on progress despite Covid-19, and the direction the City intends to take on lighting the Square Mile going forward.

Current Position

Lighting Strategy & Street Lighting Upgrade

4. In terms of background, Members may recall from previous reports that in 2018, the City developed, consulted on and adopted an innovative Lighting Strategy for its streets. This was developed in parallel to a £4m investment to upgrade the City's street lighting inventory to more energy efficient LED units.
5. That LED programme was able to safely continue during 2020 despite Covid-19 and was substantially completed at the end of last year. Snagging has now finished, allowing a Gateway 6 Project Closure report to be submitted to Streets & Walkways & Project Sub Committees after recess.
6. Previewing some of the findings that will be included in that report, the project was completed on time & to budget and delivered the following benefits:
 - A 57% saving (2.9 Million KWh) in energy pa (compared to current year estimates without these changes)
 - A 78% saving (2,000 tonnes) of CO₂ emissions pa
 - A 20% reduction in the number of lighting assets
 - A 56% reduction in maintenance costs (compared to 2017 when the project progressed through Gateway 5)
 - The introduction of a real-time mesh-based control management system for dynamic control of the lighting as well as energy monitoring and fault reporting.
 - The establishment of different lighting profiles for different lanterns, enabling the City to move away from a 'one size fits all approach' to lighting the Square Mile.

- A softening of the 'look & feel' of the City's night-time environment by using a range of warmer colour temperatures.
7. Being able to raise & lower lighting remotely has enabled the City to work with the City Police on using lighting to help manage problem areas suffering from anti-social behaviour, whilst the use of more efficient lanterns have enabled us to reduce light spillage in areas of concern to the City's Pollution Control team.
 8. Ensuring the right type of lighting is used in the right place at the right time remains a core objective of the Lighting Strategy which has three broad themes:
 - The lighting needs for our streets & spaces
 - A focus on environmental themes & sustainability
 - The technical requirements of lighting management & control
 9. Between the Lighting Strategy and LED rollout, we have rebalanced our public realm lighting, moving away from a traffic dominated and overly lit environment, establishing a more human & less traffic dominated scale aligned to our Transport Strategy & Public Realm objectives.
 10. Being able to set individual lighting timings (when lights come on and off), lighting levels (high to low) and temperatures (warm to cold) has enabled us to explore opportunities to change the look & feel of the City at night as well as make our lighting operate more efficiently and sustainably.
 11. An example has been Peters Hill between Carter Lane and Queen Victoria St which had previously been 'over-lit' with too many lanterns producing excessive glare from bright white lights. Instead, warmer, lower lighting levels were introduced with fewer overall lanterns, some at ground level built into handrails. This served to create a calmer and more welcoming space, more in keeping with this key pedestrian route from the Millennium Bridge.

Wider Interest & Opportunities

12. Feedback from City stakeholders to the LED rollout and Lighting Strategy has been universally positive, including residents of the Barbican where a series of changes on the highwalk to refresh the night-time look and feel have been welcomed.
13. Interest from outside the City remains high with the LED project winning industry-level awards, whilst the creation of a holistic strategy continues to be recognised as innovative and ground-breaking. Both Members and officers have been invited to participate in local, national and international research groups, publications and webinars to provide more information on the Lighting Strategy, share the expertise developed to date and lead discussion about the future of street lighting.
14. Interest in how the City went about building this strategy and the opportunities it creates has been wide ranging, with the Centre for London working with the City,

GLA, Cross River Partnership, Illuminated River and other partners to advise on a pan-London approach to lighting. This research, entitled “Seeing clearly: A new vision for London’s lighting”, was published in March 2021 and attracted plenty of industry and public authority interest, influencing policy on lighting going forward.

15. At the same time, the London School of Economics was commissioned to undertake a City-based study to better understand how public realm lighting can positively impact the lives of those who live and work in the area. The study focused on the Culture Mile area, helping us understand how the area can be improved to provide a better environment for all after dark
16. The March 2020 Committee report also explained there had been international interest in the City’s approach through the Lighting Urban Community International (LUCI) association. LUCI is a network of over 70 towns & cities that share information and work together to promote light as a tool for social, cultural and economic development.
17. LUCI had approached the City to consider hosting their 2021 conference but for obvious reasons this had to be deferred. Nevertheless, the City remains an active contributor to LUCI, with officers interviewed for their recent ‘Exploring City Nightscapes’ publication which set out 12 international case studies where light plays a key role in shaping and maintaining their quality nightscape.
18. Discussions with LUCI continue about potentially hosting a future event, but this will be subject to external funding and the appetite for face to face international events post-pandemic. In the meantime, the New London Architecture have separately approached the City about hosting an exhibition in the City Centre in Autumn 2021 to showcase the good work delivered to date.
19. The City has also been asked to be a key contributor to the “ENLIGHTEN me” project, a European funded project about lighting, health and well-being. It aims to develop dedicated guidelines and recommendations for cities, along with tools for better decision making on the impact of lighting on health and wellbeing covering lighting policies, measures, technologies and interventions.
20. Finally, the previous Lighting Strategy report also noted the opportunity to progress a review of the external lighting of St Paul’s Cathedral which is historically owned, managed and maintained by the City Corporation. As DBE’s current local risk budgets are insufficient to deliver such a scheme, officers continue to investigate alternative sources of funding such as external sponsorship and / or a future CIL Neighbourhood funding application.

Lighting Board

21. From a governance perspective, one of the key outcomes of developing the Lighting Strategy was the creation of a cross-departmental Lighting Board to direct the approach being taken and to drive the Lighting Strategy forward.
22. That Board continues to meet on a quarterly basis to review issues and opportunities, and includes representation from:

- DBE's street lighting, public realm & road safety teams
- DBE's planning & development officers
- The City Police
- Licensing & Pollution Control
- Open Spaces
- Energy Management
- Community & Children's Services.

23. Moving forward, it is intended for this Lighting Board to develop & own a series of actions to ensure this initiative maintains momentum, in particular building on the work done so far to develop planning guidance for developments and to establish a clear direction under the Climate Action Strategy.

Climate Action

24. In terms of the Climate Action agenda, the City has adopted a radical new strategy which sets out how the organisation will achieve net zero, build climate resilience and champion sustainable growth, both in the UK and globally, in the next two decades.

25. By adopting this strategy, the City Corporation has committed to:

- Achieve net zero carbon emissions from our own operations by 2027
- Achieve net zero carbon emissions across our investments and supply chain by 2040
- Support the achievement of net zero for the Square Mile by 2040
- Embed climate resilience in our buildings, public spaces & infrastructure

26. In this context, the work done to deliver the Lighting Strategy and LED upgrade is perfectly aligned to this ambition, but there is clearly work to be done with all stakeholders (in the context of lighting) to achieve this goal and accelerate the transition to net zero. Targeting energy efficiency as part of a renewable energy strategy will become increasingly important, alongside embedding circular economy, climate resilience and low carbon principles into our public realm design.

27. As an example, the LED programme not just delivers benefits in terms of carbon reduction, but it also contributes towards climate resilience because LED lights produce less heat, minimising their contribution to the heat island effect. As a result, they reduce the adverse impacts on biodiversity which is under threat from climate change, plus they are more reliable in extreme temperatures which are starting to become more prevalent as our climate changes.

28. However, in terms of buildings in the City, figures from the Climate Action team suggest 44% of greenhouse gas emissions within the Square Mile come from non-domestic buildings in the baseline year (2018/19), making this a key area of focus. For existing non-domestic buildings in the square mile, the Climate Action Strategy is targeting a reduction in energy consumption of 40% between 2020

and 2030, requiring a mix of improved technical advice and communications to deliver.

Lighting from Buildings

29. The challenge of moving towards a carbon neutral City will require a response from developers and building managers in how they light their buildings, both in terms of architectural external lighting and their approach to lighting their buildings internally.
30. With this in mind, the City's Planning team will look to bring forward proposals later this year for a new Planning Advice Note that sets out best practice, challenging developments to deliver environmentally sustainable building lighting that reduces energy usage and complements the public realm.
31. In terms of background to this work, building control regulations already require energy efficient lighting controls to be in place for developments, whilst the National Planning Policy Framework (NPPF), which comprises Government planning policy for England, states that planning policies and decisions should ensure that development limits the impact of light pollution from artificial light on local amenity, intrinsically dark landscapes and nature conservation.
32. The National Planning Practice Guidance (NPPG) provides further guidance on the policies in the NPPF, and whilst it acknowledges the wider benefits of artificial light, it suggests that it is not always necessary and has the potential to become 'light pollution' or 'obtrusive light'. It provides guidance for assessing when development might have implications for light pollution and, where implications arise, recognises the importance of getting the right light in the right place at the right time. Given change can be costly and difficult, getting the design right and setting appropriate conditions at the planning stage is essential.
33. With that in mind, the City's Local Plan (Policy DM15.7(5)) already requires that developments design internal and external lighting to reduce energy consumption, avoid spillage of light beyond where it is needed and protect the amenity of light-sensitive uses such as housing, hospitals and areas of importance to nature conservation. In parallel, draft City Plan 2036 Policy DE8 requires the design of new developments to incorporate measures to reduce light spillage from internal and external lighting, particularly where it would impact adversely on neighbouring occupiers, the public realm & biodiversity.
34. The aim of the new Planning Advice Note is therefore to provide clear advice regarding the expectations of Policy DM15.7 (and, after adoption of the new City Plan 2036, Policies DE8 and DE9(2) or their equivalents) and to provide technical details as to how those expectations can be met. It will also look to include appropriate guidance on lighting advertisements and signage for buildings, as well as internal & external architectural lighting. Such guidance will help make the Square Mile a safer, more sustainable, more legible place, with the needs of businesses, residents and biodiversity carefully balanced in the context of the City's Climate Action agenda.

35. In terms of enforcement against owners of buildings not meeting this criteria, the existing powers are somewhat limited within the planning process as they are linked to planning conditions for new development and cannot be imposed retrospectively on existing buildings that do not already have such conditions in place. From an environmental perspective, enforcement powers are typically focused on directed light (such as security lighting) dealt with via statutory nuisance provisions, but such limitations make it challenging for planning and enforcement authorities to control or enforce against owners of buildings with seemingly inefficient lighting management regimes.
36. The City's emerging climate action agenda is intended to 'shine a light' on inefficient practices across the wider remit of environmental sustainability, making this area ideal for the development of a wider engagement strategy as we start to set out the route towards net zero. Establishing and promoting best practice through the proposed advice note, supported by case studies aligned to the Climate Action Strategy's behaviour change awareness campaign, will complement existing planned actions to engage businesses and SMEs on this topic.
37. By comparison, driving change through additional enforcement beyond the existing planning and statutory nuisance limitations would likely require amended primary legislation based on an extensive evidence base, demonstrating that current enforcement powers are insufficient for these purposes. That would best be considered once the intended advice note has been consulted on and embedded, but an initial review of the powers currently available will still be undertaken as part of this process.

Proposals

38. There are continuing opportunities for the City Corporation to be seen to lead on this exciting & developing area of work, with the following activities planned:
- The City will seek to embed more efficient, effective and appropriate use of lighting in the next wave of public realms schemes and maintenance works going forward in the next 12 months.
 - Lighting will be one of the tools used to establish a unique 'look & feel' for the Culture Mile quarter, ensuring a night-time focus is embedded in the project from the outset, starting with a trial later this year.
 - Bespoke lighting timings and levels will continue to be used to help address localised anti-social behaviour and crime & disorder issues, including drug use and noise from late night bars at closing time.
 - As part of the move away from a 'one size fits all' approach to lighting our streets, a series of core timing profiles will be developed and implemented in the next six months to better fit the needs of the City's transport hubs, residential areas, night-time economy hotspots and our riverside & open spaces.

- Engagement will continue with the wider lighting community, across London, the UK and beyond, to share the City's best practice outcomes, continue to support technical innovation and to learn lessons from elsewhere.
- A Planning Advice Note for the management of internal & external lighting in new developments will be brought forward for consultation before the end of the year to provide greater certainty and clarity regarding compliance with Local Plan policies.
- A review of current statutory regulations and enforcement powers in relation to building owners will be conducted in parallel to the proposed planning advice.
- As part of the Climate Action Strategy, a behaviour change communications campaign will be formulated to raise awareness of lighting with building owners, managers & developers.
- Further night walks with Members will be planned from November (once the clocks go back) to help illustrate the achievements so far and the issues and challenges going forward.

Strategic Implications

39. These actions meet a series of key objectives contained within the Corporate Plan. These include:

- We will ensure people are safe & feel safe by tackling anti-social behaviour & protecting our streets & open spaces
- We will ensure people enjoy good health & wellbeing by better service design & delivery
- We will develop & trial smart innovations and improve the experience of moving through our spaces
- We will curate a vibrant, attractive & complementary blend of uses of space
- We will create & transform streets & public spaces for people to admire & enjoy
- We will champion a distinctive & high-quality residential, worker, student & visitor offer
- We will drive down the negative effects of our own activities
- We will provide environmental stewardship in use of resources
- We will influence UK and global policy to protect the environment
- We will maintain our streets & public spaces to high standards

Financial Implications

40. Full financial implications arising from the change to LED lighting will be set out in the upcoming Gateway 6 report on that project to Streets & Walkways and Project Sub Committees.

Equalities Implications

41. The impact of lighting on safety, health & wellbeing will continue to be monitored in line with the City's public sector equality duties and in accordance with the overall Lighting Strategy.

Resource & Risk Implications

42. Progression of the above actions are dependent on sufficient staff resources being available in light of the recovery from the Covid-19 pandemic and wider corporate priorities.

Security Implications

43. Liaison with the police as a key stakeholder throughout the development of the City's Lighting Strategy has ensured that any amendment to the City's lighting levels considers the issues of crime, disorder & counter terrorism.

Conclusion

44. The City's Lighting Strategy represents a genuinely innovative opportunity to create a joined up and holistic approach to managing the look & feel of the Square Mile at night. The Strategy has created the framework, and the LED project the mechanism, to deliver a step change in approach, with benefits in terms of sustainability, cultural opportunity and public realm safety.
45. With the emerging Climate Action Strategy now establishing the importance of taking steps to deliver a net zero Square Mile in the medium term, the focus of the strategy will now shift towards the question of delivering energy efficient lighting in the wider City community, as well as promote the City's best practice across London & beyond.

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Committees: Streets and Walkways Committee - <i>for information</i> Projects Sub - <i>for information</i>	Dates: 08 July 2021 23 July 2021
Subject: City Cluster Healthy Streets Plan Unique Project Identifier: 12071	Regular Progress Report
Report of: Director of the Built Environment Report Author: Averil Pittaway, City Transportation	For Information
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description:</p> <p>Following adoption of the Transport Strategy and City Cluster Vision by the Court of Common Council in May 2019, work is underway to implement changes to the way streets within the City Cluster are managed and used by motor traffic and people walking and cycling.</p> <p>The first phase of work is the development of the City Cluster Healthy Streets Plan. The Healthy Streets Plan tests the feasibility of the proposals in the City Cluster Vision and sets out the traffic management changes required to provide pedestrian priority and a high quality and safe public realm for workers and visitors. It also identifies where experimental and interim changes to the function of streets can be made to demonstrate and test the benefits.</p> <p>Transport and public realm changes across the City Cluster are coordinated through the City Cluster Programme. This contains three workstreams delivering Traffic Reduction and Pedestrian Priority, Wellbeing and Climate Resilience, and Activation and Engagement.</p> <p>The Healthy Streets Plan is the first phase of delivering change through the Traffic Reduction and Pedestrian Priority programme that includes proposing traffic access restrictions and public realm improvements.</p>
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	<p>It should be noted that the proposals cannot be implemented without traffic orders being made. Decisions on whether or not to make those traffic orders will be subject to separate decision-making processes which will have regard to the relevant statutory criteria, the City's traffic authority functions and duties and statutory notification and/or consultation procedures. The outcome of that process cannot be pre-judged. The proposals outlined in this report are all subject to decisions on the traffic orders which would be required.</p> <p>RAG Status: Green</p> <p>Risk Status: Low</p> <p>Total Estimated Cost of Project (Healthy Street Plan development) (excluding risk): £256,000 (approved budget is £282,433)</p> <p>Spend to Date: £246,062</p> <p>Costed Risk Provision Utilised: N/A;</p>
2. Key points to note	<p>Next Gateway: Choose an item. Gateway 6</p> <p>Key Points:</p> <ul style="list-style-type: none"> • This progress report summarises the key elements of the Healthy Streets Plan. The Healthy Streets Plan report is provided in Appendix 2. • There are no physical works to be delivered as part of this project; the Healthy Streets Plan is the deliverable. •
3. Reporting period	<p>January 2020 - June 2021</p> <p><i>(work on the Healthy Streets Plan was paused for 8 months during this period due to COVID-19)</i></p>
4. Progress to date	<p>4.1 All elements of the development of the Healthy Streets Plan have now been completed.</p> <p>4.2 The Healthy Streets Plan consists of work undertaken on:</p> <ul style="list-style-type: none"> • Identifying proposed traffic management changes to enable the delivery of the City Cluster Vision • Considering how changes help deliver other priority workstreams and supporting initiatives • Testing the changes using traffic modelling to understand the impacts on journey times of buses and general motor traffic and the cumulative impact with other projects such as All Change at Bank • Identifying constraints impacting delivery of projects e.g. construction works • Setting out the approach and timetable for delivery

Proposed Traffic Management Changes

4.3 The proposed traffic management changes will enable the transformational public realm proposals in the City Cluster Vision to be delivered by reducing overall traffic levels and restricting motor traffic on certain streets. This will allow carriageway space to be reallocated from motor traffic to space for people walking and cycling and potentially new areas of greening and seating. It will allow footways to be widened and enable people walking to use the full width of the street to provide improved pedestrian comfort levels and accommodate future growth.

4.4 The traffic management changes therefore propose to only allow vehicle access to properties and spaces within the City Cluster. Through traffic would be restricted from travelling within the City Cluster and instead redirected to use the perimeter streets of Bevis Marks, Houndsditch, Fenchurch Street and Bishopsgate. The traffic management measures will:

- ensure the City Cluster's streets better reflect their place in the City of London street hierarchy as set out in the Transport Strategy
- help to deliver the Climate Action Strategy targets of implementing 25km of pedestrian priority streets
- make up the first phase of vehicle emission reductions for the proposed City Cluster Zero Emission Zone
- make up the first phase of the City Cluster Security Strategy by reducing the traffic levels within the City Cluster

4.5 The tables below summarise the proposed traffic network changes identified in the Healthy Streets Plan for Local Access streets and City Access streets in Table 1 and 2 respectively.

Table 1: Proposed traffic management changes to streets within the City Cluster (Local Access Streets)

Street	Change Required	Proposed Traffic Management Change	
St Mary Axe	Moderate	Timed restriction for motor traffic (daytime closure or peak hours)	
Leadenhall Street	Moderate (Option 1) / Significant (Option 2)	Option 1 Carriageway narrowing and traffic calming	Option 2 Vehicles permitted for local access only (timed or constant) via a point closure between St Mary Axe and Billiter Street

Lime Street (between Fenchurch Avenue and Lime St passage)	Minimal	Timed restriction for motor traffic (daytime closure)
Bury Street, Mitre Street and Creechurch Lane	Minimal	Access only restriction for motor vehicles with possible timed closures

Table 2: Proposed traffic management changes to City Cluster Perimeter Streets (City Access Streets)

Street	Change Required	Traffic Network Change
Fenchurch Street	Minimal	Reduced network capacity through improved pedestrian crossings
Bevis Marks	Minimal	Reduced network capacity through reallocation of traffic lane to cycle lane and improved pedestrian crossings.
Bishopsgate <i>*Managed by TfL*</i>	Significant	To be determined by TfL but possibly to include traffic restrictions on segments of the street and carriageway reallocation

Traffic Modelling

4.6 The changes set out in the tables above have been tested for their impacts on bus and general traffic journey times using VISSIM traffic modelling. The modelling gives an initial indication of whether the proposals are feasible in terms of the impact on buses and motor traffic.

4.7 This model has not been through Transport for London's MAP approval process, but the input and methodology has been approved in principle by their modelling team. The traffic modelling inputs are based on pre-COVID-19 traffic counts. A summary of the results of key scenarios are set out in Table 3.

Table 3: Traffic Modelling Outputs

Scenario	Results
Changes to: • streets within the Cluster (Local Access Streets)	Increased journey times on Bevis Marks as traffic is rerouted from within the City Cluster (+5-7mins)
Changes to: • streets within the Cluster <i>and</i> • the perimeter streets (City Access Streets) <u>except</u> Bishopsgate <i>with</i>	Smaller increases in journey times on Bevis Marks (+2-3mins) but increases in journey times on Fenchurch Street and Bishopsgate northbound.

	<ul style="list-style-type: none"> • more traffic rerouted to use Fenchurch St to alleviate journey times on Bevis Marks 	
	<p>4.8 The results for the testing of the scenarios above show that they are feasible options for delivery if mitigation measures are provided for alleviating the bus journey time increases on Bevis Marks. This is mainly associated with the point closure on Leadenhall Street, and this measure would need further approvals from Transport for London.</p> <p>Approach to delivery</p> <p>4.9 To deliver the traffic management changes it is proposed to seek approval for experiments to first take place under Experimental Traffic Orders. As part of the City's transport response to the COVID-19 pandemic, a number of measures were implemented in the City Cluster to provide more space for people walking and cycling and allow for social distancing in public spaces. These changes broadly resemble the traffic network changes proposed in this Healthy Streets Plan and were implemented as Temporary Traffic Orders.</p> <p>4.10 The proposed approach is to build on the measures delivered through the Temporary Traffic Orders and develop updated schemes to be implemented as experiments using Experimental Traffic Orders.</p> <p>4.11 This will include the assessment of monitoring information and feedback from the temporary measures and engagement with local businesses and stakeholders. If following further monitoring and public consultation once the experiments are in place they are considered to be successful, then approval would be sought to make the Orders permanent.</p> <p>4.12 Interim and temporary measures to widen footways, install planters and greening, and improve the public realm will also be delivered where feasible in line with any approved Experimental Traffic Orders. These measures can be implemented with high-quality materials that provide a permanent feel but are easily removed or modified. The materials can then be reused in any permanent measures or in other locations. The planters and greening installations are also an opportunity to trial different types of climate resilient planting as part of the Climate Action Strategy greening pilot schemes.</p>	

	<p>4.13 Following the implementation of permanent traffic management changes (if approved), more significant and enhanced improvements are proposed to deliver transformational and permanent public realm changes to the streets. The level of construction work in the City Cluster is significant and will need to be considered before improvements can be implemented. Where permanent changes are constrained by construction sites or construction access, further interim and semi-permanent measures will be sought to allow some improvements to be made sooner.</p> <p>4.14 Most of this transformational change is likely to be made from 2023 onwards, which ties into the end of experimental traffic schemes and when a number of developments are expected to be completed. This will be reviewed, alongside the latest development information, at regular intervals over the next two years to help inform more detailed delivery dates and designs. Scope of works will also be considered based on funding sources and funding availability.</p>
5. Next steps	<p>5.1 The next step for the City Cluster Healthy Streets Plan project is to close the project and submit the Gateway 6 report to Corporate Projects Board and Committees.</p> <p>5.2 The next steps for the Pedestrian Priority and Traffic Reduction programme is to seek approval for Experimental Traffic Orders, and if approved and made, to trial the proposed traffic management measures on St Mary Axe and Leadenhall Street. These will be delivered as individual projects and will proceed through the Gateway process.</p> <p>5.3 The Healthy Streets Plan provides the framework for further stakeholder engagement. This engagement will be undertaken as part of the initial scheme development for the proposed traffic management measures and will be coordinated with a wider stakeholder engagement plan at the City Cluster Programme level.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Healthy Streets Plan Report

Contact

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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>
15 October 2020 1 December 2021 18 February 2021 29 April 2021	<u>Dockless Vehicles</u> To keep the Sub-Committee informed of activities to manage the use of dockless cycles and e-scooters in the Square Mile and any related issues.	Director of the Built Environment	June 2021	The City Corporation has confirmed participation in the London rental e-scooter trial and will join the trial on 5 July. Dott, Lime and Tier will operate schemes in the Square Mile as part of the rental e-scooter trial. Lime also launched a separate dockless bike scheme in the City in May and HumanForest will launch their dockless bike scheme in August.
3 December 2019 25 February 2020 7 July 2020 15 October 2020 1 December 2021 18 February 2021 29 April 2021	<u>Beech Street Transport and Public Realm Improvements</u> The project will address air quality issues by reducing traffic that pass through the tunnel. At the same time, it aims to deliver a vibrant street with a high-quality public realm at the centre of the Culture Mile, which will also provide the opportunity to realise property outcomes.	Director of the Built Environment	July 2021	<p>The experiment remains in place but all activities regarding monitoring have been put on hold. A judicial review hearing took place on the 29th and 30th of this month and we are awaiting the outcome of this judgment.</p> <p>It is likely that the experiment will need to be removed in mid-September (at the end of the 18-month allowable experimental period) with traffic movement returning to pre-experiment levels, prior to the judge's ruling being made.</p> <p>Officers will provide a verbal update at the Committee if they are able.</p>

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