



## Streets and Walkways Sub (Planning and Transportation) Committee

**Date:** TUESDAY, 8 NOVEMBER 2022  
**Time:** 10.30 am  
**Venue:** COMMITTEE ROOM 2 - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy Graham Packham (Chairman)	Judith Pleasance
John Edwards (Deputy Chairman)	Deputy Susan Pearson, Cripplegate
Deputy Shravan Joshi	Ian Seaton
Deputy Randall Anderson	Alderman Ian David Luder,
Deputy Marianne Fredericks	Paul Martinelli,
Deputy Alastair Moss	Oliver Sells KC
Deputy Edward Lord	

**Enquiries:** Jayne Moore  
Jayne.Moore@cityoflondon.gov.uk

### Accessing the public meeting

Members of the public can observe the public part of the meeting here:

<https://youtu.be/t1yQf4LkNnM>

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**John Barradell**  
Town Clerk and Chief Executive

# 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 of the meeting held on 06 September 2022.

**For Decision**  
(Pages 5 - 12)

4. **2-6 CANNON STREET PUBLIC REALM IMPROVEMENTS | PHASES 2 AND 3 - ISSUE REPORT**

To consider the report of the Executive Director, Environment.

**For Decision**  
(Pages 13 - 34)

5. **BEECH STREET TRANSPORTATION AND PUBLIC REALM PROJECT**

To consider the report of the Executive Director, Environment.

**For Decision**  
(Pages 35 - 46)

6. **CITY CLUSTER AREA - PROGRAMME UPDATE**

To consider the report of the Executive Director, Environment.

**For Decision**  
(Pages 47 - 70)

7. **FLEET STREET AREA HEALTHY STREETS PLAN**

To consider the report of the Executive Director, Environment.

**For Decision**  
(Pages 71 - 98)

8. **MARK LANE PUBLIC REALM ENHANCEMENTS (PHASE 2B) | ISSUE REPORT**

To consider the report of the Director, Environment.

**For Decision**  
(Pages 99 - 120)

9. **11 PILGRIM STREET S278**

To consider the report of the Executive Director, Environment.

**For Decision**  
(Pages 121 - 132)

10. **TRANSPORT STRATEGY REVIEW**

To consider the report of the Executive Director, Environment.

**For Decision**  
(Pages 133 - 158)

11. **TRAFFIC ORDER REVIEW - PHASE 2 DETAILED SCORING SYSTEM**

To consider the report of the Executive Director, Environment.

**For Decision**  
(Pages 159 - 170)

12. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

**For Decision**  
(Pages 171 - 174)

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

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

15. **EXCLUSION OF THE PUBLIC**

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

## Part 2 - Non-public Agenda

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 06 September 2022.

**For Decision**  
(Pages 175 - 176)

17. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

To receive the report of the Clerk.

**For Information**  
(Pages 177 - 180)

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**

**Tuesday, 6 September 2022**

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Tuesday, 6 September 2022 at 10.00 am

### **Present**

#### **Members:**

Deputy Graham Packham (Chairman)  
Deputy Shravan Joshi  
Deputy Randall Anderson  
John Edwards (Deputy Chairman)  
Alderman Ian David Luder (Ex-Officio Member)  
Paul Martinelli (Ex-Officio Member)

#### **Officers:**

Ian Hughes	- Environment Department
Olumayowa Obisesan	- Chamberlain's Department
Gillian Howard	- Environment Department
Kristian Turner	- Environment Department
Tom Noble	- Environment Department
Bruce McVean	- Environment Department
Jayne Moore	- Town Clerk's Department

#### **1. APOLOGIES FOR ABSENCE**

Apologies were received from Deputy Susan Pearson, Judith Pleasance, Ian Seaton, and Oliver Sells QC.

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

There were no declarations.

#### **3. MINUTES**

**RESOLVED**, That the public minutes of the meeting of 05 July 2022 are an accurate record of the proceedings.

The Sub-Committee took the opportunity to express its gratitude to Leah Coburn who recently left the organisation and congratulated her on her valuable contribution to the work of the Corporation.

An update was given on the review of projects under way across the Corporation portfolio. The review was in response to significant medium-term financial pressures being raised with Members by the Chamberlain, and its aim was to focus on strengthening financial discipline, ensure funding allocations

are sufficient, and make sure that projects are aligned to the City's strategic priorities and essential activities.

All departments had been asked to provide summary information on each and every project within their remit, the only exceptions being projects funded by developer s278 contributions, Bridge House Estate projects, and those approaching Gateway 6 completion.

The summary information focused on inflationary impacts, costed risk, justification against corporate priorities, and implications of not progressing each project.

For Environment as a whole, that involved the submission of detailed information concerning 27 projects already past Gateway 5 and around 50 projects at a pre-G5 stage, the majority of which have been subject to past approval by either the Sub Committee or the Planning & Transportation Committee.

Each and every project within scope of the review is potentially at risk of being deferred, amended or halted if the information provided does not address the Corporation's concerns around inflationary impacts, prioritisation, and wider issues of affordability.

The reports before the Sub Committee today therefore fall into one of three categories:

- they concern non-project related issues
- they relate to projects funded through s278
- they concern projects in scope of the review but it has been agreed that the Sub Committee can consider them rather than wait for this review to be concluded because such a delay would have a material impact on that project.

In the event that the Sub Committee today agrees reports from that last category, they will still need to be approved under the review process in order to proceed.

Some less pressing Gateway reports have had to be deferred so that the project can be considered first under the review before the next Gateway can be reached.

Members noted that transport project funding sources were hypothecated, and noted that further information on the review criteria would be requested.

#### 4. **SALISBURY SQUARE DEVELOPMENT HIGHWAY WORKS**

A Member commented that the project was s278 only in respect of the £100K fees involved and suggested that the project be referred to the Capital Buildings Board, particularly in view of the contentious nature of the project's process.

A Member commented that the Sub-Committee was considering the works in its capacity as a Highways Authority, and the meeting heard that the scope of this project was such that it would not go to the Capital Buildings Board.

**RESOLVED**, That the Committee:

1. Note that funding is subject to the capital programme review, and that the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub Committee.
  2. Approve the commencement of the project;
  3. Approve a budget of £100,000 (amount already received) for detailed design, engagement with stakeholders and survey work to reach the next gateway, as identified in **Appendix 2**;
  4. Authorise officers to agree the works with the City Corporation as the Developer; and
  5. Note the total estimated cost of the project at £3m-£4m (excluding risk).
5. **ST PAUL'S GYRATORY PROGRAMME G3**  
The meeting heard that the Amazon hub facility would not be progressed and that the application had been withdrawn.

A Member asked whether all possible modelling options had been considered, including Beech St options, and the meeting heard that other considerations would be taken into account given likely changes.

A Member sought clarification on the wider impact of service vehicles in the City, and commented that, realistically, minimal options were open given the developer funding available. The Member also asked whether funding might be available from other developers as a way of expanding the scheme. The meeting heard that no such funding had been sought so far, and that the modelling covered a wider area than was evident from the report. The meeting heard that a G4 report was expected in March 2023, at which point any developer contribution would be known.

The meeting heard that the area fell within a Business Improvement District and that dialogue around BID opportunities had been initiated.

A Member commented that a rat run could be created along Little Britain, and queried whether hospital access had been properly considered.

A Member commented that certainty on developer funding was needed.

A Member commented that there was mileage in exploring opportunities for further contributions in the event that Option 5 was taken.

**RESOLVED**, That the Committee:

1. Note the revised project budget of £1,235,942 (excluding risk);

2. Note the total estimated cost of the project at £10-22 million (excluding risk);
3. Agree that Options 1, 3 and 4 be approved for further assessment and progressed to Gateway 4; and
4. Note that funding is subject to the capital programme review, and that the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub-Committee.

## 6. TFL'S LONDON BRIDGE EXPERIMENTAL TRAFFIC RESTRICTION

**RESOLVED**, That the Committee:

- Agree the City Corporation's response to the London Bridge ETO as set out in paragraphs 21 – 22 and agree that officers will continue working with TfL to resolve the objection; and
- Delegate the final wording of the response to TfL to the Director of City Operations in consultation with the Chairman and Deputy Chairman of this sub-committee.

## 7. BEECH STREET TRANSPORTATION AND PUBLIC REALM PROJECT

A Member commented that some compromise might be needed in order to avoid hostile relations with London Borough of Islington (LBI), and that hybrid vehicles were a step forward.

A Member commented that Option 1c was not a sensible option and was likely to be rejected, and asked whether the City could move to an area-wide consultation alongside 1c. The meeting heard that the intention was to engage on a wider area plan, though funding was uncertain.

Members reiterated that the options presented were subject to the agreement of LBI and that good relations with LBI were important, particularly in view of the fact that CoL and LBI wanted the same outcome. A Member asked for a timeline around the consultation, and the meeting heard that further discussions were expected to be completed by mid-October 2022 around the sub options set out under Option 1.

A Member asked whether it was just the Bunhill area that was concerned, and the meeting heard that though the Bunhill area was affected there was wider interest, commenting that there were probably more families in that area using schools and other family-related amenities than there were people concerned with vehicle access.

A Member commented that Options 1 and 2 were not mutually exclusive, though funding was an issue.

**RESOLVED**, That the Committee approve Option 1, as recommended, with a 4-week timetable for finalising the position with LBI. If no support from LBI is forthcoming for sub-option a or b, then a decision would be taken under Delegated Authority around option c. The Committee granted Delegated



Authority to the Chairman and Deputy Chairman, who agreed that Members would be consulted outside the confines of the Committee once the discussions with LBI had concluded.

Option 1:

Undertake public consultation on a revised (permanent) zero emission scheme on Beech Street which includes three sub options, to be finalised as set out above following discussions with LBI:

- a) Closing Golden Lane to all motorised vehicles at the junction with Beech Street and installing a right-hand turn ban at the Fortune Street / Whitecross Street junction (subject to the agreement of LB Islington);
- b) Closing Golden Lane to non-zero emission vehicles at the junction with Beech Street and installing a right-hand turn ban at the Fortune Street / Whitecross Street junction (subject to the agreement of LB Islington).
- c) Keeping Golden Lane open at the junction with Beech Street to all vehicles. (Note that the left turn from Beech Street northbound into Golden Lane would only be available to zero emission vehicles).

#### 8. **COMBINED SECTION 278 PROJECT INITIATION REPORT**

**RESOLVED**, That the Committee

1. Approve the project budgets as set out in the tables in Section 2; and
2. Note the total estimated costs of the projects (excluding risk) as set out in the Project Briefings.

#### 9. **CITY CLUSTER HEALTHY STREETS PLAN - G6**

**RESOLVED**, That the Committee

1. Approve the content of the outcome report; and
2. Agree to close the project.

#### 10. **PEDESTRIAN PRIORITY STREETS PROGRAMME - PHASE 1 (PROGRESS REPORT)**

The Committee discussed the Pedestrian Priority Streets Programme – Phase 1.

#### 11. **BANK JUNCTION IMPROVEMENTS - ALL CHANGE AT BANK. G5 ISSUES REPORT**

A Member commented that the project needed to be progressed, and sought clarification on where any blockages might be - noting that delays would cost money. The meeting heard that the implementation programme was in two

phases around November 2022, with work to be started in early October 2022 and the majority of the work starting in mid-November 2022 after the Lord Mayor's Show, noting also that prices of materials should ideally be locked in as soon as possible.

The meeting heard that the Committee would write to the Operational Property and Projects Sub Committee to request confirmation that the project does not fall within their review scope.

**RESOLVED**, That the Committee

1. Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub Committee;
2. Note that the additional allocation from the Climate Action Strategy 'Cool Streets and Greening' programme of £165,000 (approved in February 2022) is added to the project budget to deliver (and maintain) the street trees and SUDS gardens in Queen Victoria Street and Threadneedle Street;
3. Note the revised Project Budget of £6,842,930 including risk (subject to recommendation 2 being approved) a. This is made up of £6,176,432 excluding risk, and the current risk provision of £666,498;
4. Note the minimum total estimated cost of the project to deliver the base scheme has increased to £6.17m (excluding risk);
5. Note that the Costed Risk provision is drawn down by £423,502 from risk 16 to cover the estimated uplift in the costed base project. a. The remaining risk provision of £276,498 against risk 16 will remain in the register to protect from any further increase in material or labour cost during the construction that is currently unknown (including for security aspects within the design);
6. Note that a revised total for the Costed Risk Provision of £666,498 is approved and to be drawn down via delegation to Chief Officer, (of which £562,598 is currently funded (see section 3));
7. Agree to delegate authority to the Executive Director Environment to accept additional funding into the project (that is outside of the capital funding remit) to deal with the currently unfunded S106 shortfall of £103,900 as it is within the existing agreed overall project total;
8. Agree that in principle (subject to the Chamberlain's agreement of the future staff overhead calculation methodology) the funding released from this revised calculation should in this instance be retained within the project budget to cover items detailed in paragraph 26;
  - a) And that the budget adjustment be delegated to the Executive Director Environment and the Chamberlain, if agreed, to action once the details of the split of funding against the various tasks has been fully identified;
9. Note that the public realm priorities in Table 2 are approved; and
10. Note the change in the estimated construction programme to completion in Spring 2024, with Gateway 6 likely to be Autumn 2025

**12. OUTSTANDING REFERENCES**

The Committee noted the report of the Clerk.

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

A Member commented that signage should be arranged for Barbican Podium in view of the new public realm landscaping, and that further exploration of that issue would take place.

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

There was no other business.

15. **EXCLUSION OF THE PUBLIC**

**RESOLVED**, That the public be excluded in line with the wording set out in the agenda documentation.

**The meeting ended at 11.45am**

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Chairman

**Contact Officer: Jayne Moore**  
**Jayne.Moore@cityoflondon.gov.uk**

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<b>Committees:</b> Streets and Walkways sub-Committee [for decision] Operational Property & Projects Sub Committee [for decision]	<b>Dates:</b> 08 November 2022 23 November 2022
<b>Subject:</b> 2-6 Cannon Street Public Realm Improvements   Phases 2 and 3 – Issue Report  <b>Core project name:</b> 2-6 Cannon Street Public Realm Improvements  <b>Unique Project Identifier:</b> 11004	<b>Gateway 5</b> <b>Regular</b> <b>Issue Report</b>
<b>Report of:</b> Juliemma McLoughlin, Executive Director, Environment Department  Choose an item.  <b>Report Author:</b> Emmanuel Ojugo – City Operations	<b>For Decision</b>
<h1 style="margin: 0;">PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b></p> <p>1.1. This project proposed public realm improvements in the catchment area related to the redevelopment of 2-6 Cannon Street. Improvements are being delivered in three phases as previously reported to committee in July 2018, and are as follows:</p> <ul style="list-style-type: none"> <li>• <u>Phase 1</u>: Resurfacing footways and carriageway around the new building at Distaff Lane in Yorkstone. (Completed).</li> <li>• <u>Phase 2</u>: Re-landscaping the garden space between Old Change House and Nicholas Cole Abbey Church with new greenery, new seating areas and a new modern water bottle refill point. (Largely complete, awaiting soft landscaping works).</li> <li>• <u>Phase 3</u>: Re-landscaping the small parcel of land with a new planting schedule, to the south of Nicholas Cole Abbey Church on Queen Victoria Street. (Design being finalised and preparatory documentation for possible faculty being collated. The Church and Diocese are currently reviewing a draft agreement).</li> </ul> <p>1.2. The majority of site works are now complete aside from some Phase 2 green elements to be installed in the winter months and the implementation of Phase 3, that covers a small parcel of land to the south of Nicholas Cole Abbey Church.</p> <p>1.3. This report summarises delays to delivering some elements of the project and proposes next steps to complete the remaining works, by the revised deadline of March 2023, within the existing approved budgetary resource allocation.</p>
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	<p>1.4. It should be noted that although this project is at an advanced stage with the majority of the scheduled works completed, remaining budget of £372,163 is subject to the Corporations' capital programme review which is due to conclude in October 2022.</p> <p><b>RAG Status:</b> Amber (as at last report to Committee).</p> <p><b>Risk Status:</b> Low (at last report to committee).</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £1,175,957.</p> <p>Note: This is comprised of £1,091,807 for implementation (capital). There is also an additional revenue sum of £84,150 being the Off-site Public Realm Maintenance sum commitment paid by the developer as part of the Section 106 associated with the redevelopment of 2-6 Cannon Street.</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> N/A</p> <p><b>Spend to Date:</b> £719,644. (Please see Appendix E for a more detailed breakdown).</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Funding Source:</b> S106 Agreement related to the redevelopment of 2-6 Cannon Street.</p> <p><b>Slippage:</b> Works were initially expected to be completed by April 2021. The latest forecast proposes the programme is extended to March 2023.</p> <p>1.5. In December 2021, the Programme Management Office and the Chairman of Projects Sub of Policy and Resources Committee (no longer constituted) granted an extension to the works programme up to June 2022.</p> <p>1.6. Since the programme extension was granted in December 2021, there have been further delays This was partly due to issues with availability of staff resources and related services leading to a delay in finalising the construction package for implementation. There was also a temporary cessation of works to enable adjacent occupiers to appraise their basement related to historic water ingress.</p> <p>1.7. Following discussions about programme delays with City Gardens and Highways officers it was deemed necessary to extend the programme to March 2023 to align with the planting new season when it was clear the March 2022 planting season threshold would not be met. The effect of programme slippage is reflected in additional P&amp;T and Highway officer time and external specialist support required to manage the project following a reduction in some internal service area support.</p>
<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Choose an item. <b>Gateway 6</b></p> <p><b>Requested Decisions:</b></p> <p><u>It is recommended:</u></p>

	<p>I. Agree the extension of the project programme from June 2022 to March 2023 to allow time to complete the project within the upcoming planting season and implement Phase 3 works.</p> <p>II. That the remaining project budget of £372,163 (including any interest accrued) is revised as set out in the finance tables in Appendix E; to complete the project in accordance with the Section 106 Agreement.</p> <p>III. Approval of the budget adjustment summarised in table 2 Appendix E.</p> <p>IV. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Operational Property and Projects Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that fall within the remit of paragraph 45 of the 'City of London Project Procedure– Oct 2018' (Changes to Projects: General), as prescribed in Appendix E of this report, are to be delegated to Chief Officer or escalated to the relevant committee(s);</p> <p>V. Note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review.</p>
<p><b>3. Budget</b></p>	<p>3.1. Total cost of the project – £1,175,957. No Costed Risk Provision (CRP) is proposed. The tables in Appendix E summarise resource requirements to complete the project.</p> <p>This budget adjustment proposed in the table 2 Appendix E is possible due to savings in the works budget made during Phase 2 works. The central in-ground planters were replaced by free standing planters meaning a significant reduction in the irrigation coverage that has been restricted to the perimeter, allowing a reduction in works costs overall.</p> <p><u>Inflation</u></p> <p>3.2. It should be noted that the inflationary uplift is in terms of Retail Price Index (RPI) is applicable yearly from July to June. The unit price of provision of materials is agreed under the current new City Term Contract (July 2022) schedule of rates and is subject to RPI on yearly basis. However, if materials are bespoke or unforeseen circumstances arise which affect the price of material, the contractor is within their rights to request a re-consideration.</p> <p>3.3. Such impacts are not considered a high project risk as the City due to the use of a standard material palette. Potential material cost rises that may occur within the remaining project programme (up to March 2023) have been factored into the works budget and are reflected in Appendix E.</p>

	<b>Costed Risk Provision requested for this Gateway: X</b> (No CRP is requested).
<b>4. Issue description</b>	<p>4.1. A budget adjustment is required to reconfigure staff budgets as summarised in section 3. The proposed adjustment is to account for delays to the project and the need to reconfiguring City staff roles and responsibilities, supplemented by consultancy services is necessary to ensure the project would be implemented as intended.</p> <p>4.2. A summary of required duties include:</p> <ul style="list-style-type: none"> <li>- Production of the final planting plans for procurement.</li> <li>- Method statements with production material to Transport for London (TfL) and the Church Diocese to obtain Faculty Approval, as some works are adjacent to St Nicholas Cole Abbey Church (Listed).</li> <li>- Procurement of services for a Watching Brief, the City Heritage Management would ordinarily provide oversight, due to the proximity of the Listed Church. P&amp;T officers would now provide intercedence with the Church.</li> <li>- Communication of the programme and production material to stakeholders.</li> </ul>
<b>5. Options</b>	<p>5.1. The project scope remains unchanged. There is a solitary approach to the completion of this project, and it is proposed to reconfigure the project budget to meet the expected completion date of March 2023, subject to Committee approval of the requested decisions.</p>

### Appendices

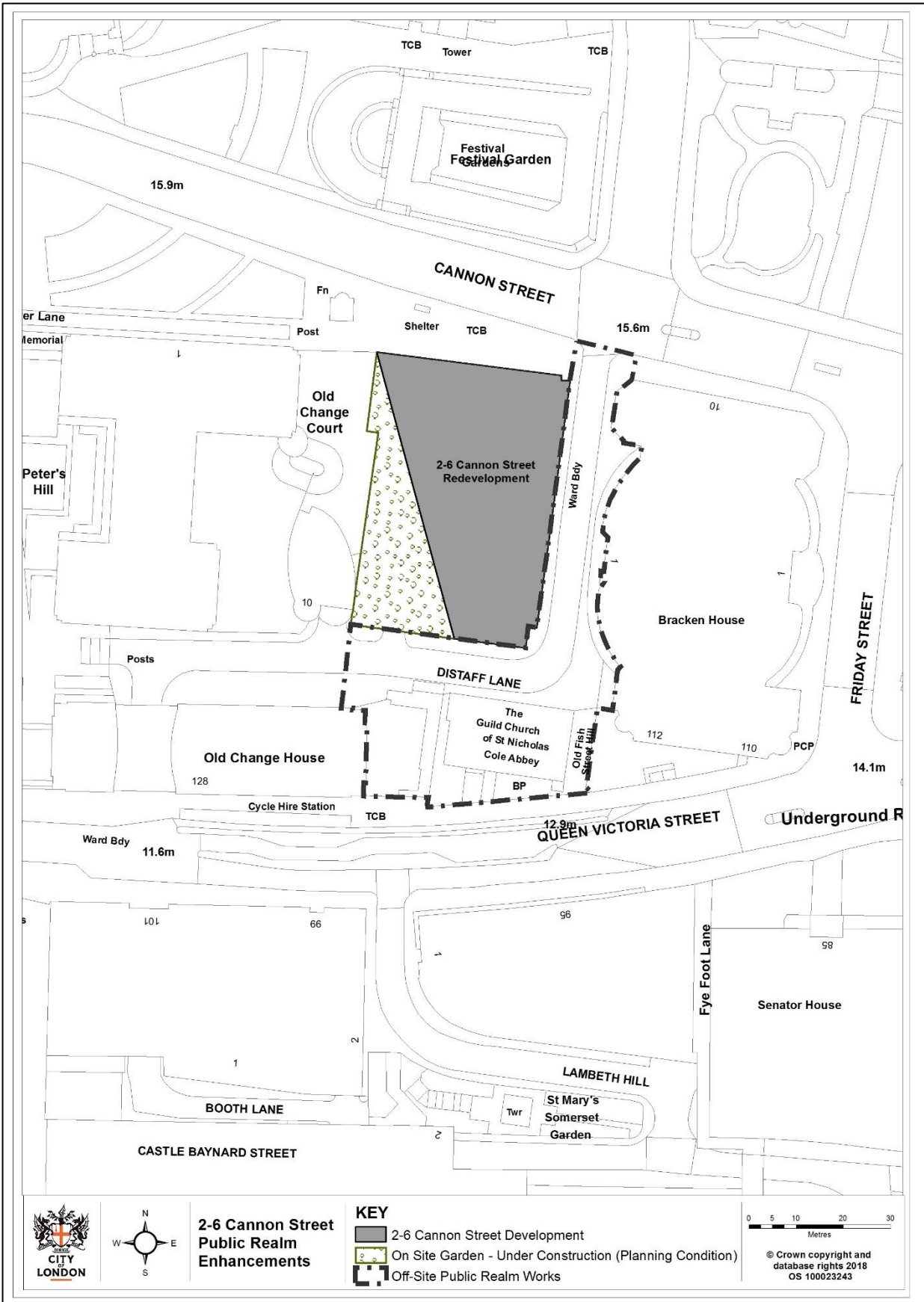
<b>Appendix A</b>	Site Location Plan
<b>Appendix B</b>	Project Phase Plan
<b>Appendix C</b>	General Arrangement Plan
<b>Appendix D</b>	Images
<b>Appendix E</b>	Finance Tables
<b>Appendix F</b>	Risk Register
<b>Appendix G</b>	Project Coversheet

### Contact

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<b>Telephone Number</b>	020 7332 1158



# Appendix A: Site Location Plan



**2-6 Cannon Street  
Public Realm  
Enhancements**

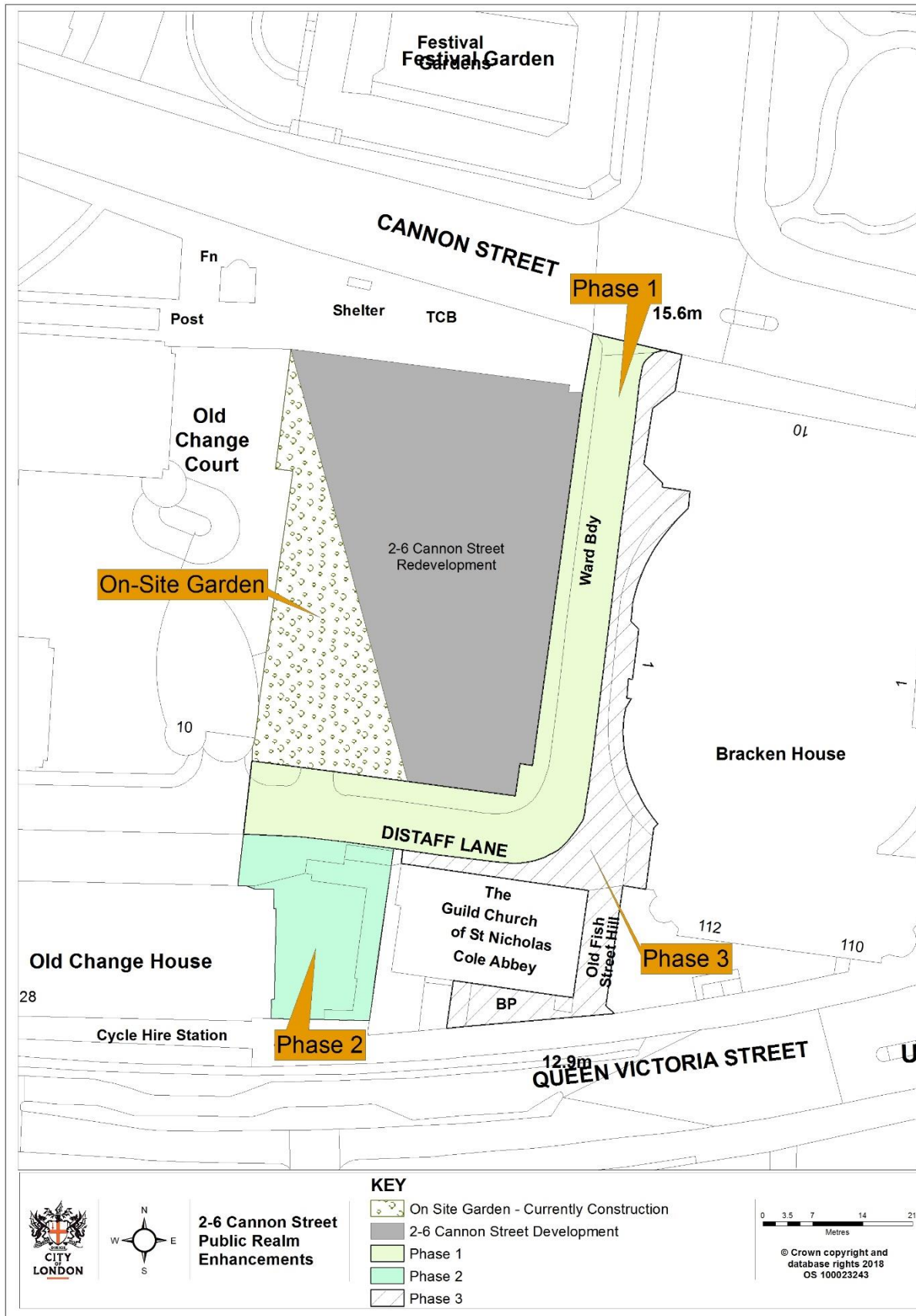
**KEY**

- 2-6 Cannon Street Development
- On Site Garden - Under Construction (Planning Condition)
- Off-Site Public Realm Works



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# Appendix B: Project Phase Plan



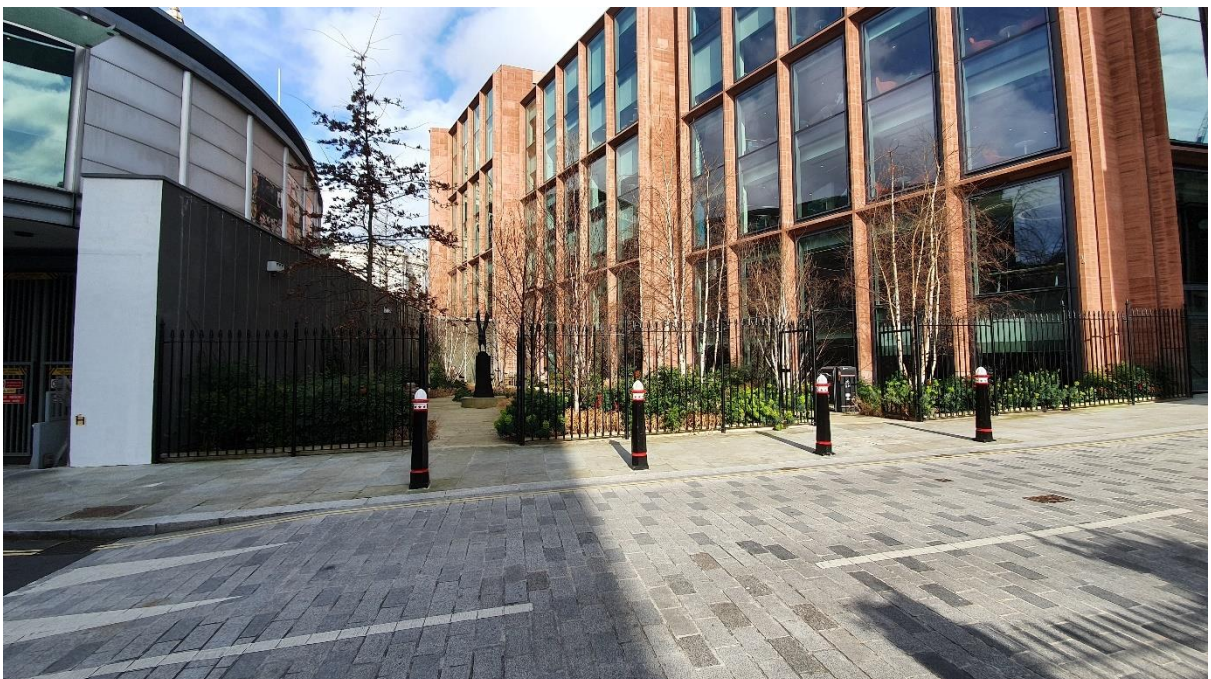
Appendix C: General Arrangement Plan Snapshot



## Appendix D: Images



**On-site Garden site and mastic asphalt footways | Before**



**On-site Garden site, York Stone footways and raised carriageway | Completed**



**Phase 1: Distaff Lane footway around 2-6 Cannon Street development | Before**



**Distaff Lane footway around 2-6 Cannon Street development | Completed**



**Phase 2 | Site of new Off-Site Garden | Before**



**Phase 2 | Planters delivered, awaiting final planting schedule and street furniture | After**



**Phase 3 | Site adjacent to St Nicholas Cole Abbey Church - Existing**

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## APPENDIX E: FINANCE

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
<b>2-6 Cannon Street Public Realm Improvements (SRP) - 16800293</b>			
P&T Staff Costs	17,000	17,000	-
<b>Total 16800293</b>	<b>17,000</b>	<b>17,000</b>	-
<b>2-6 Cannon Street Public Realm Improvements (CAP) - 16100293</b>			
DBE Structures Staff Costs	123	123	-
Env Servs Staff Costs	91,659	91,948	(289)
Legal Staff Costs	3,500	3,500	-
Open Spaces Staff Costs	12,000	2,982	9,018
P&T Staff Costs	212,078	218,427	(6,349)
Civil Engineer	10,494	10,494	-
P&T Fees	56,748	52,362	4,386
Structural Engineer	16,000	16,000	-
Highway Works	624,705	296,460	328,245
Open Spaces Works	35,000	10,348	24,652
Utilities	12,500	-	12,500
<b>Total 16100293</b>	<b>1,074,807</b>	<b>702,644</b>	<b>372,163</b>
<b>Grand Total</b>	<b>1,091,807</b>	<b>719,644</b>	<b>372,163</b>

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
<b>2-6 Cannon Street Public Realm Improvements (SRP) - 16800293</b>			
P&T Staff Costs	17,000	-	17,000
<b>Total 16800293</b>	<b>17,000</b>	-	<b>17,000</b>
<b>2-6 Cannon Street Public Realm Improvements (CAP) - 16100293</b>			
DBE Structures Staff Costs	123	-	123
Env Servs Staff Costs	91,659	11,000	102,659
Legal Staff Costs	3,500	-	3,500
Open Spaces Staff Costs	12,000	(3,000)	9,000
P&T Staff Costs	212,078	16,000	228,078
Civil Engineer	10,494	-	10,494
P&T Fees	56,748	-	56,748
Structural Engineer	16,000	-	16,000
Highway Works	624,705	(28,000)	606,705
Open Spaces Works	35,000	-	35,000
Utilities	12,500	(6,000)	6,500
<b>Total 16100293</b>	<b>1,074,807</b>	-	<b>1,074,807</b>
<b>Grand Total</b>	<b>1,091,807</b>	-	<b>1,091,807</b>

Table 3: Funding Strategy	
Funding Sources	Amount (£)
S106 - 2-6 Cannon Street - Site Specific Mitigation - 14/00780/FULMAJ	1,091,807
<b>TOTAL</b>	<b>1,091,807</b>

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**City of London: Projects Procedure Corporate Risks Register**

Project name: 2-6 Cannon Street Public Realm Improvements

Unique project identifier: PV11004

Total est cost (exc risk) £1175957

Corporate Risk Matrix score table

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

Low
4.7
3.5
0
2
4

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

Costed risks identified (All)

£0.00	0%
-------	----

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
-------	----

" "

Costed risk post-mitigation (open)

£0.00	0%
-------	----

" "

Costed Risk Provision requested

£0.00	0%
-------	----

CRP as % of total estimated cost of project

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	2.0	£0.00	0	0	1
1	4.0	£0.00	0	0	1
3	6.0	£0.00	0	2	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	4.0	£0.00	0	0	1

Issues (open) 0  
All Issues 0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: <b>2-6 Cannon Street Public Realm Improvements</b>		PM's overall risk rating: <b>Low</b>	CRP requested this gateway	Average unmitigated risk: <b>4.7</b>	Open Risks: <b>6</b>
Unique project identifier: <b>PV11004</b>		Total estimated cost (exc risk): <b>£ 1,175,957</b>	Total CRP used to date: <b>£ -</b>	Average mitigated risk score: <b>3.5</b>	Closed Risks: <b>3</b>

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)
R1	5	(10) Physical	Delays to the Developer's programme	Likely to impact the City's ability to access sections of public highway	Likely	Minor	4	£0.00			Maintain regular contact with the Developer, local stakeholders and disseminate updates as required	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE			
R2	5	(10) Physical	Site conditions affect the build	Due to the presence of pipe subway and utilities access points, opportunities for planting are adversely affected.	Possible	Minor	3	£0.00			Carry out survey work and necessary site appraisals early on to ensure the integrity of the design to maximise opportunities for planting	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE		15/12/19	The survey has now been carried out and the presence of High Yield steel shows it is possible to carry out the scheme as designed.
R3	5	(10) Physical	Sections of footway are too shallow to lay York Stone	Subsurface appraisals prove that some sections of footway contain voids and cannot accommodate York Stone pavours.	Likely	Minor	4	£0.00			Establish a solution with the adjacent developer to ensure the footway is resurfaced in appropriate footway material.	£0.00	Rare	Minor	£0.00	1	£0.00		01/06/19	DBE		12/12/19	Bracken House have agreed to the alteration of proposed footway materials from York Stone to retain mastic asphalt. Any water ingress is a risk totally held by the building owner who must ensure the integrity of their building.
R4	5	(5) H&S/Wellbeing	Potential for adverse amenity impacts	New landscaping will create some areas of relative tranquillity that appear partially secluded.	Possible	Serious	6	£0.00			- A gate structure to the On-site Garden has been installed on Dittaff Lane to manage access in the most secluded areas. - The design of the open areas will incorporate anti-sitkateboarding measures and improved lighting in the area will encourage natural surveillance. - City Police and City's Rough Sleeping Coordinator are notified of the implementation timetable, so they are mindful of the new amenity space.	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE/Comptroller		15/12/19	The relative seclusion of the southern section of Dittaff Lane is partially obscured and its proximity to a drinking establishment may give rise to potential anti-social behaviour. The City Police are aware of the City's programme of works and the potential for people to gather and dwell.
R5	5	(3) Reputation	Delays in the City Programme	likely reputational impact due to delays. A significant slip in the programme could impact the Open Spaces planting season which has a specific window, inadvertently extending the programme further	Rare	Serious	2	£0.00			This is primarily concerned with authorisation of the final project phases. Delays from the developer are not uncommon and therefore manageable. Delays to the City's programme often have wider implications.	£0.00	Possible	Serious	£0.00	6	£0.00		31/07/22	Env Dept (formerly DBE)			
R6		(1) Compliance/Regulatory	Integrity of adjacent buildings is compromised	A change in surface materials such as mastic asphalt to York stone or granite, can on occasion lead to water ingress into basements, due in part to poor building upkeep and the spaces joining leaves for water to leave the paving surface.	Rare	Serious	2	£0.00			Building owners are responsible for the integrity and water tightness of their buildings. PM will always communicate with adjacent occupiers about the works and instruct the standard basement surveys prior to works commencing	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/09/21	Env Dept (formerly DBE)			
R7		(3) Reputation	Unknown impacts of Target Operating Model on Staff Resources	Target Operating Model may have wider impacts in service delivery if structure is significantly altered with redundancies, leavers and new roles	Likely	Serious	8	£0.00	N		Reappraise Roles and Responsibilities. May require budget adjustments and acquiring external services previously delivered internally.	£0.00	Possible	Minor	£0.00	3	£0.00		01/09/21	Env Dept (formerly DBE)			
R8		(3) Reputation	Delay in Programme due to Capital Programme Review	Project programmes were put on hold to carry out a review of Capital projects, temporarily impacting project schedules.	Likely	Serious	8	£0.00	N		Await outcome of CPR and seek approval to extend the work programme	£0.00	Likely	Minor	£0.00	4	£0.00		01/08/22	City Chamberlain			
R9		(2) Financial	Inflation of material costs	Inflation may cause a rise in the unit cost of materials	Likely	Minor	4	£0.00	N		A schedule of rates have been agreed with the Term Contractor (begin July 2022). These costs have been factored into the latest works estimates.	£0.00	Possible	Minor	£0.00	3	£0.00		01/08/22	Env Dept (formerly DBE)			
R10							£0.00				£0.00			£0.00		£0.00							
R11							£0.00				£0.00			£0.00		£0.00							
R12							£0.00				£0.00			£0.00		£0.00							
R13							£0.00				£0.00			£0.00		£0.00							
R14							£0.00				£0.00			£0.00		£0.00							
R15							£0.00				£0.00			£0.00		£0.00							
R16							£0.00				£0.00			£0.00		£0.00							
R17							£0.00				£0.00			£0.00		£0.00							
R18							£0.00				£0.00			£0.00		£0.00							
R19							£0.00				£0.00			£0.00		£0.00							
R20							£0.00				£0.00			£0.00		£0.00							
R21							£0.00				£0.00			£0.00		£0.00							
R22							£0.00				£0.00			£0.00		£0.00							
R23							£0.00				£0.00			£0.00		£0.00							
R24							£0.00				£0.00			£0.00		£0.00							



# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 11004

**Report Date:** November 2022

**Core Project Name:** 2-6 Cannon Street Public Realm Improvements | Phases 2 and 3

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Emmanuel Ojugo

**Next Gateway to be passed:** Gateway 6

## [2] Project Brief

### **Project Mission statement:**

To deliver public realm enhancements that includes planting, erection of trees, provision of seating and a water bottle refill point; related to the redevelopment of 2-6 Cannon Street.

The enhancements are to be entirely funded by the Developer through a Section 106 Agreement and utilised within the boundary as defined by the agreement.

### **Definition of need:**

2-6 Cannon Street is an office development that is practically complete on Cannon Street and Distaff Lane. The development involved the demolition of the former Scandinavian House building constructed between 1958-59 with office (B1) and retail uses (A3); and construction of a new office building (Class B1) comprising 7 storeys plus basement and associated hard and soft landscaping, roof top plant, accessible terrace, access and servicing, ancillary cycle parking and other associated works.

The Section 106 agreement required that the developer enter into said agreement with the City, prior to commencing construction works. The new development offers a significant opportunity to address the impacts of the scheme by providing:

- Improved sustainable planting design to provide a more inviting environment and improved greening in an area that currently has a limited planting palette.
- Increased provision of opportunities for rest and contemplation with street furniture designed in line with the City's access requirements that incorporates anti-skating measures.
- Improved lighting provision to illuminate vertical surfaces, improve legibility and a sense of safety, in keeping with aims in the City Lighting Strategy 2018.
- Better pedestrian experience by improving permeability, delivering high quality enhancements that improves wellbeing and legibility that ties in with the On-Site Garden adjacent to the new development.

The developer recognises the importance of the spaces between buildings, so much so that as part of their planning obligations they created a new garden space north of Distaff Lane in an area that is typically a route for service vehicles.

The area is very close to the pedestrian traffic served by the Millennium Bridge, with a reported 5 million visitors annually.

**Key measures of success:**

- |   |
|---|
| 1) Creation of new garden space that improves green coverage and improves the pedestrian experience.                                    |
| 2) Improved lighting and high-quality materials is expected to increase public perception of safety when using the new passageway.      |
| 3) The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed to a high standard. |

**[3] Highlights****Finance:****Total anticipated cost to deliver [£]: £1,175,957****Total potential project liability (cost) [£]: N/A****Total anticipated on-going commitment post-delivery [£]:** Maintenance – £84,150 (to be fully funded by the developer as part of the Section 106 agreement, included in the delivery cost above)**Programme Affiliation [£]: N/A****Headline Financial changes:****Since 'Project Proposal' (G5, Phase 1) report:**

▲ The total estimated cost of the project at last Gateway (July 2018) was between £1,133,048 and £1,287,998. This cost estimate has now been refined to a total of **£1,175,957**.

The project will be delivered in phases. Phases 1 is complete, however a downturn in staff resources has necessitated a reappraisal of roles and responsibilities to complete the remaining Phase 2 and submit statutory documentation schedule to implement Phases 3.

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

N/A.

A gateway 5 report is now submitted for Committee approval, because the design is at an advanced stage and has been agreed with the developer.

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

Please see above.

**Project Status:****Overall RAG rating:** Amber**Previous RAG rating:** Amber (Low)**[4] Member Decisions and Delegated Authority**

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

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

Gateway 5 (Phase 2&amp;3) update report

Streets & Walkways Sub-committee *for decision* – 12<sup>th</sup> October 2021Projects Sub *for information* – 20 October 2021



**Key headline updates and change since last report.***Change in programme*

Due to a downturn in staff resources as a result of implementing the new target operating model, some milestone deadlines have been missed, therefore a reconfiguration of roles and responsibilities, together with the acquisition of external services previously carried out internally is necessary.

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

The design has been developed to an advanced stage and is feasible to implement.

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

N/A

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

N/A

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** March 2023

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

- |  |
|--|
| 1) Procurement of services following the downturn in Staff Resources – Sept 2022               |
| 2) Complete Planting design schedule – October 2022  |
| 3) Submit statutory documentation for Faculty Approval /notify local occupiers – November 2022 |

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

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

**Risks and Issues****Top 3 risks:**

<i>Delays to the Developer's programme</i>	<i>Likely to impact the City's ability to access sections of public highway</i>
<i>Delays to the City's Programme</i>	<i>Likely reputational impact if Public Realm works are delayed due to City programme slippage</i>
<i>Integrity of adjacent buildings is compromised</i>	<i>A change in surface materials such as mastic asphalt to York stone or granite, can on occasion lead to water ingress into basements, due in part to poor building upkeep and the spaces jointing leaves for water to leave the paving surface.</i>

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

N/A

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<b>Committees:</b> Streets and Walkways <i>[for decision]</i> Operational Property and Project Sub <i>[for information]</i>	<b>Dates:</b> 8 November 2022 23 November 2022
<b>Subject:</b> Beech Street Transportation and Public Realm project <i>(Phase 1 – Zero Emission Scheme)</i>	<b>Gateway 5</b> Complex  <b>Issue Report</b>
<b>Unique Project Identifier: 10847</b>	<b>For Decision</b>
<b>Report of:</b> Executive Director Environment  <b>Report Author:</b> Kristian Turner – Policy and Projects, City Operations	
<h1 style="margin: 0;">PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Background:</b></p> <ol style="list-style-type: none"> <li>1. In September 2022, Members considered a report for proceeding with the public consultation for the Beech Street zero emission scheme (see previous report in background information) and provided an update on the negotiations with the London Borough of (LB) Islington on these proposals.</li> <li>2. The report recommended consulting on Option 1 which contained 3 sub-options:                         <ul style="list-style-type: none"> <li>• 1a would close the Golden Lane/Beech Street junction to all motorised traffic</li> <li>• 1b would close the Golden Lane/Beech Street junction to all motorised traffic except zero emission vehicles</li> <li>• 1c allowed the Golden Lane/Beech Street junction to remain open to all south bound vehicles.</li> </ul> </li> <li>3. Officers provided a verbal update at the Streets and Walkways sub-committee meeting that the LB Islington had indicated that they did not support consultation on sub-options 1a and 1b proceeding.</li> <li>4. Streets and Walkways Sub Committee approved Option 1 overall, as recommended, with a four-week timetable for finalising the position on 1a and 1b with the LB Islington.</li> <li>5. If no support from LB of Islington was forthcoming for sub-option 1a or 1b, then a decision would be taken outside the normal committee cycle around sub-option 1c.</li> </ol>
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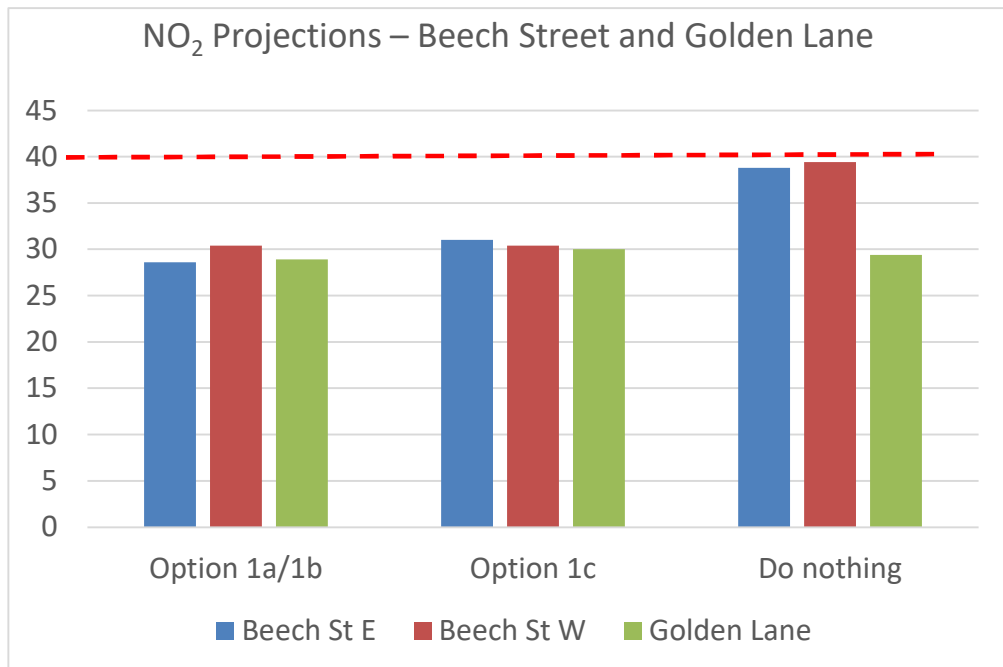
	<p>6. The response from the LB Islington confirmed their previous stance on options 1a and 1b. The report is to be considered by committee rather than follow a delegated route as there was not a significant time difference in preparing the report for consideration in public or by delegation. This way the decision making remains in the public arena.</p> <p><b>This report:</b></p> <p>7. The purpose of this report is to:</p> <ul style="list-style-type: none"> <li>• Update Members on the LB Islington’s finalised position</li> <li>• Seek Member approval to consult on Option 1c as the amended (permanent) zero emission scheme</li> </ul> <p><b>RAG Status: AMBER</b> (Amber at last report to Committee)</p> <p><b>Risk Status: Medium</b> (Medium at last report to Committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> ~ £12M-15M (<i>for Phase 1 and 2, see main report</i>)</p> <p><b>Spend to Date:</b> £1,907,951 (of a total project budget of £2,285,062 for Phase 1)</p> <p><b>Slippage:</b> ~ 12-18 months</p> <p><b>Funding Source:</b> Community Infrastructure Levy (CIL)/OSPR</p> <p><b>Costed Risk Provision Utilised:</b> none to date</p>
<p>2. .</p>	<p><b>Requested Decisions:</b></p> <p>Members of the <b>Streets and Walkways sub-committee</b> - are asked to choose from the following two options to progress the project:</p> <p><b>1) That Option 1c</b> proceeds to public consultation for a zero emission scheme on Beech Street that keeps the Golden Lane / Beech Street junction open to <u>all southbound</u> vehicles. (Note that the left turn from Beech Street into Golden Lane would only be available to zero emission vehicles). <b>Recommended</b></p> <p><b>2) Option 2</b> would be to close the interim project and only progress with a longer-term area wide approach to managing traffic, improving the public realm and addressing air quality across the Barbican, Golden Lane and Bunhill areas in partnership with LB of Islington.</p> <p>Members of <b>Operational Property and Projects Sub-committee</b> are asked to note the contents of this report.</p>

<p><b>3. Budget</b></p>	<p><b>Option Costs</b></p> <p><b>Option 1c</b></p> <p>8. The overall budget allocation is estimated to be sufficient to develop and deliver the next steps of consultation, engagement and analysis to reach the next project milestone. At this stage it is estimated that a decision report setting out the public consultation findings would be submitted in March 2023. This would include whether to proceed with making Option 1C permanent or not. The budget, along with a costed risk register, will be re-assessed in advance of the March report.</p> <p><b>Option 2</b></p> <p>9. The current budget is sufficient to close the project. A Gateway 6 Report would identify any project underspend, currently in the region of £300k.</p> <p>10. The development of the Healthy Streets Plan for the Barbican and Golden Lane area is funded separately. The delivery of any projects emerging from this plan are currently unfunded and would be subject to availability of capital funding through a future annual capital bid.</p>
<p><b>4. Issue description</b></p>	<p><b>Update on consultation options</b></p> <p>11. The LB Islington have responded in writing about the consultation options for Beech Street and surrounding streets. In summary LB Islington have stated that they:</p> <ul style="list-style-type: none"> <li>• Support consulting the public on Option 1c ONLY, which keeps Golden Lane open at the junction with Beech Street to all southbound vehicles.</li> <li>• Do not support consulting on Option 1a and 1b (which would require installing a right-hand turn ban at the Fortune Street / Whitecross Street junction, which is LB Islington’s highway).</li> <li>• Are fully committed to working with the City on a joint, area wide approach, where both authorities share many strategic objectives, such as improving air quality, reducing road danger and alleviating traffic congestion, and wish to progress this as soon as possible.</li> </ul> <p>12. Since the September Committee, officers have continued to meet with LB Islington and formed an officer working group. This group is progressing the approach and content for the Beech Street project and the wider area project public consultation and engagement exercise.</p>
<p><b>5. Options</b></p>	<p><b>Option 1c – Zero emission scheme with Golden Lane / Beech Street junction open to all traffic</b></p> <p>12. Under this Option, the design of the zero-emission street would prevent Beech Street being used by non-zero emission “through</p>

traffic” but allow all vehicles to use the Beech Street eastbound carriageway between Golden Lane and Silk Street. Any vehicle travelling south on Golden Lane would be able to turn left onto Beech Street.

13. Air quality modelling for Option 1c has been undertaken. Compared to the “do nothing” option, the modelling indicates that Option 1c would:

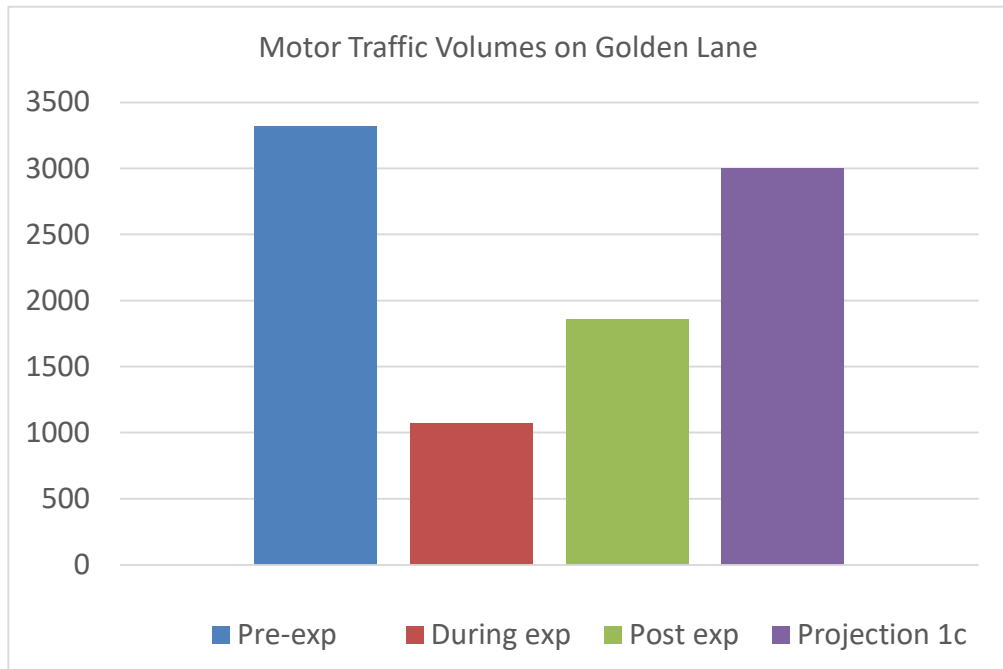
- reduce NO<sub>2</sub> on Beech Street (at the AQ monitor western end) from 39.4 µg /m<sup>3</sup> to 30.4 µg/m<sup>3</sup>
- reduce NO<sub>2</sub> on Beech Street between Golden Lane and the eastern entrance to Beech Street from 38.8 µg /m<sup>3</sup> to 31 µg/m<sup>3</sup>
- marginally increase in NO<sub>2</sub> on Golden Lane from 29.4 µg /m<sup>3</sup> to 30 µg /m<sup>3</sup>



14. As can be seen from the above diagram, whilst Option 1a/1b offers the best air quality results, Option 1c is only marginally worse and still much improved on the “do nothing” option. The additional traffic that would be able to use the eastern end of Beech Street, coming from Golden Lane would have a minimal effect on air quality in Beech Street.

15. Based on the data we have and adjusting pre-scheme traffic counts to account for general lower traffic trends post pandemic, it is broadly estimated that traffic on Golden Lane would increase from current traffic volumes (~1,800 veh/day) to be in the region of ~3,000 veh/day. This is less than pre-scheme levels of ~3,300 veh/day.

16. This estimate is based on general traffic in the City remaining at 80% of pre-pandemic levels and assumes that most of the traffic that turns left from Aldersgate Street into Beech Street will reassign to Old Street→Golden Lane→Beech Street.



17. The levels of traffic on Golden Lane projected under the option 1c scenario is acceptable in traffic management terms, noting the various school entrances on Golden Lane and Whitecross Street.

18. It is recommended that we proceed with consulting on Option 1C only, it would make an overall improvement to air quality compared to the do-nothing option. The public consultation exercise will give the opportunity for comments to be received and a thorough understanding of the view of the local area impacted, both within the City and within LB Islington.

19. Engagement to seek views on the longer-term area wide approach to managing traffic, improving the public realm and addressing air quality across the Barbican, Golden Lane and Bunhill areas, in partnership with LB Islington will be carried out in parallel with the Beech Street consultation.

**Option 2 – Close the interim project, focus on area wide initiative**

20. Under this option, the interim project (phase 1) to address air quality would be closed and instead proceed with only the longer-term area wide approach to managing traffic, improving the public realm and addressing air quality across the Barbican, Golden Lane and Bunhill areas, in partnership with LB Islington (subject to funding).

	<p>21. In the interim and as previously reported, NO<sub>2</sub> levels on Beech Street would, in all probability, remain high. If traffic volumes increased further, NO<sub>2</sub> may go above the legal limits of 40 µg /m<sup>3</sup></p> <p><b>Next steps</b></p> <p>22. An online consultation portal featuring details of the proposals and consultation questions has been prepared both for Beech Street and a parallel one set up for the area wide engagement. It is the intention that both the consultation and the engagement will launch at the same time. The Beech Street consultation will run for six weeks, the consultation period will be extended by two weeks if it overlaps with the Christmas period. The engagement on the area wide scheme will run for three months.</p> <p>23. The engagement on the area wide scheme, the Bunhill, Barbican and Golden Lane Healthy Neighbourhood, is an on-line platform featuring an interactive map which allows people to select any location to highlight any issues or opportunities they wish to make known. This information will be used to develop a plan for the area with individual projects to emerge from this exercise.</p> <p>24. Consultation materials such as letters, flyers and on-street posters have been designed and are going through LB Islington's approval's process. Dates for public drop-in sessions staffed by officers from both authorities are being arranged.</p> <p>25. If Option 1 of the recommendations is approved, the next steps are to:</p> <ul style="list-style-type: none"> <li>• Amend the consultation portal for Beech Street to remove Options 1a/1b and clearly set out the reasoning why the option being consulted on differs from the previous experiment.</li> <li>• Finalise the public consultation documents with LB Islington</li> <li>• Undertake the public consultation exercise</li> <li>• Review and update the Equalities Assessment</li> <li>• Analyse the public consultation results</li> <li>• Prepare a decision report for March 2023 to report the public consultation findings and to decide whether to proceed with the scheme to implementation</li> </ul>
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**Background paper**

[G5 Issues Report September 2022](#)

**Appendices**

<b>Appendix 1</b>	Project Coversheet
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## Contact

<b>Report Author</b>	Kristian Turner
<b>Email Address</b>	<a href="mailto:kristian.turner@cityoflondon.gov.uk">kristian.turner@cityoflondon.gov.uk</a>

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# Project Coversheet

<b>[1] Ownership &amp; Status</b>
<b>Unique Project Identifier:</b> 10847 <b>Core Project Name:</b> Beech Street Transport and Public Realm Improvements <b>Programme Affiliation</b> (if applicable): Beech Street Transformation <b>Project Manager:</b> Kristian Turner <b>Definition of need:</b> Public Health. <b>Key measures of success:</b> <ol style="list-style-type: none"><li>1) Reduction in through traffic along Beech Street</li><li>2) Air quality improvements (reduction in NO<sub>2</sub>)</li><li>3) Vast improvement to quality of the public realm</li></ol> <b>Expected timeframe for the project delivery:</b> Original timelines: Gateway 5 – Authority to Start Work – December 2019 Completion – spring 2023 <b>Key Milestones:</b> G345 – December 2019 Experiment start – March 2020 Experiment end – Sept 2021 Public consultation – Oct 2022 Decision report – Jan 2023 <b>Are we on track for completing the project against the expected timeframe for project delivery?</b> N – The project timelines have slipped and the decision has been taken to consult with the public on the project. <b>Has this project generated public or media impact and response which the City of London has needed to manage or is managing?</b> Y – the project has been in the media and has a profile for the Corporation.

<b>[2] Finance and Costed Risk</b>		
<b>Headline Financial, Scope and Design Changes:</b> <table border="1"><tr><td><b>Since G1/2 report:</b><ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £120,525</li><li>• Costed Risk Against the Project: 0</li></ul><p><i>Scope/Design Change and Impact: Additional scope, including extensive traffic modelling</i></p></td></tr><tr><td><b>Since G3 issues report (PSC Approval 22/03/19):</b><ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £12M–£15M</li><li>• Resources to reach next Gateway (excluding risk)</li><li>• Spend to date: £585, 217</li></ul></td></tr></table>	<b>Since G1/2 report:</b> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £120,525</li><li>• Costed Risk Against the Project: 0</li></ul> <p><i>Scope/Design Change and Impact: Additional scope, including extensive traffic modelling</i></p>	<b>Since G3 issues report (PSC Approval 22/03/19):</b> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £12M–£15M</li><li>• Resources to reach next Gateway (excluding risk)</li><li>• Spend to date: £585, 217</li></ul>
<b>Since G1/2 report:</b> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £120,525</li><li>• Costed Risk Against the Project: 0</li></ul> <p><i>Scope/Design Change and Impact: Additional scope, including extensive traffic modelling</i></p>		
<b>Since G3 issues report (PSC Approval 22/03/19):</b> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £12M–£15M</li><li>• Resources to reach next Gateway (excluding risk)</li><li>• Spend to date: £585, 217</li></ul>		

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<ul style="list-style-type: none"><li>• Costed Risk Against the Project: 0</li><li>• CRP Requested: £125,000</li><li>• CRP Drawn Down: 0</li></ul> <p><i>Scope/Design Change and Impact: Request to increase project scope to investigate feasibility of a two-way closure.</i></p>
<p><b>‘Options Appraisal and Design and Authority to Start work’ G3-4-5 report (as approved by PSC 16/01/2020):</b></p> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): Phase 1 £1,745,362, overall £12-15m</li><li>• Resources to reach next Gateway (excluding risk) £1,160,145</li><li>• Spend to date: £585,217</li><li>• Costed Risk Against the Project: £125,000</li><li>• CRP Drawn Down: None</li><li>• Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)</li></ul> <p><i>Scope/Design Change and Impact: Authority to proceed with ZES implemented in March 2020</i></p>
<p><b>‘G5 issues report (as approved by PSC 21/10/2020):</b></p> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £12-15m, increase in project budget of £380K</li><li>• Resources to reach next Gateway (excluding risk) N/A</li><li>• Spend to date: £1,425,333</li><li>• Costed Risk Against the Project: £260,000</li><li>• CRP Drawn Down: None</li><li>• Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)</li></ul> <p><i>Scope/Design Change and Impact: Approve increase in budget for staff costs and an increased CRP provision, note impact of judicial review, approve minor changes to design</i></p>
<p><b>‘G5 issues report (as approved by PSC 18/02/2021):</b></p> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £12-15m,</li><li>• Spend to date: £1,494,855</li><li>• Costed Risk Against the Project: £260,000</li><li>• CRP Drawn Down: None</li><li>• Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)</li></ul> <p><i>Scope/Design Change and Impact: Approve continuation of traffic experiment (with consideration given to impact of the pandemic)</i></p>
<p><b>G5 issues report (as approved by PSC 15/12/2021):</b></p> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk): £12-15m,</li><li>• Spend to date: £1,806,366</li><li>• Costed Risk Against the Project: £260,000</li></ul>

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- *CRP Drawn Down: None*
- *Estimated Programme Dates: March 2020 – end of 2022 (for Phase 1)*

*Scope/Design Change and Impact: Approval to move towards public consultation after conclusion of the experiment*

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

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<b>Committee(s):</b> Streets and Walkways Sub – For Decision Operational Property and Projects Sub - For Decision Open Spaces and City Gardens Committee - For information	<b>Date(s):</b> 08 November 2022 23 November 2022 05 December 2022
<b>Subject:</b> City Cluster Area – programme update  <b>Unique Project Identifier:</b> City Cluster Vision Phase One - 12072	<b>Public</b>
<b>Report of:</b> Director of the Environment Department	<b>For Decision</b>
<b>Report author:</b> Maria Herrera – Policy and Projects	

## Summary

This report provides an update on the delivery of the City Cluster programme, which is structured around three workstreams and focused on the implementation of the City Cluster Vision and Transport Strategy. In addition, the work supports objectives set out in the Climate Action Strategy and the Destination City initiative.

The three City Cluster workstreams are as follows:

- 1) Pedestrian priority and traffic reduction
- 2) Wellbeing and climate change resilience
- 3) Activation and engagement

The programme will deliver an outstanding environment and improve the way that streets and spaces can support the local economy and the City's recovery post pandemic. These workstreams include projects that will improve the environmental resilience of the public realm, addressing climate impacts in the coming years. These three workstreams have been progressed following engagement with stakeholders, including the EC BID and are aligned with key corporate priorities.

Since the last update report in May 2021, the following progress has been made:

- Completion of a review and prioritisation of projects in the area alongside an assessment of stakeholder priorities which was presented to the Programme Board in July 2022;
- Completion of detailed design for Phase 1 of St Mary Axe access and walking improvements;

- Completion of the concept design for Leadenhall Street transformational project and definition of scope;
- Gateway 3 approval of the City Cluster security project;
- Gateway 5 approval and start on site of Bevis Marks sustainable urban drainage (SuDS) project;
- Completion of detailed design of St Andrew Undershaft churchyard and Jubilee Gardens;
- Completion of detailed design and prototype for Green Streets project;
- Completion of a draft programme for Activation and Engagement workstream and initial planning for events over the next 6 months (in partnership with the EC BID);
- Progression of various S278 projects;
- Completion of a funding strategy and communication strategy for the programme.

To progress the medium to long-term projects in the programme, including key transformational projects such as Leadenhall Street, additional funding is required. Officers have investigated various sources and have compiled a funding strategy which includes both internal and external sources. It had been intended to submit a capital bid for funding next financial year. However, with no capital bidding round considered for next year, the progress of key transformational projects will be delayed, with a risk of missing out on the opportunity to align with the timescales of current and future developments in the area. It is proposed to submit a capital bid for 2024/25 onwards so that these vital projects can proceed.

### **Recommendation**

Members of the Streets and Walkways Sub-Committee and Open Spaces and City Gardens Committee are asked to:

1. Note the progress update.

Members of the Streets and Walkways Sub-Committee and Operational Property and Projects Sub-Committee are asked to:

2. Note that there is a funding gap for the delivery of future projects within the City Cluster programme and that a capital bid would be required as part of the funding strategy.
3. Approve an increase of funding of £27,000 from the S106 contribution of 40 Leadenhall Street for staff costs, for the management of the City Cluster programme including communications, for the next reporting period. As set out in Appendix 1.



4. Regarding the St Mary Axe Improvements - Phase 1 project:
  - i. Note and approve that the scope of the work be amended to include widened footways on the western side of St Mary Axe at the junction with Undershaft to shorten the pedestrian crossing distance and improve accessibility.
  - ii. Increase the project's existing approved delegated authority cost limit (inclusive of CRP) to £329,229 from £270,000 (an increase of £122,229), and.
  - iii. Approve the updated funding strategy as shown in Appendix 1 to accommodate the above increase.

## **Main report**

### **Background**

1. The City Cluster Vision was adopted by Committees in May 2019 and provides a framework for the transformation of the streets and public realm of the area. The City Cluster Area delivery plan was approved by committees in July 2020 and divided the implementation of the Vision into three workstreams: 1) Pedestrian priority and traffic reduction, 2) Wellbeing and Climate Resilience, and 3) Activation and Engagement.
2. Officers have developed the projects within the three workstreams in close collaboration with Ward Members, stakeholders, and the EC BID, through the establishment of a Programme Board. Regular updates have been provided throughout the process to ensure the scope of the workstreams is in line with programme objectives, particularly considering impacts of the pandemic on the local area and key strategic priorities such as Destination City and the Climate Action Strategy.

### **Progress to date**

3. Further to the strategic framework established to deliver the programme, officers developed a methodology to assess the projects within the three workstreams to ensure they are aligned with strategic objectives and stakeholder's views. The projects have been scored against criteria from the City Cluster Vision, Transport Strategy, City's Recovery Taskforce and Climate Action Strategy objectives. A refined list of projects has been put together which has been divided into short, medium, and long-term phases and has been coordinated with development activity. This information was presented to the programme board in July this year. Further information is provided in Appendix 2.

#### 4. Pedestrian priority and traffic reduction workstream

The table below provides a brief update on all the current projects in this workstream. Please also refer to Appendix 2 for information on medium to long term projects.

Typology of project	Location and brief description	Update
Cycling infrastructure	<p><u>Bevis Marks Cycle route:</u></p> <p>Experimental protected cycle lane from St Botolph Street to Camomile Street</p>	<p>Consultation period due to finish Autumn 2022; to be evaluated to consider medium term improvements.</p>
Traffic reduction and pedestrian priority	<p><u>Leadenhall Street</u></p> <p>Transformation of this key route to include more space for people walking, improved crossings, greening and public realm enhancements.</p> <p><u>St Mary Axe</u></p> <p>Phase 1: short-term measures to improve accessibility and experience for people walking.</p> <p>Phase 2: Transformative change to improve</p>	<p>Concept design has been completed along with engagement with TfL. This has established the scope and feasibility of the project, including widened pavements on both sides, space for tree planting (locations for extensive tree planting have been identified, subject to further investigation of utilities), incorporation of security requirements and public realm improvements.</p> <p>This project has been identified as a high priority with significant transformative benefits for the area. However, additional funding is required to develop and implement it. Please refer to the Financial Implications section later in this report.</p> <p>Short term measures have been developed in detail. Refer to section below 4.1 for further information on this project. Construction of Phase 1 is planned for Spring 2023, subject to approvals.</p>

	the walking experience, introduce greening and public realm enhancements.	
Security and accessibility	<p><u>Area wide security project</u></p> <p>A project to incorporate appropriate security measures into the streets and public realm across the area.</p> <p><u>Area wide accessibility improvements,</u></p>	<p>A committee report was approved in September 2022, which outlined the key principles. Data gathering and design development has commenced and consultation with stakeholders is planned to be undertaken in early 2023.</p> <p>Initiation stage, a report on the opportunities identified will be brought to Committee in 2023,</p>

#### 4.1 St Mary Axe Improvements – Phase 1

- 4.1.1 In February 2022 Members agreed to delegate authority to the Executive Director, Environment to approve construction of a new raised carriageway table at the junction between St Mary Axe and Undershaft. This was to improve accessibility and the experience of people walking, particularly in an east/west direction. The delegated authority was approved on the provision that the total project cost did not exceed the already agreed budget of £270,000.
- 4.1.2 Survey and design work was undertaken which included adapting the design to work with the future transformative project for the whole street. However, the change in term highway contractor delayed the cost estimate and the statutory undertakers have been slow to respond to requests regarding their estimates for altering their apparatus. The design work determined that, in line with the longer-term aspiration for the street, it would be possible to widen the pavement on the eastern side of St Mary Axe at the junction with Undershaft. This would further improve the experience for people walking and the accessibility benefits of the scheme as well as safeguard the design for future work to the area. In addition, the work undertaken to date has indicated that to support the greening of the area there are 23 possible tree locations, which would form part of the wider transformational project that is currently unfunded.

4.1.3 The revised design, along with increased highway term contractor’s schedule of rates and increased estimates from the statutory undertakers to alter their apparatus, has contributed to an increased project cost. The estimated cost of the revised junction layout and raised table is £264,501. However, after the costed risk is added and incurred costs are also considered, the total estimated project cost increases to £392,229 (refer to Appendix 1 for a detailed cost breakdown table 4 and 5) It is proposed that these additional costs are funded from the S106 contribution of 40 Leadenhall Street which is already allocated to the wider programme. Therefore, to progress the scheme to implementation, it is requested to increase the Executive Director of Environment ’s delegated authority for this project by £122,229 from £270,000 to £392,229 and proceed with Gateway 5. Officers are confident that despite the cost increases, the works still represents value for money and a worthwhile benefit for people using the street. The revised design also means that the project will complement the future transformational scheme for St Mary’s Axe once it is progressed (subject to funding).

## 5. Well-being and Climate Resilience workstream

The content of this workstream for the next two years (2022-2024) has been organised into three key areas of work, as summarised below. The projects have been developed in collaboration with the City Gardens division, Climate resilience officers and local stakeholders. Please also refer to Appendix 2 for information on future projects.

Typology of project	Location and description	Update
Improvements to existing public spaces	<p>1. St Helens Churchyard: Re-landscaping to include additional greening and seating and step-free access</p> <p>2. St Andrews Undershaft Churchyard: proposals include re-configuration of steps, new planting beds (incorporating rainwater harvesting) and additional seating</p> <p>3. Jubilee Gardens: Relandscaping, including</p>	<p>Design development stage. Discussions are ongoing with the Church, and they plan to submit a bid for CIL neighbourhood funding in 2023.</p> <p>Detailed design is complete and the submission for Faculty consent to the Diocese of London is due to be submitted this year, followed by Gateway 5 (Chief Officer approval). Works are expected to start on site in mid-2023</p> <p>Detailed design is complete and construction drawings are being</p>

	climate resilient planting and seating, new entrance, SuDS and green wall	prepared alongside legal agreement with UKPN. Gateway 5 to be submitted for Chief Officer approval in November 2022. Works are anticipated to start on site in early 2023.
Green Streets	4. EC Green streets: project involves the installation of seating and planters with a flexible, modular design across the area and is part-funded by the EC BID.	A prototype of the seats and planters has been produced and has been signed off by officers and the BID.  Updated cost estimates are being put together and a Gateway 5 report will be prepared in November for Chief Officer approval. Installation is expected in early 2023.
Climate change resilience measures	5. Bevis Marks and Houndsditch SuDS pilot project: A project to construct Sustainably drained planters with permeable paving, resilient planting, and seating as part of a pilot project for the Cool Streets and Greening programme.  6. Tree planting across the area	Construction commenced at the end of October 2022 and will be completed by spring 2023.  Sites have been identified and trial holes dug. A Gateway 5 report will be drafted in November 2022 for Chief Officer approval. Planting season is November – March and at least ten trees will be planted in the area this season as part of Queens Green Canopy, with more to follow next season.

## 6. Activation and Engagement workstream

This workstream has been aligned with Destination City and supports the aspirations of the EC BID. Following the creation of the CoL Strategic BID Steering group, it has been agreed by both the City BIDs and the Corporation that an engagement and communications strategy is required to set a framework for collaborative delivery across the Square Mile. This piece of work will identify shared goals and a delivery framework that enhances private-public sector engagement, outputs and outcomes.

An initial set of events having already taken place this year, including:

- July - Nocturnal Creatures, art, performance event, in partnership with Whitechapel Gallery and Sculpture in the City.
- October – Lunchtime streets events delivered over two days, offering opportunities for participation and social engagement.

## **7. Section 278 funded Projects**

There are number of projects in the area funded by S.278 agreements, which have continued to be progressed. These are:

- 22 Bishopsgate public realm scheme - Completed
- 150 Bishopsgate public realm scheme – Completed
- 80 Fenchurch St – Completed.
- 1 Leadenhall Street S278 works – Detailed design stage
- 6-8 Bishopsgate S278 works - Detailed design stage. Works are to be delivered by the developer via a Section 8/ 278 agreement with Transport for London and the City as a single project.
- 40 Leadenhall Street S278 works – Detailed design stage. Works will include completion of the 52-54 Lime Street and 10 Fenchurch Avenue S278 projects which were delayed by the development at 40 Leadenhall Street.

## **8. Communication Strategy**

The programme governance has been established and this includes a Programme Board that meets twice a year and includes representation from Ward Members and key stakeholders.

It has been identified that additional engagement and communication is required to provide regular updates to stakeholders on projects and increase engagement with the EC BID. A communication strategy has been produced and additional staff costs are requested in this report to deliver the outputs and continue working alongside stakeholders and the EC BID.

9. Annual programme reports will continue to be submitted to Committees and individual Gateway reports will be submitted as projects are developed.

## **Corporate & Strategic Implications**

10. The City Cluster is identified as a Key Area of Change in the Local plan. The area will experience the largest increase in working population due to current and projected developments.

11. Transport Strategy – The City Cluster programme delivers against the following outcomes:

- The Square Mile's streets are great places to walk and spend time.
- Street space is used more efficiently and effectively.
- The Square Mile is accessible to all.
- People using our streets and public spaces are safe and feel safe.
- More people choose to cycle
- The Square Mile's air and streets are cleaner and quieter.
- Our street network is resilient to changing circumstances.

12. The Destination City initiative will ensure that the square mile remains a world-leading destination. In relation to the public realm, aspirations include:

- Build on existing strategies to explore opportunities for more pedestrianised areas, particularly at the weekend.
- Bring fun, colour, and lightness to City spaces, with focus on attracting families and more diverse audience groups as well as delivering for workers and residents; and find new opportunities to open and demystify City businesses.

13. The Climate Action strategy was adopted in 2020 and sets out how the City will achieve net zero, build climate resilience and support sustainable growth over the next two decades. A key deliverable is the Cool Streets and Greening programme which focusses on improving climate resilience in the public realm.

## **Financial implications**

The current spent to date in the development and management of the City Cluster programme is £126,773. For further information please refer to Appendix 1.

14. The delivery of the short-term projects for the first two years, 2022-2024, at an estimated total cost of £2.9m is fully funded through a variety of sources, including site specific Section 106 contributions, Section 278 payments, Climate Action Strategy programme and external sources. However, the medium-term transformative projects such as Leadenhall Street and long-term change projects such as St Mary Axe transformative

change and Fenchurch Street are not fully funded. Officers have estimated costs for all projects and developed a funding strategy. See appendix 3 for further information, which outlines the requirement for capital bid to be submitted in due course.

15. In view of TfL's financial situation, there is currently no funding available from their Liveable Neighbourhoods programme. Officers will continue to work closely with TfL to investigate future funding.
16. Substantial CIL contributions have been generated in this area as a result of several new developments, and key stakeholders have expressed their support for the submission of a capital bid to enable the delivery of projects. Officers will work closely with the Planning Policy section and Chamberlains Department on a future capital bid which we expect to submit for 2024/25 onwards.

### **Legal implications**

17. 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.
18. 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.
19. The City published an Infrastructure funding statement annually which includes a statement of the infrastructure projects or types of infrastructure which the City intends will be, or may be, wholly or partly funded by CIL. Where proposals for works within the City Cluster Vision fall within the scope City of London Infrastructure List, CIL funds may be used towards such works.
20. Furthermore, the removal of regulation 123 that restricted pooling of S106 and CIL contributions now allows local authorities to combine CIL and 106 revenues towards the same infrastructure project or item.



## Risk Implications

21. The top three programme risks are as follows:

Risk	Description	Response
Future funding is not secured for the delivery of medium- and long-term projects	<p>At present, funding has been secured to deliver the short-term projects (2022-2024),</p> <p>Funding for future years (beyond 2024) is uncertain and subject to future capital bids</p>	<p>Additional funding sources are being investigated, officers will work closely with the Chamberlains Dept to submit a bid for funding from 2024/25 onwards.</p> <p>Officers are working with stakeholders including the EC BID to support the funding of for programmes.</p> <p>Liaison with TfL in relation to their future grants is ongoing.</p>
Delivery timescales are delayed	Projects will need to be coordinated with the on-going developments in the area. This will impose various programme constraints.	On-going communication with developers and contractors is essential, as is the need for flexibility in the programme.
Lack of stakeholder support	The public consultation on the City Cluster Vision and the Transport Strategy highlighted strong overall support to deliver the proposed initiatives.	<p>A communication strategy is in place to ensure stakeholders are kept updated and consulted at various stages of the projects.</p> <p>The EC BID and stakeholders in the Cluster have expressed their support for the programme. Engagement with these groups has been maintained and will be enhanced.</p>

## Conclusion

22. The City Cluster area delivery plan outlines a framework for the creation of a positive and welcoming street environment to support the City's recovery. The programme will ensure the streets and spaces are attractive, safe, and inclusive. The ability to place the City Cluster as a destination beyond the working hours, welcoming visitors and workers alike remains a key aim of the programme.

## Appendices:

Appendix 1: Detailed cost estimates.

Appendix 2. Programme update

Appendix 3. Funding strategy

## Background papers

City Cluster Area– Updated Delivery Plan

Streets and Walkways Sub – For Information	<b>Date(s):</b> 29 April 2021
Projects Sub – For Information	17 May 2021
Open Spaces Committee - For information	27 April 2021

Gateway 4: City Cluster Area – Wellbeing and Climate Change resilience programme implementation (2021-2024)

Open Spaces Committee - For decision	<b>Date(s):</b> 27 April 2021
Streets and Walkways Sub Committee – For decision	29 April 2021
Projects Sub Committee– For decision	17 May 2021

Gateway 3: City Cluster Area – Activation and Engagement programme

Open Spaces Committee – For information	<b>Date(s):</b> 27 April 2021
Streets and Walkways Sub Committee – For decision	29 April 2021
Projects Sub Committee– For decision	17 May 2021

Other relevant documents:

City Cluster Vision (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/public-realm-city-cluster-vision-area-strategy.pdf>

City of London Transport Strategy (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/city-of-london-transport-strategy.pdf>



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Appendix 1: Detailed cost estimates

<b>Table 1: Spend to date - City Cluster Vision - Phase 1 - 16800412</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
Env Servs Staff Costs	3,922	3,921	1
P&T Staff Costs	62,000	62,579	(579)
P&T Fees	66,078	60,272	5,806
<b>TOTAL</b>	<b>132,000</b>	<b>126,773</b>	<b>5,227</b>

<b>Table 2: Resources Required to reach the next Gateway - City Cluster Vision - Phase 1 - 16800412</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Resources Required (£)</b>	<b>Revised Budget (£)</b>
Env Servs Staff Costs	3,922	-	3,922
P&T Staff Costs	62,000	27,000	89,000
P&T Fees	66,078	-	66,078
<b>TOTAL</b>	<b>132,000</b>	<b>27,000</b>	<b>159,000</b>

<b>Table 3: Revised Funding Allocation - City Cluster Vision - Phase 1 - 16800412</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
S106 - Pinnacle - 06/01123/FULEIA - LCEIW	82,000		82,000
S106 - 6 Bevis Marks - 09/00450/FULMAJ - LCEIW	50,000		50,000
S106 - 40 Leadenhall Street - 13/01004/FULEIA - LCEIW	-	27,000	27,000
<b>Total Funding Drawdown</b>	<b>132,000</b>	<b>27,000</b>	<b>159,000</b>

<b>Table 4: Spend to date - St Mary Axe Closure Phase 1A</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
<b>St Mary Axe Closure Phase 1A (SRP) - 16800429</b>			
Env Servs Staff Costs	2,785	2,785	0
P&T Staff Costs	20,617	20,616	1
P&T Fees	5,320	5,320	-
<b>Total 16800429</b>	<b>28,722</b>	<b>28,721</b>	<b>1</b>
<b>St Mary Axe Closure Phase 1A (CAP) - 16100429</b>			
Env Servs Staff Costs	12,064	12,044	20
P&T Staff Costs	11,983	12,413	(430)
P&T Fees	24,430	8,969	15,461
<b>Total 16100429</b>	<b>48,477</b>	<b>33,426</b>	<b>15,051</b>
<b>GRAND TOTAL</b>	<b>77,199</b>	<b>62,148</b>	<b>15,051</b>

<b>Table 5: Revised Funding Strategy - St Mary Axe Closure Phase 1A - 16800429/16100429</b>	
<b>Funding Source</b>	<b>Amount (£)</b>
S106 - Pinnacle - 06/01123/FULEIA - LCEIW	170,007
S106 - 120 Fenchurch Street 11/00854/FULEIA - Transportation	99,993
S106 - 40 Leadenhall St - 13/01004/FULEIA - LCEIW	122,229
<b>TOTAL</b>	<b>392,229</b>

## City Cluster Programme overview

### **Workstream 1:**

#### **Pedestrian priority & traffic reduction**

Ensure pedestrian routes can accommodate the projected increases in pedestrians and cyclists flows by rebalancing the street capacity.

### **Workstream 2:**

#### **Well-being & climate change resilience**

Promote the improvement of public spaces and introduce greenery to deliver an attractive environment.

### **Workstream 3:**

#### **Activation & events**

Deliver public places that are welcoming and inclusive; and encourage public participation and social engagement.

# City Cluster Area programme updates:

## Delivery of short term projects 2022-2024

	Project	Project inception	Project evaluation	Design Development	Pre-construction	Delivery 2022	Delivery 2023-24
1	St Helen's Bishopsgate			●	.....	.....	.....▶
2	Jubilee Gardens				●	.....▶	
3	Green Streets (EC BID partnership project)				●	.....	.....▶
4	St Andrew Undershaft			●	.....	.....	.....▶
5	Bevis marks and Houndsditch sustainable urban drainage (SUDs)					●	.....▶
6	Area wide tree planting			●	.....	.....	.....▶
7	Bury Street, Mitre St & Creechurch Lane (accessibility improvements)		●				
8	St Mary Axe (Phase A)				●	.....	.....▶
10	Activation programme: event planning			●	.....	.....	.....▶

● Key:  
Current project status



# Delivery of current projects 2022-2024.

## City Cluster area



# City Cluster Area:

## Medium term programme: Delivery 2025-27

Rank	Project	Project inception	Project evaluation	Design Development	Pre-construction	Delivery 2025	Delivery 2026-27
1	<b>Leadenhall Street; Transformative Change (Phase B)</b> <i>Development dependent</i>			●	.....▶		
2	<b>Camomile St</b>	.....▶					
3	<b>St Botolph without Bishopsgate (Churchyard)</b>	.....▶					
4	<b>Billiter Street / 40 Leadenhall St S278 highway works.</b> <i>Development dependent</i>	●	.....▶				
5	<b>St Peter Upon Cornhill (Churchyard)</b>	.....▶					
6	<b>Eastcheap - Great Tower Street corridor</b>	.....▶					
7	<b>Whittington Avenue / 1 Leadenhall Street S278 highway works.</b> <i>Development dependent</i>			●	.....▶		

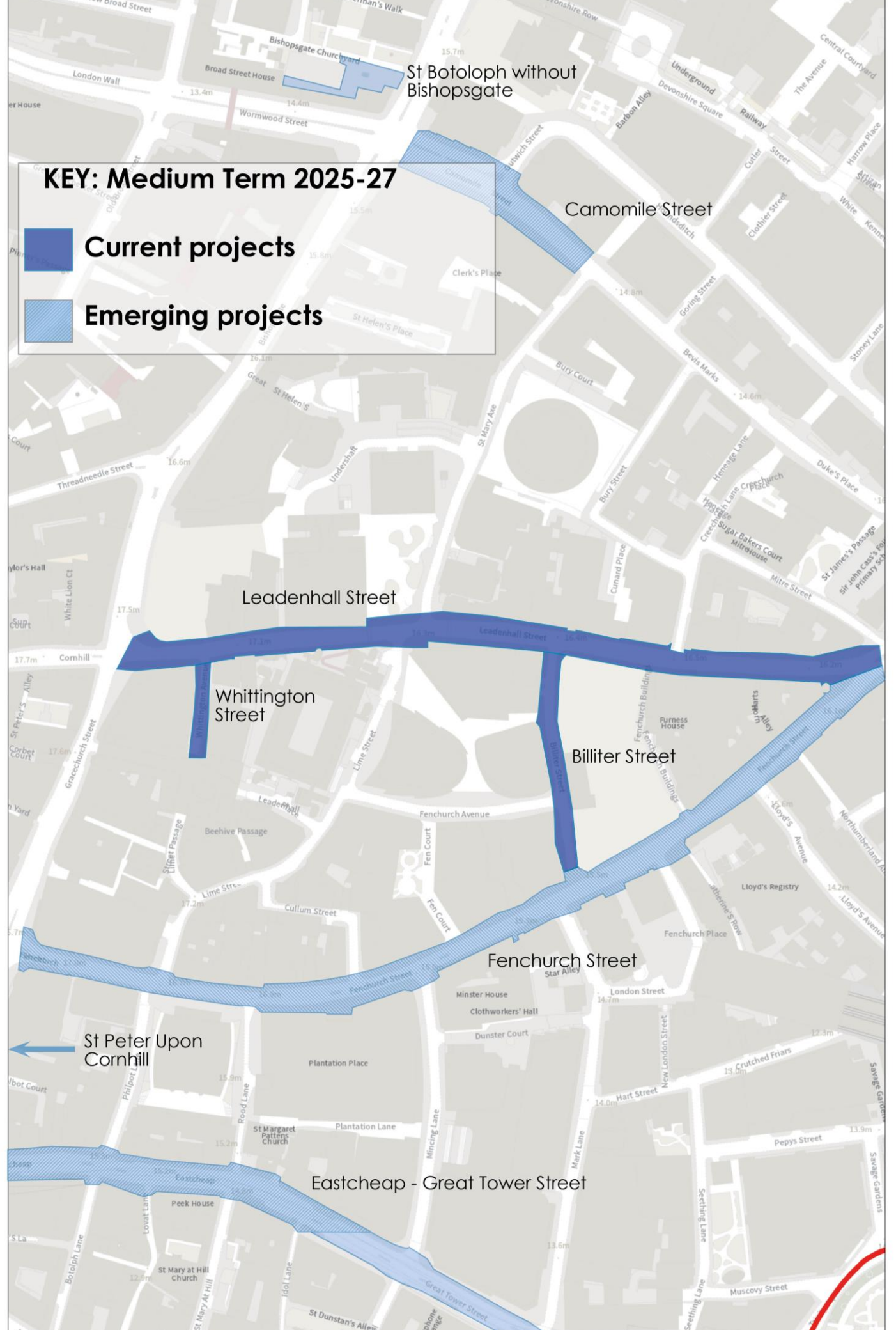
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**Key:**

● Current project status

.....▶ Estimated timescale, project not yet initiated and subject to funding sources being explored.

# Target delivery 2025-27



# City Cluster Area

## Long term programme: Delivery 2027+ and emerging projects

Project ranking	Project
1	<b>Philpot Lane (as identified in the ED BID Asset Audit report)</b>
2	<b>Bury St, Mitre St, Creechurch Lane</b> <i>Development dependent</i>
3	<b>Lime Street (southern end only)</b> <i>Development dependent</i>
4	<b>St Mary Axe Transformative Change (Phase B)</b> <i>Development dependent</i>
5	<b>Bevis Marks - Transformative scheme</b>
6	<b>Fenchurch Street; Full Length Scheme</b>
7	<b>Houndsditch</b>

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### Key:

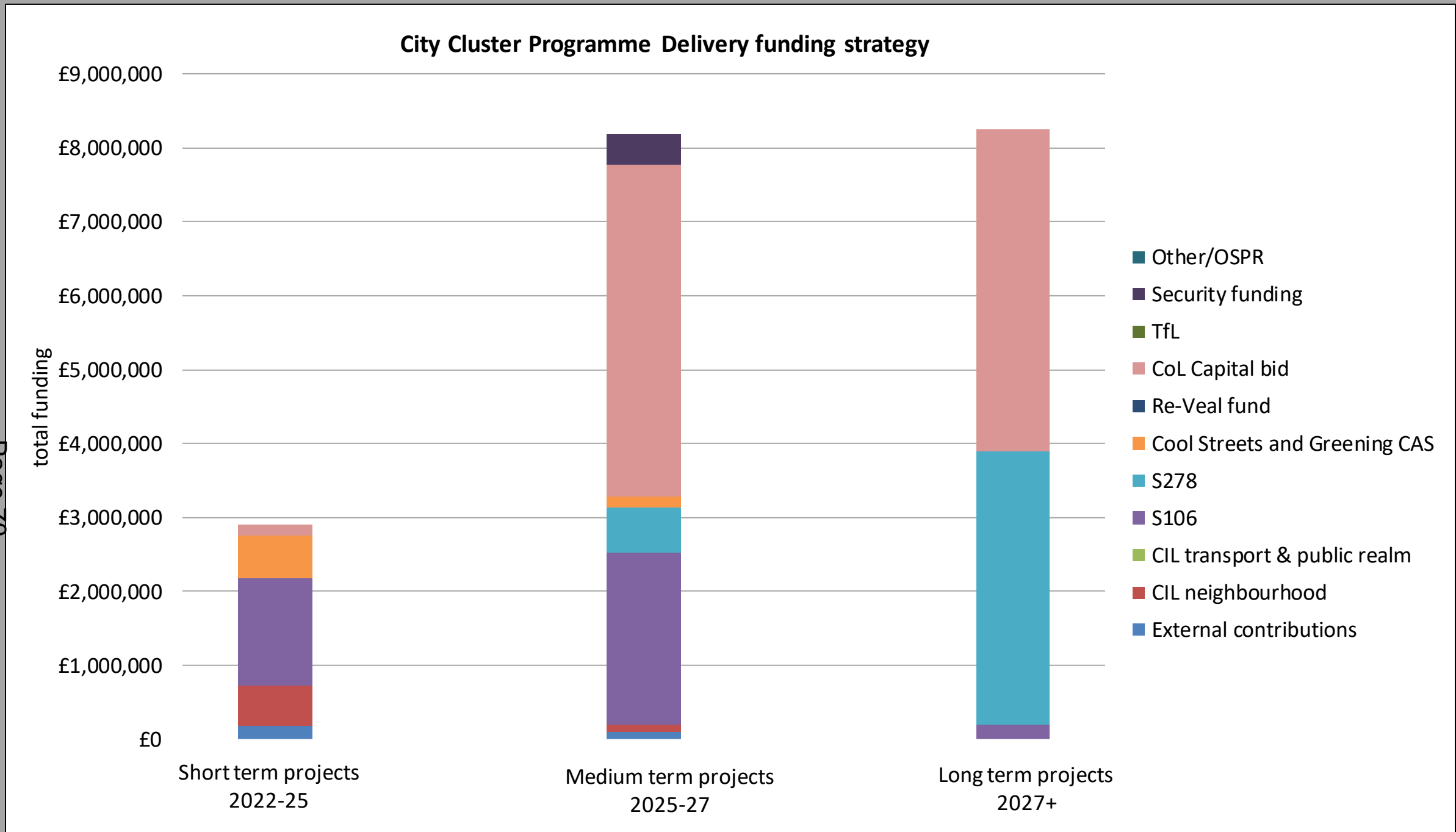
● Current project status

▣ Estimated project timescale

# Target delivery 2027+

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**Exclusions:**

- TfL Bishopsgate Corridor
- Area wide Security project
- Activation and events programme

<p><b>Committees:</b>  Streets and Walkways Sub Committee <i>[for decision]</i>  Operational Property and Projects Sub Committee <i>[for decision]</i></p>	<p><b>Dates:</b>  08 November  2022  Delegated</p>
<p><b>Subject:</b>  Fleet Street Area Healthy Streets Plan</p> <p><b>Unique Project Identifier:</b>  PV ID 12240</p>	<p><b>Gateway 3:</b>  <b>Outline Options Appraisal Regular</b></p>
<p>Report of the Executive Director, Environment</p> <p><b>Report Author:</b>  Stephen Oliver, Projects and Programmes</p>	<p><b>For Decision</b></p>
<h1>PUBLIC</h1>	

<p><b>1. Status update</b></p>	<p>The Fleet Street Area Healthy Streets Plan (HSP) will provide a framework for improvements to streets and public realm in the area. The proposals will reflect the aspirations of stakeholders and the opportunities arising from development. Developing the plan will include testing the feasibility of proposals for traffic management changes. The first phase of work is to prepare a draft set of proposals for consultation.</p> <p>Subject to approval, the draft plan will form the basis for consultation starting in February 2023. The responses from the consultation and the traffic and pedestrian modelling will enable a final HSP to be prepared for Committees in July 2023. The final Plan will include a series of proposed projects and a programme for implementation. Subsequently projects will be initiated and subject to additional consultation and approvals as detailed proposals are developed.</p> <p><b>RAG Status:</b> Green, as at last report to Committee</p> <p><b>Risk Status:</b> Low, as at last report to committee</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> (£276,254)</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b>  Since the last report to Committee, a S106 payment from the Salisbury Square development of £52,021 has been received for the Healthy Streets Plan. In addition, the Fleet Street Quarter Business Improvement District (BID) may contribute a further £35,000 towards the public consultation, subject to their</p>
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	<p>Board approval on 16 November. This funding is intended to be used to cover the shortfall in one of the S106 deposits that requires a variation of £40,773. If the additional BID funding is not approved the approach to completing the plan will be tailored to remain within the available budget with scope, consultancy fees and staff costs adjusted to take account of the shortfall. If all funding is approved, the additional value will be added to the project budget to help alleviate some of the cost of the existing delay in terms of officer time spent.</p> <p>If the BID funding is approved the total estimated cost of project is £276,254 an increase of £21,248</p> <p><b>Spend to Date:</b> £94,392</p> <p><b>Costed Risk Provision Utilised:</b> None</p> <p><b>Funding Source:</b> S106 contributions</p> <p><b>Slippage:</b> There has been slippage to the programme predominantly due to influences of the pandemic preventing data collection and engagement, as well staffing resource issues. This resulted in an increase in the amount of time that officers have spent on the project. There was a long period when no project manager was available and once appointed, they essentially had to restart the project. The original estimated project timeframe for the completion of the Healthy Streets Plan was February 2023. Changes to the approach of delivering the plan, including working with the Business Improvement District means that overall, the impact of the delay is approximately 5 months.</p>
<p><b>2. Next steps and requested decisions</b></p>	<p><b>Next Gateway:</b> <i>Gateway 4: Detailed Options Appraisal and consultation</i></p> <p><b>Next Steps:</b></p> <p>In order to progress to Gateway 4, the required next steps are:</p> <ul style="list-style-type: none"> <li>• Appointment of a traffic modelling consultancy to provide technical advice on the detail and scope of modelling required to inform the Healthy Streets Plan’s proposed projects and to meet Transport for London’s modelling requirements. This will include additional scope linked to the area around and to the south of the Salisbury Square development.</li> <li>• Further detailed development of the proposals and opportunities for each neighbourhood, ready for the public consultation exercise.</li> </ul> <p><b>Requested Decisions:</b></p> <p>It is requested that <b>Members of Streets and Walkways Sub-committee:</b></p>



	<p>1. Note the change in the project name and boundary from Gateway 2 as shown in figures 1 and 2.</p> <p>And that <b>Members of Streets and Walkways and Operational Property and Projects Sub Committee</b></p> <p>2. Note the revised total estimated cost of the project of £276,254 (excluding risk) and the updated funding strategy set out in Table 3 Appendix 3, which includes a contribution from the Fleet Street Quarter BID of £35,000 that is still to be confirmed.</p> <p>3. Approve that the budget is increased by £154,054 from £87,200 to £241,254 to reach the next Gateway, funded from Section 106 receipts as detailed in Table 3 Appendix 3.</p>																
<p><b>3. Resource requirements to reach next Gateway</b></p>	<p>Additional resource required to reach the next gateway Table 1</p> <table border="1" data-bbox="528 848 1445 1733"> <thead> <tr> <th data-bbox="528 848 761 994">Item</th> <th data-bbox="761 848 1007 994">Reason</th> <th data-bbox="1007 848 1230 994">Funds/ Source of Funding</th> <th data-bbox="1230 848 1445 994">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 994 761 1140">Fees</td> <td data-bbox="761 994 1007 1140">Data Collection and consultation</td> <td data-bbox="1007 994 1230 1140">Section 106, Salisbury Square development</td> <td data-bbox="1230 994 1445 1140">£105,000</td> </tr> <tr> <td data-bbox="528 1140 761 1615">Staff costs*</td> <td data-bbox="761 1140 1007 1615">Project management, consultation preparation and public consultation, data analysis and preparation of final report and Gateway 5 report.</td> <td data-bbox="1007 1140 1230 1615">contribution, and Fleet Street Quarter BID contribution</td> <td data-bbox="1230 1140 1445 1615">£ 49,054</td> </tr> <tr> <td data-bbox="528 1615 761 1733">Total</td> <td data-bbox="761 1615 1007 1733"></td> <td data-bbox="1007 1615 1230 1733"></td> <td data-bbox="1230 1615 1445 1733">£ 154,054</td> </tr> </tbody> </table> <p>*Note that staff cost overspends have been included in the budget to reach the next Gateway.</p> <p>Project management time consists of on average 2 days a week of officer time to manage the traffic modelling consultants, develop the proposals and prepare for public engagement and</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	Data Collection and consultation	Section 106, Salisbury Square development	£105,000	Staff costs*	Project management, consultation preparation and public consultation, data analysis and preparation of final report and Gateway 5 report.	contribution, and Fleet Street Quarter BID contribution	£ 49,054	Total			£ 154,054
Item	Reason	Funds/ Source of Funding	Cost (£)														
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Staff costs*	Project management, consultation preparation and public consultation, data analysis and preparation of final report and Gateway 5 report.	contribution, and Fleet Street Quarter BID contribution	£ 49,054														
Total			£ 154,054														

consultation on the opportunities and proposals for the Fleet Street Area Healthy Streets Plan. This will include further engagement with stakeholders and the preparation of the next gateway report.

**Costed Risk requested for this Gateway: None**

**4. Overview of project**

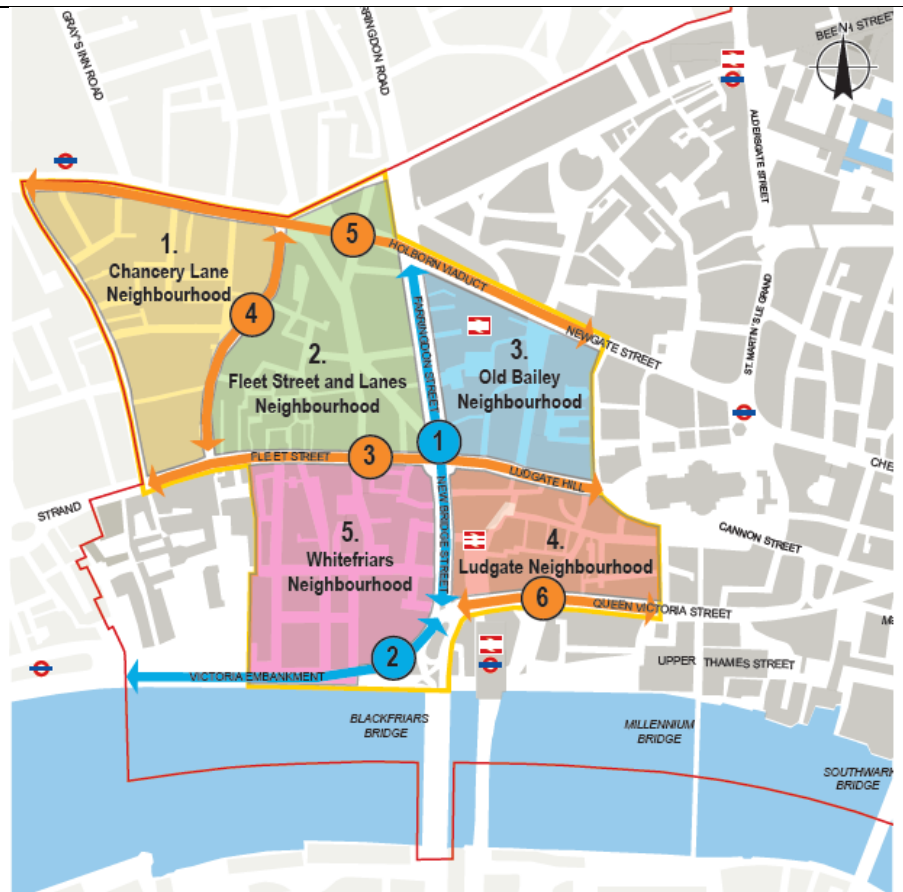
**Background**

1. The Transport Strategy proposes a series of Healthy Streets Plans to develop an integrated approach to public realm improvements and traffic management for different areas of the Square Mile. The extent of the Fleet Street Area Healthy Streets Plan is similar to the Fleet Street Quarter BID area and encompasses the Fleet Street Key Area of Change.
2. Figure 1 illustrates the project area approved at Gateway 2. Following discussions with Ward Members it is considered appropriate to change the project boundary and exclude the private Temples area in the southwest of the plan. This is because there are no proposals for change in this area as they would be on private land. The project title will reflect this change and the project will become the Fleet Street Area Healthy Streets Plan. Figure 2 illustrates the revised project area and the 'neighbourhoods' around which the plan will be structured.

Figure 1 Original Fleet Street and Temples Healthy Streets Plan area.



Figure 2: Revised Fleet Street Area Healthy Streets Plan



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3. The Healthy Street Plan (HSP) was initiated in December 2020. The HSP is a deliverable of the City’s Transport Strategy and proposals will support the Climate Action Strategy by identifying opportunities for pedestrian priority and climate resilience.
4. Since the initiation of the project, a baseline study has been undertaken identifying available data sets and what further data might be needed to help develop the HSP. Due to the impacts of the pandemic and associated restrictions, which lasted longer than expected at the time of initiation, it was not possible to undertake the development of the HSP as originally planned.
5. Data collection in terms of traffic and people movement was not possible and the aspiration to engage with people from a ‘bottom up’ approach of developing proposals from a public engagement exercise was also more difficult as people were either not visiting or not spending as much time in the City.
6. Both exercises were paused in mid-2021 to see how the recovery established with a view of undertaking the engagement exercise in the autumn of 2021. However further national restrictions were imposed.

7. During this time, the Fleet Street Quarter Business Improvement District (BID) was constituted. They were able to engage with some of the business community and produced an Area Based Strategy for public realm improvements and spaces for activation within the Fleet Street Quarter.

8. The work undertaken by the BID on their area based strategy, whilst limited in terms of wider engagement and consultation with the public, does effectively provide the initial framework that the HSP was seeking to achieve with our planned wider engagement exercise.

### **Current position**

9. Given the challenges outlined above, the approach to developing the HSP has been amended to build on the BID's Area Based Strategy. The themes from the BID's work focus on improving the public realm, encouraging activation, and connecting to surrounding neighbourhoods. These themes align with the City of London Transport Strategy.

10. The draft HSP will set out an integrated approach to improving the public realm and managing traffic to support delivery of the following Transport Strategy outcomes:

- The Square Mile's streets are great places to walk and spend time.
- Street space is used more efficiently and effectively.
- The Square Mile is accessible to all
- People using our streets and public spaces are safe and feel safe.
- More people choose to cycle.
- The Square Mile's air and streets are cleaner and quieter.
- Delivery and servicing are more efficient, and impacts are minimised
- Our street network is resilient to changing circumstances

11. The proposals in the HSP will support delivery of the City Corporation's Climate Action Strategy and the Destination City initiative.

12. The draft plan is structured around five individual neighbourhoods that are separated by City and London Access Streets (as defined by the City of London Street Hierarchy). The proposals in the plan aim to improve the safety and comfort for people walking and cycling within and between these neighbourhoods. Potential

improvements include making some streets pedestrian priority with timed restrictions for motor vehicles, improved crossings and public realm improvements including widened pavements, tree planting, Sustainable Urban Drainage, and places for people to rest. The draft outline of the plan has been presented to the BID and they are supportive of the objectives and proposals.

13. Draft proposal maps have been developed but are still being finalised. These are included in Appendix 4 to show Members the concepts being worked on for further engagement and consultation with the public. The intention is to develop these maps to show the opportunities for change alongside the proposals for the design and management of individual streets. The consultation will present these opportunities for change and gather feedback from people who live, work and visit the area, businesses and other stakeholders.

14. Engagement with TfL will also be undertaken on the proposed changes to City and London Access Streets, including Fleet Street. This is to compliment the traffic modelling work to understand the feasibility of some of the possible opportunities on these corridors as well as understand more fully the challenges of addressing competing demands for street spaces, including bus priority.

15. This work is presented in a gateway 3 report for Members consideration at this time, as the HSP approach doesn't fit naturally within the project gateway methodology. The draft proposals maps in appendix 4 give a flavour of the type of proposals for each neighbourhood rather than a suite of options to choose from. Given the delays to the HSP development, an update on progress and resetting the milestones at this time was thought appropriate.

#### **Public consultation**

16. A Gateway 4 report will be submitted for approval in January. This will include more detailed plans and the draft proposals. It will seek agreement to start the public consultation and engagement phase. Work to prepare the consultation, so that it can take place as soon as possible after the approval of the gateway 4 report will be undertaken between this report and the next.

17. Public consultation is intended to comprise a letter to all businesses and residents in the area along with online and on street promotion publicising the consultation and a series of drop-in engagement sessions. It is proposed to have an on-line portal where the public can comment on the proposals and highlight issues and

opportunities. Ward Members and the BID will continue to be engaged with as the detail develops.

18. The feedback from the consultation will help to establish the likely support for the various interventions and identify further changes that people might like to see in the area. The intention is to establish the framework to inform a delivery plan of proposed changes for the area. Individual projects will require further development, consultation, and approvals prior to implementation but the HSP will set out an improvement plan for the area that the City and the BID can work towards, that can form the basis for future capital bids and that inform discussions with developers.

#### **After consultation**

19. The feedback from the consultation will be considered and the HSP will be amended accordingly and presented to Members as a gateway 5 report. This report will feedback the consultation and engagement findings and identify what has been amended within the plan to address these points.

20. The HSP will propose a prioritised programme of projects. Further funding will be sought to initiate these projects from both external and internal funding streams, such as any new Section 106 Agreements, CIL, and On Street Parking Reserve or where practical to include projects in any new S278 schemes. In addition, working in partnership with the BID and local businesses and any opportunities for partner funding opportunities.

#### **Additional funds**

21. A Unilateral Contribution from the Salisbury Square development will extend the scope of the HSP to assess options to provide improved access to and from the streets to the south of the site to the Victoria Embankment. This work will be undertaken within the HSP and supersedes the previous work of the Temple Area traffic review project.

22. The BID has indicated that their contribution of £35,000 towards the HSP will be forthcoming, but it needs approval by their board on the 16 November which is after the Streets and Walkways Committee meeting. Subject to this confirmation, these funds would be utilised to part fund the public and business engagement consultation. Developing the plan in partnership with the BID will bring opportunities to jointly develop projects identified in the plan after it has been approved.

<p><b>5. Sustainability and energy implications</b></p>	<p>a/ Meets Regulated Requirements  23. There are no regulated requirements for a Healthy Streets Plan. The Plan will create a framework of projects that will give the opportunity to meet the objectives of making the Square Mile public realm more climate change resilient by adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials.</p>
<p><b>6. Recommendation</b></p>	<p>24. Approve the draft Healthy Streets Plan (attached as Appendix 4) for consultation.</p>
<p><b>7. Risk</b></p>	<p>Risks identified are.</p> <ul style="list-style-type: none"> <li>• The results of the early traffic modelling and what is feasible to implement do not align with the aspirations of the Fleet Street Area Healthy Street Plan and the Transport Strategy.</li> <li>• A further Covid-19 outbreak may impact traffic and pedestrian flows across the Healthy Streets Plan area, making it difficult to undertake required data collection surveys and/or public consultation.</li> <li>• Public Consultation response does not support the Plan and/or proposed interventions requiring more time and further consultation to be undertaken.</li> <li>• The proposals that are identified in the Healthy Streets Plan may not be affordable.</li> </ul> <p>25. Further information is available in the Risk Register (Appendix 2).</p>
<p><b>8. Procurement approach</b></p>	<p>For traffic and pedestrian data collection, traffic modelling, consultation support and design the Transport and Public Realm Framework will be used. Where not appropriate standard procurement processes will be used.</p>

**Appendices**

<p><b>Appendix 1</b></p>	<p>Project Coversheet</p>
<p><b>Appendix 2a and 2b</b></p>	<p>Risk Register</p>
<p><b>Appendix 3</b></p>	<p>Spend to Date and Funding Sources</p>
<p><b>Appendix 4</b></p>	<p>Fleet Street Area Healthy Streets draft proposal maps</p>

**Contact**

<p><b>Report Author</b></p>	<p>Stephen Oliver</p>
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<b>Email Address</b>	stephenoliver@cityoflondon.gov.uk
<b>Telephone Number</b>	





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# Project Coversheet

## [1] Ownership & Status

**UPI:**

**Core Project Name:** Fleet Street and Temples Healthy Streets Plan

**Programme Affiliation** (if applicable):

**Project Manager:** Stephen Oliver

**Definition of need:**

The Fleet Street and Temple Healthy Streets Plan is a key deliverable of the City's Transport Strategy and further supports the Climate Action Strategy in developing spaces that are climate resilient. The Healthy Streets Plan also aligns with the ambitions for the area, as set out in the Draft City Plan 2040 . The Fleet Street and Temples area has seen significant change and will continue to experience significant increases in the number of people walking and cycling in the area and was therefore identified to need a Healthy Streets Plan.

In December 2020, a Gateway 2 report approved the Fleet Street and Temples Healthy Streets project area and funding for Project Management and Consultancy Fees. However, unlike the City Cluster Healthy Streets Plan, there was not an approved Project Vision to establish principles and objectives to form a framework. The draft Project Vision attached in Appendix 4 will establish the framework for the Healthy Streets Plan.

The Healthy Streets Plan will identify and develop proposals for schemes, outlining the required network changes and creating a high-quality public realm for all those who live, work, and visit the area.

The Healthy Streets Plan forms the first phase of delivery and will identify temporary and interim changes to the function of the highway network. The proceeding phases will deliver the required infrastructure changes to achieve the medium and long-term objectives of the proposals. These proceeding phases will be set-up as individual Healthy Streets Plan projects, following the completion of the first phase.

Due to the forthcoming changes within the Fleet Street and Temple area, the Healthy Streets Plan provides the opportunity to support the Fleet Street Estate programme and engage with local stakeholders.

**Key measures of success:**

- A tested and recommended phasing schedule for the projects that will comprise the Fleet Street and Temples Healthy Street Plan.
- The identification of the number of pedestrian priority streets that can be delivered (measured by length) in the area
- An indication of the reduction in traffic volumes that can be achieved in the area

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**Expected timeframe for the project delivery:** 2 years (Jan 2021 to Feb 2023).  
Extended to May 2023 following delay.

- **Key Milestones:** Revised-
- Gateway 3/4 – ~~March 2022~~ November 2022
- Traffic and pedestrian data collection – ~~Feb-March 2024~~ September 2022
- Stakeholder Consultation – ~~April-August 2024~~ February 2023 (6 weeks)
- Plan preparation April – ~~Sept-November 2022~~ June 2023
- Gateway 5 report to committee – ~~Feb 2023~~ July 2023.

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

COVID19 lock down resulted in the collection of traffic and pedestrian data to be delayed until movements could be recorded at realistic levels. Stakeholder engagement was also difficult to satisfactorily achieve.

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

<If so what and how?>

No

## [2] Finance and Costed Risk

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

### 'Project Briefing' G1 report (as approved by Chief Officer 05/11/2020):

- Total Estimated Cost (excluding risk): £255,000
- Costed Risk Against the Project: None
- Estimated Programme Dates: January 2021 – February 2023

*Scope/Design Change and Impact:*

### 'Project Proposal' G2 report (as approved by PSC 17/12/2020):

- Total Estimated Cost (excluding risk): £255,006.20
- Resources to reach next Gateway (excluding risk) £87,200
- Spend to date: N/A
- Costed Risk Against the Project: None requested
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: January 2021 – February 2023

*Scope/Design Change and Impact:*

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

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- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates : January 2021 - May 2023

*Scope/Design Change and Impact:*

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

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

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]: Individual projects would be initiated following the adoption of the HSP and delivery plan. <Current Range> Programme Affiliation [£]:N/A**

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**City of London: Projects Procedure Corporate Risks Register**

Project name: *Fleet Street Area Healthy Streets Plan*

Unique project identifier: -

Total est cost (exc risk) £276254

PM's overall risk rating

Low
6.0
4.4
0
6
4

Avg risk pre-mitigation

Avg risk post-mitigation

Red risks (open)

Amber risks (open)

Green risks (open)

Corporate Risk Matrix score table

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

Costed risks identified (All)

£0.00	0%
£0.00	0%
£0.00	0%
£0.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed risk pre-mitigation (open)

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
3	6.0	£0.00	0	2	1
2	4.5	£0.00	0	1	1
0	0.0	£0.00	0	0	0
4	6.3	£0.00	0	2	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	8.0	£0.00	0	1	0

Issues (open)

0
0

All Issues

Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

All Issues

Cost to resolve all issues (on completion)

£0.00
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Total CRP used to date

£0.00
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City of London: Projects Procedure Corporate Risks Register

Project Name:	Fleet Street Area Healthy Streets Plan	PM's overall risk rating:	Low	CRP requested this gateway		Average unmitigated risk	6.0	Open Risks	10
Unique project identifier:	-	Total estimated cost (exc risk):	£ 276,254	Total CRP used to date	£ -	Average mitigated risk score	4.4	Closed Risks	1

General risk classification										Mitigation actions							Ownership & Action				Comment(s)		
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator		Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues
R1	2	(4) Contractual/Partnership	Some or all of the data collection exercise cannot be completed due to survey companies having no available capacity at this time	Delay and possible increased cost to project programme	Unlikely	Serious	4	£0.00			Procure the surveys as an open tender to increase the possibility of a company able to undertake the surveys, and complete the procurement exercise as early as possible to increase the likelihood of companies having spare capacity	£0.00	Unlikely	Serious	£0.00	4	£0.00		24/07/2020	Gillian Howard	Stephen Oliver		Consideration needs to be given to the impacts of Covid-19, which may change traffic and pedestrian flows
R2	2	(4) Contractual/Partnership	Issues or delays in required consent from TfL on the traffic and pedestrian modelling	Delay and possible increased cost to project programme	Possible	Serious	6	£0.00			Early and regular meetings with TfL to fully understand their consent requirements	£0.00	Unlikely	Serious	£0.00	4	£0.00		24/07/2020	Gillian Howard	Stephen Oliver	18/10/2022	Consideration needs to be given to TfL's response to Covid-19 impacts on staffing, etc.
R3	2	(1) Compliance/Regulatory	Modelling issues (results and implications, issues with the delivery, buy-in, required re-runs etc)	Modelling will play a major role in defining this project and delivering the project's outcomes. Any issues could have many different and combined outcomes where additional resource may be required to rectify	Possible	Serious	6	£0.00			Regular contact between the traffic model consultants, TfL and City of London to ensure early notification of any arising issues or implications	£0.00	Unlikely	Serious	£0.00	4	£0.00		24/07/2020	Gillian Howard	Stephen Oliver		
R5	2	(1) Compliance/Regulatory	Change in political leadership within TfL or City Corporation	The project is no longer supported or withdrawn	Unlikely	Major	8	£0.00			Informing City of London members of progress and benefits of the project and identifying in Transport Strategy delivery plan	£0.00	Rare	Major	£0.00	4	£0.00		24/07/2020	Gillian Howard	Stephen Oliver		
R6	2	(2) Financial	Insufficient funds to progress HSP or the project loses a funding source	Will delay HSP progression or result in the cancellation of the project	Possible	Serious	6	£0.00			Work closely with City's Planning Team to understand/identify upcoming developments within the project area	£0.00	Unlikely	Serious	£0.00	4	£0.00		24/07/2020	Gillian Howard	Stephen Oliver		
R7	2	(1) Compliance/Regulatory	Brexit or external factors affect labour costs	Higher or lower costs of traffic surveys and traffic modelling than estimated	Unlikely	Serious	4	£0.00			Review costs at each stage of HSP development	£0.00	Unlikely	Minor	£0.00	2	£0.00		24/07/2020	Gillian Howard	Stephen Oliver		
R8	3	(4) Contractual/Partnership	TfL do not agree to the principle of carriageway or traffic management changes on main transport corridors	The plan is not supported by TfL	Possible	Major	12				The project team will engage closely with TfL		Unlikely	Serious	£0.00	4	£0.00		24/07/2020	Gillian Howard	Stephen Oliver		

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### Appendix 3:

#### Spend to date Section 106 Funding for the Fleet Street area Healthy Streets Plan

<b>Table 1: Spend to date - Fleet Street area Healthy Streets Plan - 16800440</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
P&T Staff Costs*	61,164	81,642	(20,478)
P&T Fees	26,036	12,750	13,286
<b>TOTAL</b>	<b>87,200</b>	<b>94,392</b>	<b>(7,192)</b>

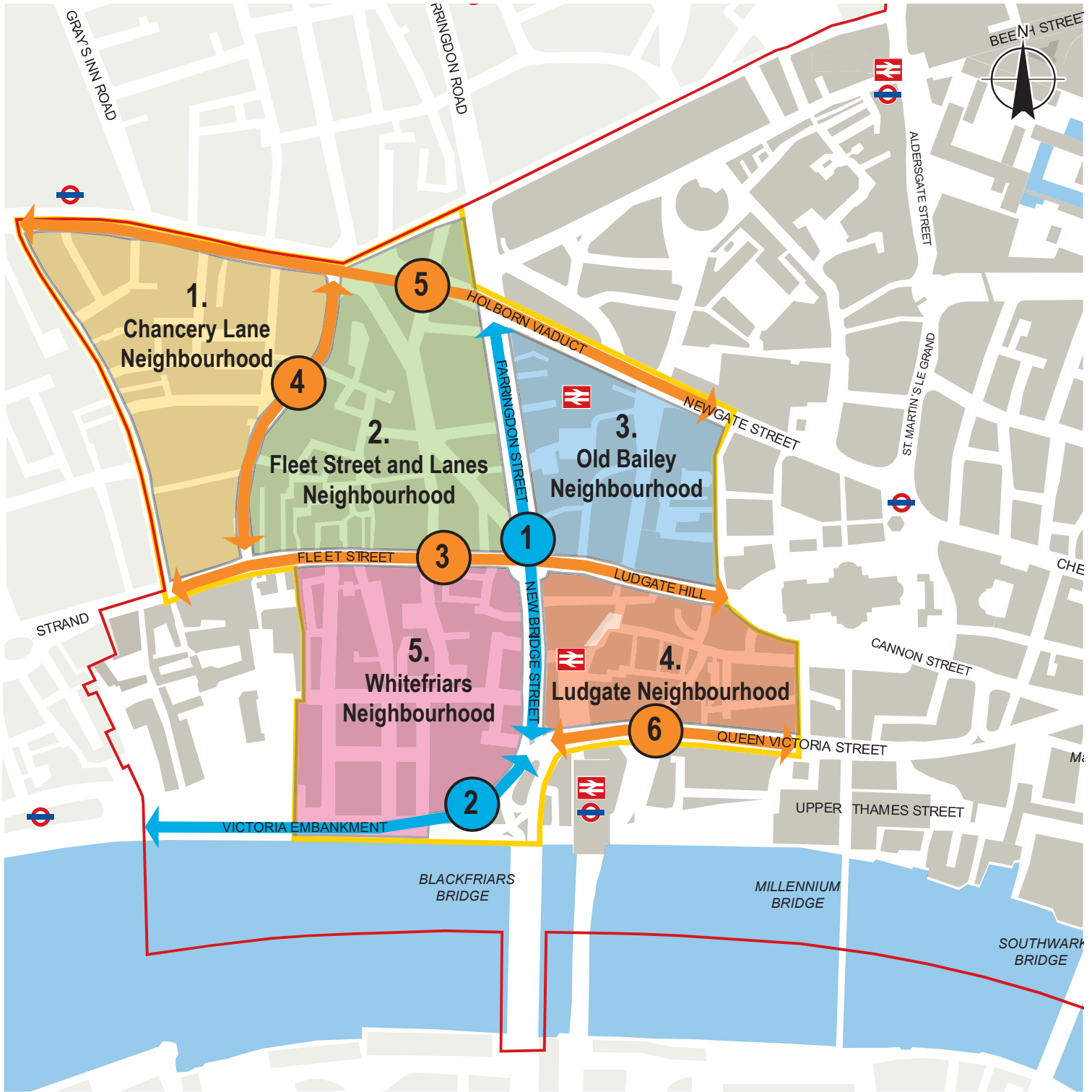
\*Overspend covered in resources required below

<b>Table 2: Resources Required to reach the next Gateway (G4)</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Resources Required (£)</b>	<b>Revised Budget (£)</b>
P&T Staff Costs	61,164	49,054	110,218
P&T Fees	26,036	105,000	131,036
<b>TOTAL</b>	<b>87,200</b>	<b>154,054</b>	<b>241,254</b>

<b>Table 3: Revised Funding strategy for project</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
S106 - Fleetway House - 06/00613/FULL - LCEIW	30,413	-	30,413
S106 - Fleetway House - 06/00613/FULL - Air Quality	1,613	-	1,613
S106 - Fleetway House - 06/00613/FULL - Transportation	11,601	-	11,601
S106 - Rolls and Arnold Buildings - 06/01060/FULL - Transportation*	40,773	(40,773)	-
S106 - New Fetter Lane 12-14 - 08/00778/FULMAJ - Transportation	2,800	142,806	145,606
Fleet Street Quarter BID Contribution	-	35,000	35,000
Contribution from Salisbury Square development	-	52,021	52,021
<b>Total Funding Drawdown</b>	<b>87,200</b>	<b>189,054</b>	<b>276,254</b>

\*Funding not currently available as agreement has expired

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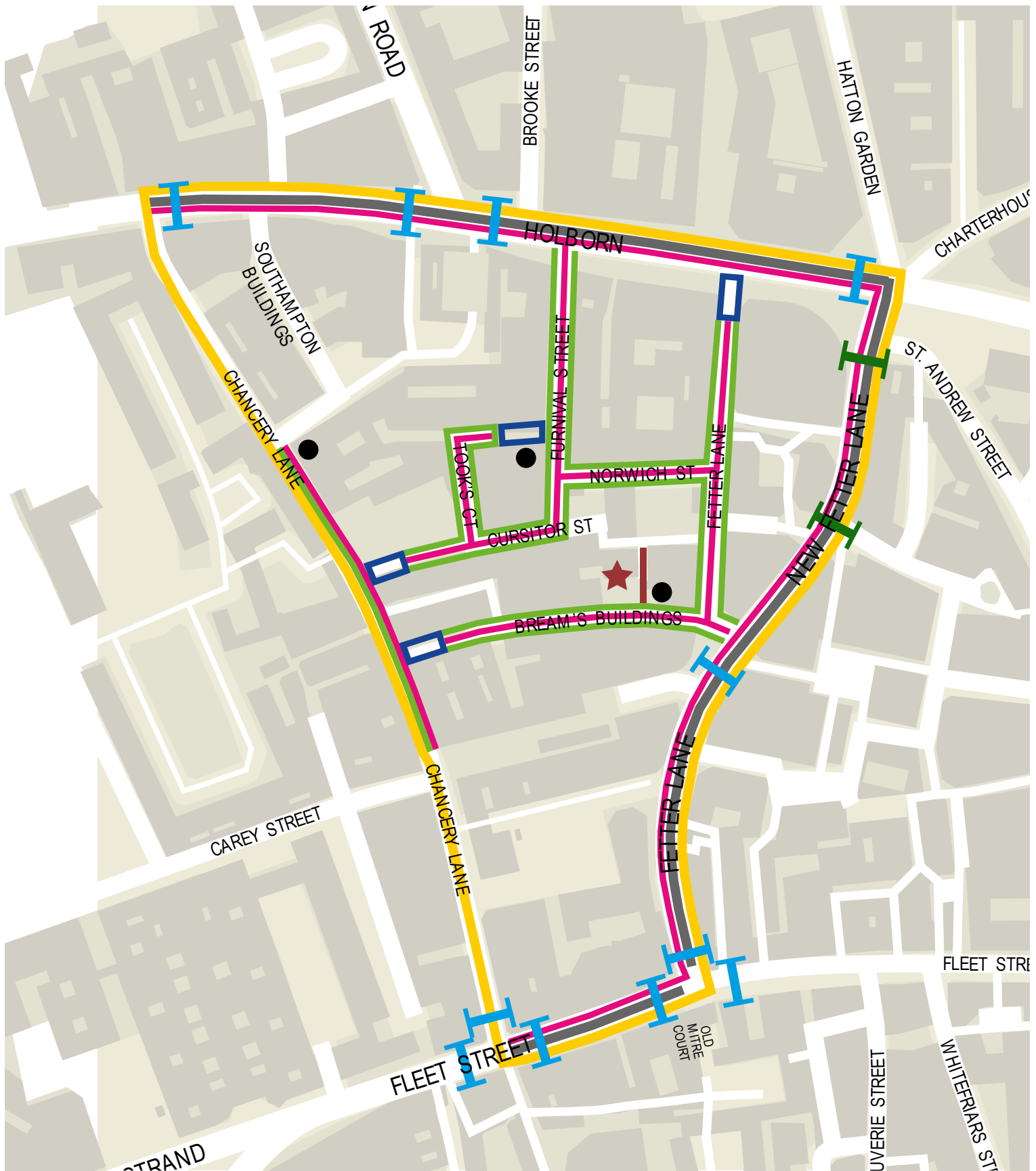
**London Access Streets**  
(as identified by the City Corporation Transport Strategy)

**City Access Streets**  
(as identified by the City Corporation Transport Strategy)

- Key**
- 1 New Bridge Street and Farringdon Street corridor
  - 2 The Embankment

- 3 Fleet Street/ Ludgate Hill corridor
- 4 New Fetter Lane and Fetter Lane (south)
- 5 Holborn and Holborn Viaduct corridor
- 6 Queen Victoria Street

# CHANCERY LANE NEIGHBOURHOOD



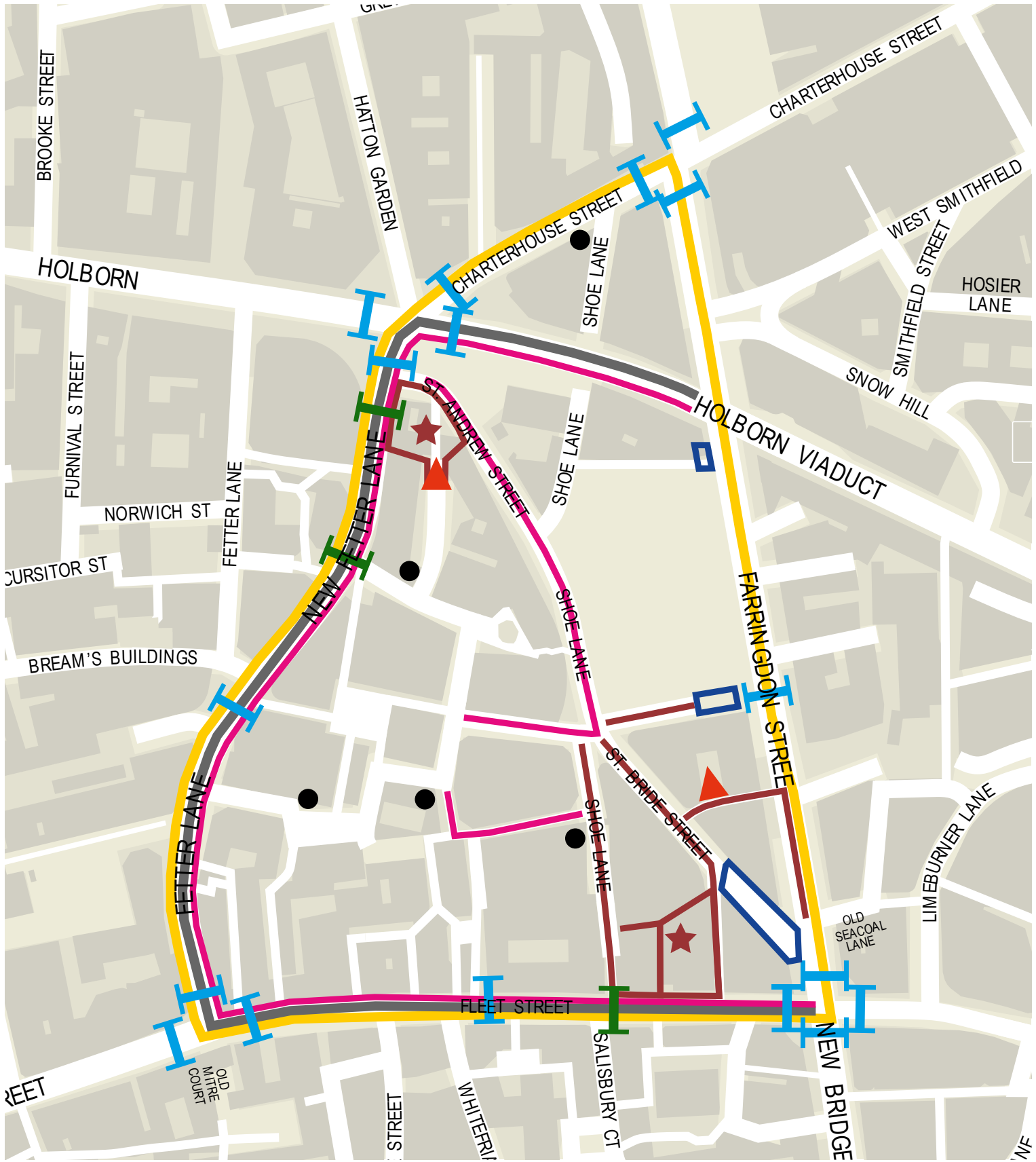
- |            |  |   |  |   |
|------------|--|---|--|---|
| <b>Key</b> |  | Neighbourhood area  |  | Streets proposed for public realm improvements (streetscape improvements including new paving and carriageway surfacing, trees, greening and seating to meet Healthy Streets indicators). |
|            |  | Proposed pedestrian priority streets with restricted access to vehicles |  | Cycle improvement identified in the City Transport Strategy but subject to further design feasibility   |
|            |  | Public realm improvement as part of planning permission                 |  | New or improved public spaces   |
|            |  | New pedestrian route  |  | Existing zebra or controlled crossing   |
|            |  | Streets with existing filters to vehicles or time restricted access.    |  | New or improved crossing facility   |
|            |  |   |  | Improved wayfinding   |

# WHITEFRIARS NEIGHBOURHOOD



- Key**
- █ Neighbourhood area
  - █ Proposed pedestrian priority streets with restricted access to vehicles
  - █ Public realm improvement as part of planning permission
  - ★ New pedestrian route
  - Streets with existing filters to vehicles or time restricted access.
  - █ Streets proposed for public realm improvements (streetscape improvements including new paving and carriageway surfacing, trees, greening and seating to meet Healthy Streets indicators).
  - █ Cycle improvement identified in the City Transport Strategy but subject to further design feasibility
  - ▲ New or improved public spaces
  - ⊥ Existing zebra or controlled crossing
  - ⊥ New or improved crossing facility
  - Improved wayfinding

# FLEET STREET AND LANES NEIGHBOURHOOD



- |            |  |   |  |   |
|------------|--|---|--|---|
| <b>Key</b> |  | Neighbourhood area  |  | Streets proposed for public realm improvements (streetscape improvements including new paving and carriageway surfacing, trees, greening and seating to meet Healthy Streets indicators). |
|            |  | Proposed pedestrian priority streets with restricted access to vehicles |  | Cycle improvement identified in the City Transport Strategy but subject to further design feasibility   |
|            |  | Public realm improvement as part of planning permission                 |  | New or improved public spaces   |
|            |  | New pedestrian route  |  | Existing zebra or controlled crossing   |
|            |  | Streets with existing filters to vehicles or restricted access.         |  | New or improved crossing facility   |
|            |  |   |  | Improved wayfinding   |



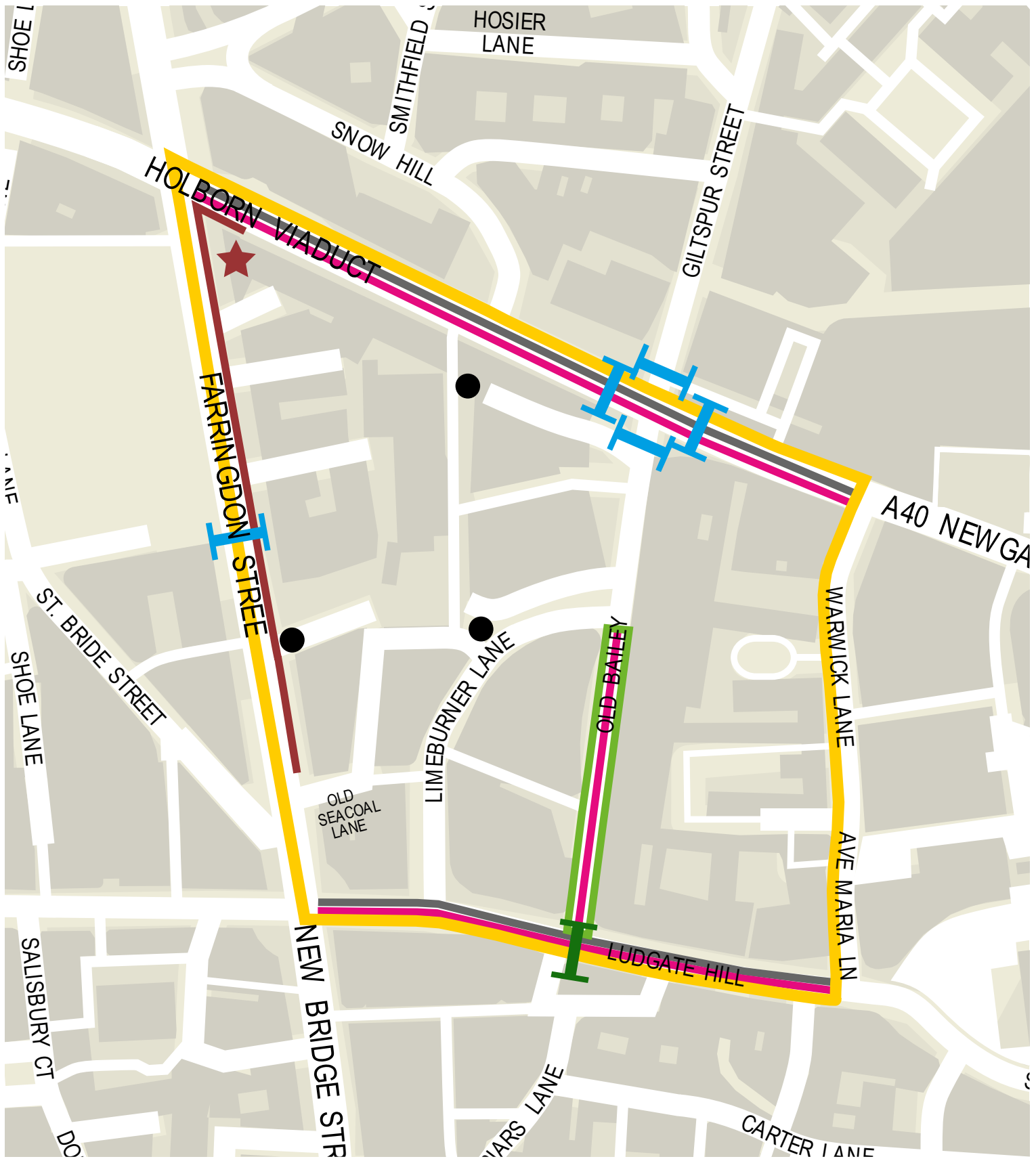
**CARTER LANE AND LUDGATE NEIGHBOURHOOD**



**Key**

- Neighbourhood area
- Proposed pedestrian priority streets with restricted access to vehicles
- Public realm improvement as part of planning permission
- Streets with existing filters to vehicles or time restricted access.
- Streets proposed for public realm improvements (streetscape improvements including new paving and carriageway surfacing, trees, greening and seating to meet Healthy Streets indicators).
- Cycle improvement identified in the City Transport Strategy but subject to further design feasibility
- ▲ New or improved public spaces
- ▮ Existing zebra or controlled crossing
- ▮ New or improved crossing facility
- Improved wayfinding

# OLD BAILEY NEIGHBOURHOOD



- |            |  |   |  |   |
|------------|--|---|--|---|
| <b>Key</b> |  | Neighbourhood area  |  | Streets proposed for public realm improvements (streetscape improvements including new paving and carriageway surfacing, trees, greening and seating to meet Healthy Streets indicators). |
|            |  | Proposed pedestrian priority streets with restricted access to vehicles |  | Cycle improvement identified in the City Transport Strategy but subject to further design feasibility   |
|            |  | Public realm improvement as part of planning permission                 |  | New or improved public spaces   |
|            |  | New pedestrian route  |  | Existing zebra or controlled crossing   |
|            |  | Streets with existing filters to vehicles or time restricted access.    |  | New or improved crossing facility   |
|            |  |   |  | Improved wayfaring  |

<b>Committees:</b> Streets and Walkways sub-Committee [for decision] Operational Property & Projects Sub Committee [for decision]	<b>Dates:</b> 08 November 2022 Delegated
<b>Subject:</b> Mark Lane Public Realm Enhancements (Phase 2B)   Issue Report  <b>Core project name:</b> Mark Lane Phase 2 (CAP)  <b>Unique Project Identifier:</b> 9583	<b>Gateway 5</b> <b>Regular</b> <b>Issue Report</b>
<b>Report of:</b> <b>Director of Environment Department</b>  Choose an item. <b>Report Author:</b> Emmanuel Ojugo	<b>For Decision</b>
<h1 style="margin: 0;">PUBLIC</h1>	

<b>1. Status update</b>	<p>In June 2020, Members approved Phase 2A and 2B improvement proposals and the initiation of Phase 3 (transportation) related to the redevelopment of 70 Mark Lane.</p> <p><b>Project Description:</b> The two main streets in the project area are New London Street and Mark Lane. Improvements include a series of measures to enhance pedestrian movement and improve green coverage in the area. The aforementioned phases are as follows:</p> <ul style="list-style-type: none"> <li>• Phase 2A: New London Street – Pedestrianisation of a narrow side street by raising carriageway to footway level. (Works now completed),</li> <li>• Phase 2B: Mark Lane. Widening a section of footway north of Hart Street/south of London Street to improve pedestrian movement and reinstate trees removed due to development. (Currently awaiting conclusion of Traffic Order process to initiate works),</li> <li>• Phase 3: Wider transportation works in accordance with the Section 106 Agreement. *</li> </ul> <p>*<b>NB:</b> Phases 2B and Phase 3 are to be delivered concurrently. However, Phase 3 is the subject of a separate report and no requested decisions relating to Phase 3 are contained within this report.</p> <ul style="list-style-type: none"> <li>• Materials are currently in storage and works to complete Phase 2B can commence immediately after the regulatory Traffic Order process is concluded by November 2022.</li> </ul> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p>
-------------------------	--

	<p><b>Risk Status:</b> Low (as last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £590,287. See financial summary in Appendix 3.</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> There is no change in the project budget (inclusive of interest accrued).</p> <p><b>Spend to Date:</b> £345,777</p> <p><b>Costed Risk Provision Utilised:</b> N/A.</p> <p><b>Slippage:</b> In June 2020 it was reported that works were expected to be completed by April 2021. However, delays to the programme were reported in a consolidated programme report to Committee in December 2021 granting a programme extension to accommodate the planting season up to March 2023.</p> <ul style="list-style-type: none"> <li>• It is proposed to reallocate budget to P&amp;T staff to take on additional responsibilities using savings made from existing works and fee budgets. Please see the budget summary in section 3 below.</li> <li>• Phase 2B works is subject to the outcome of the statutory consultation of the removal of four pay and display parking bays, which would facilitate the widening the footway on Mark Lane and reinstate trees removed to accommodate the development. The removal of the bays is being undertaken within the work stream for phase 3. Up to four new bays are proposed within the catchment area to accommodate the removal of those from Mark Lane, and their relocation is being undertaken within the workstream of Phase 2B. (Please see attached plan in Appendix 2).</li> <li>• Members will note that funding is subject to the capital programme review and the final decision on whether to proceed will be dependent on the outcome of that review and approval by the Operational Property and Projects Sub Committee.</li> </ul>
<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Choose an item. <b>Gateway 6</b></p> <p><b>Requested Decisions:</b></p> <p><u>It is recommended that:</u></p> <ol style="list-style-type: none"> <li>I. That the remaining project budget of £244,510 is revised as set out in the finance tables in Appendix 3; including any interest accrued to complete the project in accordance with the Section 106 Agreement.</li> <li>II. Approval of the budget adjustment summarised in table 2 Appendix 3.</li> <li>III. Agree to undertake the Traffic Orders statutory consultation regarding the proposal to relocate up to four new Pay and Display parking bays in the project catchment area, as part of phase 2B</li> </ol>

	<p>public realm measures, as prescribed in Appendix 2. Subject to the outcome of the statutory consultation proceed to implement the relocated bays.</p> <p>IV. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Operational Property and Projects Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that fall within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General), as prescribed in Appendix 3 of this report, is to be delegated to Chief Officer or escalated to committee(s);</p>
<p><b>3. Budget</b></p>	<ol style="list-style-type: none"> <li>1. Total cost of the project is £590,287. Please note, that Phase 3 - Transportation Improvement Works, was reported separately in April 2022. The following finance tables relate to Phase 2A and Phase 2B, which is to be fully implemented subject to the outcome of the statutory consultation of the Traffic Orders for the removal of the parking bays in Mark Lane being undertaken as a work stream in Phase3.</li> <li>2. Tables in Appendix 3 provide details of the financial summary proposing a reconfiguration of the existing budget.</li> <li>3. This budget adjustment is affordable due to savings made in the construction of New London Street. For example, greening/planting was not possible due to ground conditions, so this element was removed. The re-construction of steps to Fenchurch Place were part of a reparations element that did not require capital funding as previously agreed. Smaller, more efficient LED carriageway uplighters were sourced and represented a significant saving on initial quotations.</li> </ol> <p><u>Inflation</u></p> <ol style="list-style-type: none"> <li>4. It should be noted that the inflationary uplift is in terms of Retail Price Index (RPI) is applicable yearly from July to June. The unit price of provision of materials is agreed under the current new City Term Contract (July 2022) schedule of rates and is subject to RPI on yearly basis. However, if materials are bespoke or unforeseen circumstances arise which affect the price of material, the contractor is within their rights to request a re-consideration.</li> <li>5. Such impacts are not considered a high project risk due to the use of a standard material palette. Potential material cost rises that may occur within the remaining project programme (up to March 2023) have been factored into the works budget and are reflected in Appendix 3.</li> </ol> <p><b>Costed Risk Provision requested for this Gateway: N/A</b></p>

<p><b>4. Issue description</b></p>	<p>6. In December 2021 committee approved the extension of the Mark Lane project programme to the end of the financial year 2022/23 to complete the remaining works. A marked downturn in staff resources necessitates the redistribution of some roles and responsibilities to complete the work programme and meet the planting season by March 2023.</p> <p>7. This is necessary to ensure the project is implemented to the new programme, by reconfiguring the project budget to account for officer time to fulfil some roles and responsibilities not previously anticipated to be undertaken by the project manager. Requested decisions will provide appropriate contractor oversight and dissemination of information to the developer of 70 Mark Lane, local occupiers and other stakeholders including local Ward Members.</p>
<p><b>5. Options</b></p>	<p>8. The project scope remains unchanged, and Members have approved the programme extension to accommodate the planting season (March 2023). There is a solitary approach to the completion of this project, it is proposed to reconfigure the budget due to changes in staff resources to meet the March 2023 deadline.</p>

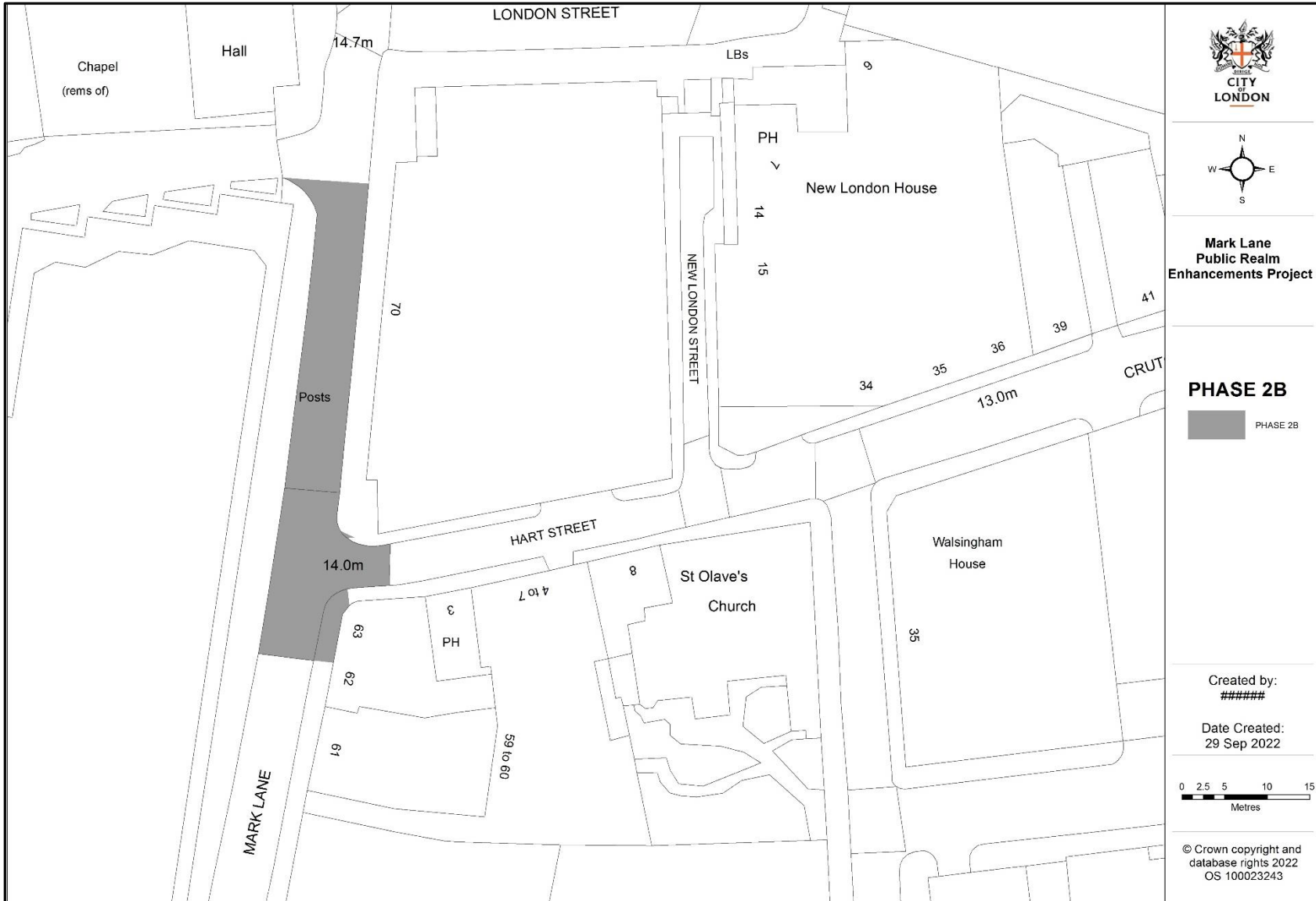
### Appendices

<b>Appendix 1</b>	Phase 2B Location Plan, S106 Plan
<b>Appendix 2</b>	Phase 2A and 2B Proposals, New Parking Bay Proposals, Images
<b>Appendix 3</b>	Finance
<b>Appendix 4</b>	Risk Register
<b>Appendix 5</b>	Project Coversheet

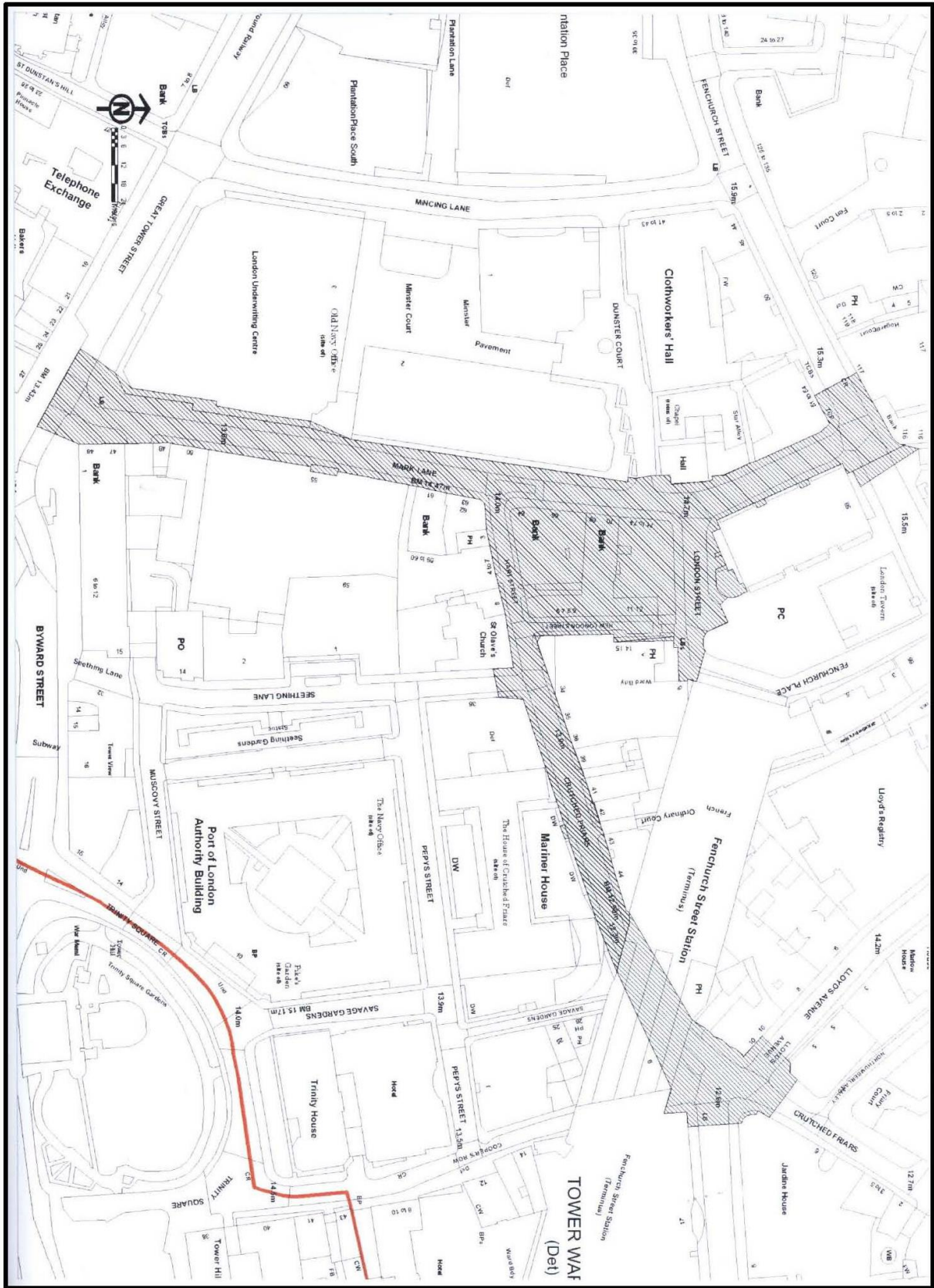
### Contact

<b>Report Author</b>	Emmanuel Ojugo
<b>Email Address</b>	<a href="mailto:emmanuel.ojugo@cityoflondon.gov.uk">emmanuel.ojugo@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 7332 1158

# Appendix 1 | Phase 2B Location Plan

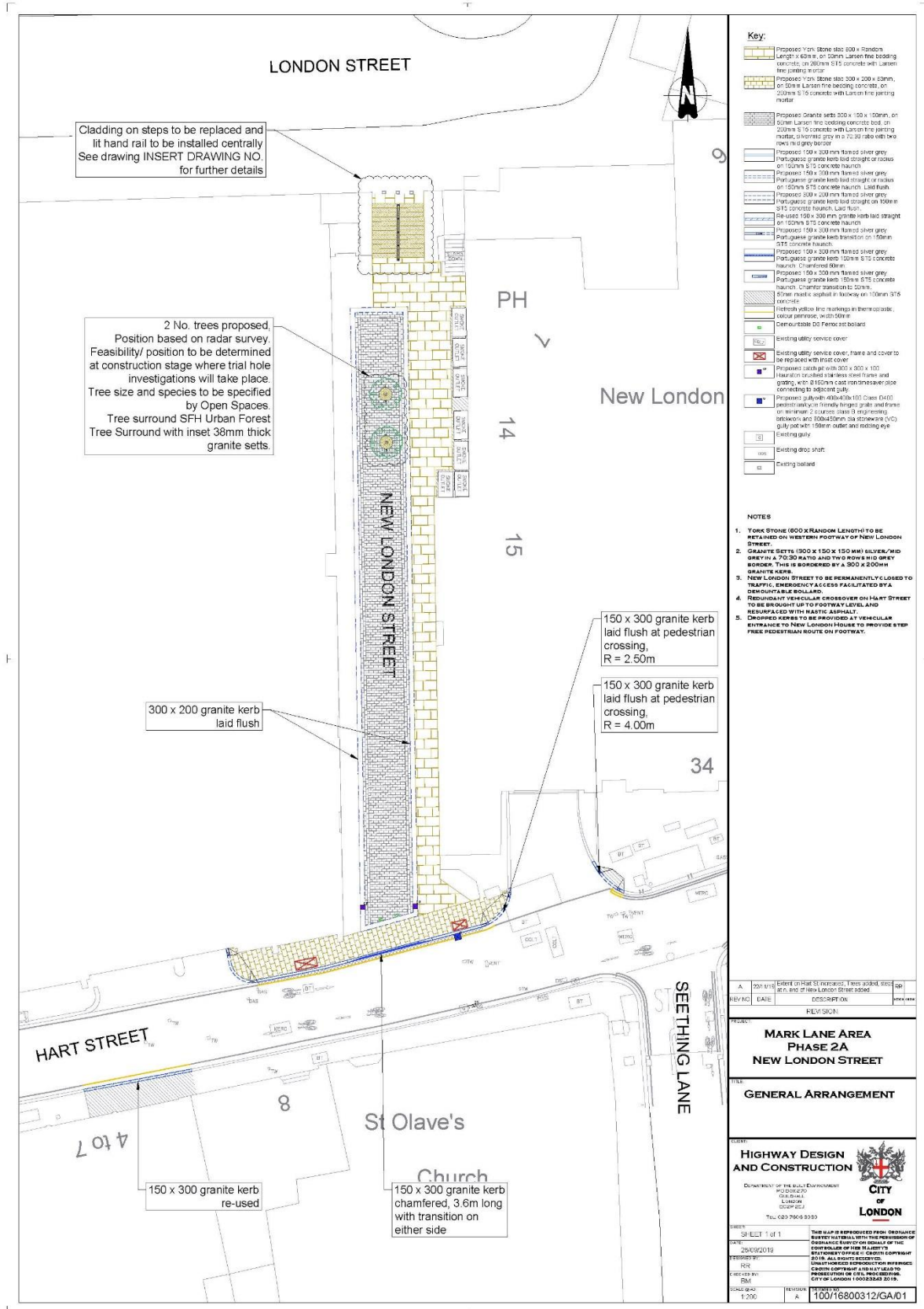


# Appendix 1 | S106 Plan





# Appendix 2 | Proposals: Phase 2A, New London Street (Completed)



Phase 2A Ground conditions prevented trees New London Street

## Appendix 2 | Images: Phase 2A, New London Street

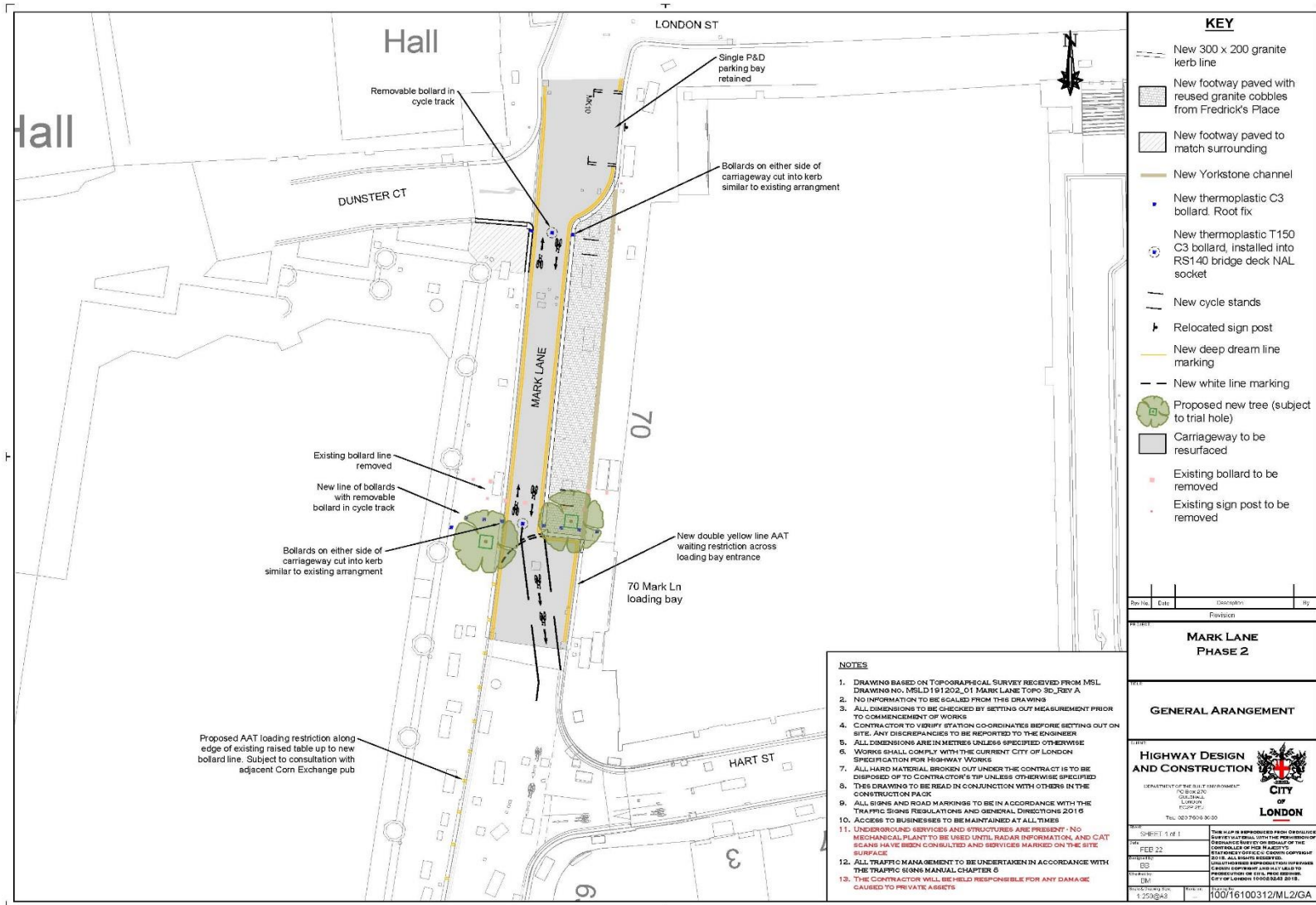


New London Street experimental closure | June 2019

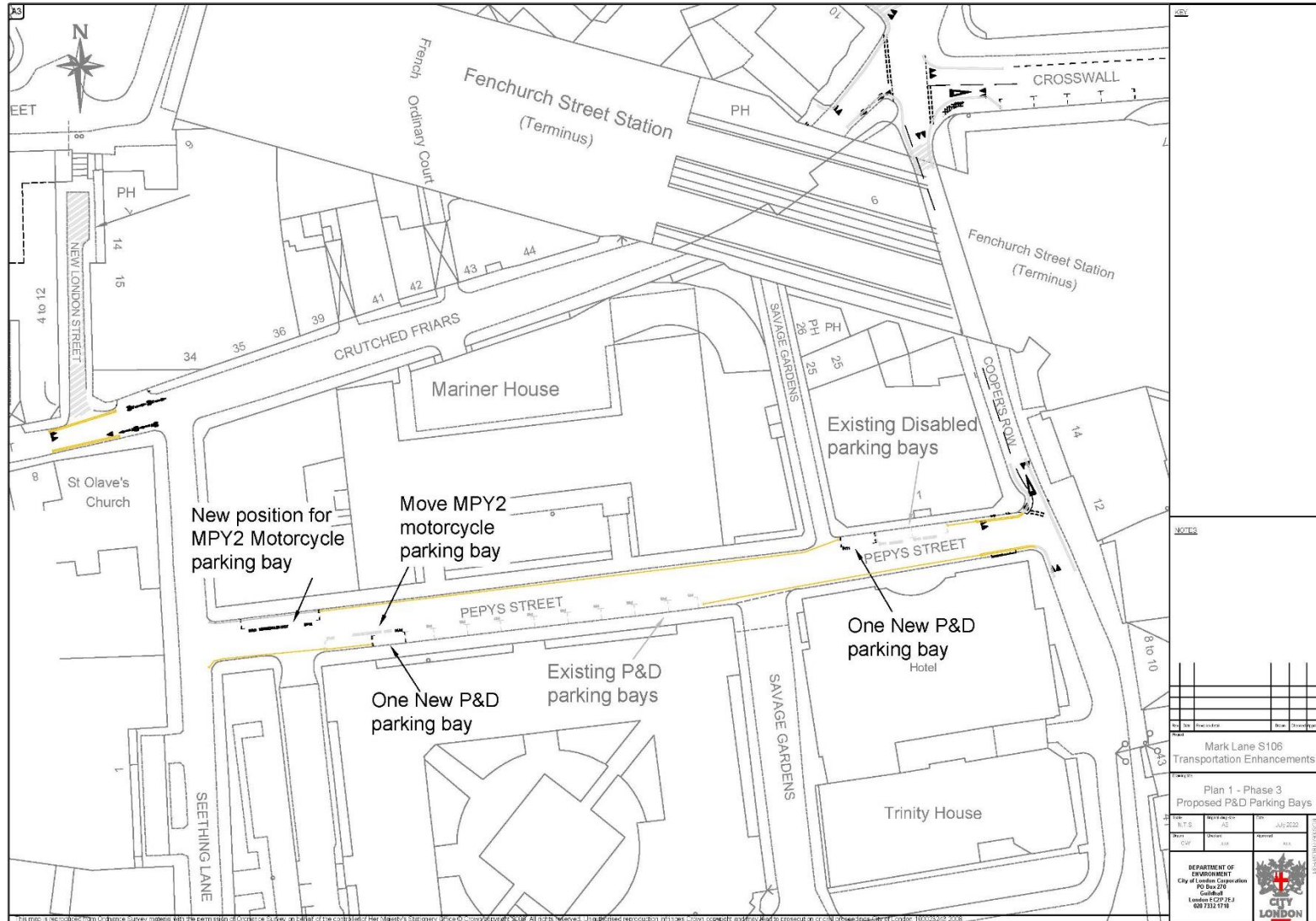


New London Street looking north - Completed | circa July 2022

# Appendix 2 | Proposals: Phase 2B, Mark Lane



# Appendix 2 | New Proposed Parking Bays: Phase 2B, Mark Lane



NOTES

NO.	DESCRIPTION	DATE	BY

Mark Lane S106  
Transportation Enhancements

Plan 1 - Phase 3  
Proposed P&D Parking Bays

DATE	REVISED	BY	DATE
11.11.18	1		11.11.18
12.01.19	2		12.01.19
12.07.20	3		12.07.20

DEPARTMENT OF ENVIRONMENT  
City of London Corporation  
PO Box 270  
Guildhall  
London EC2P 2EJ  
020 7332 1774

Appendix 2 | Images: Phase 2B, Mark Lane



Mark Lane looking north circa December 2010

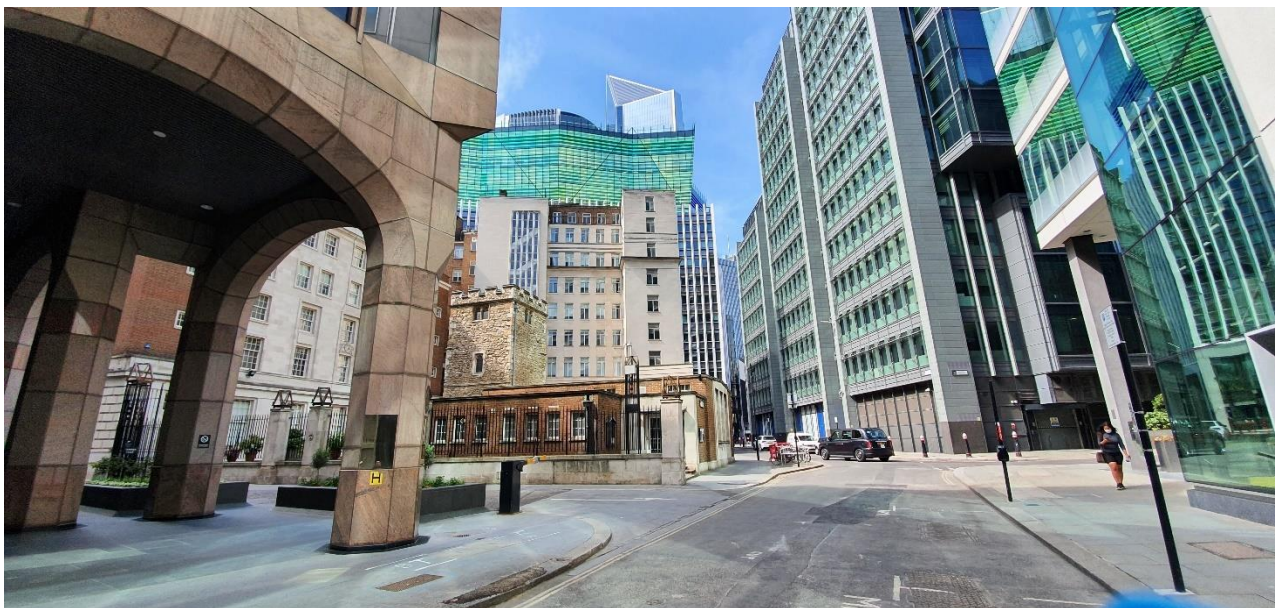


Mark Lane looking north circa April 2016

## Appendix 2 | Images: Phase 2B, Mark Lane



Mark Lane | Showing Reinstatement of the Ring of Steel | May 2020



Mark Lane, site of 50 Fenchurch Street development | May 2020

## Appendix 3: Finance

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
<b>Mark Lane Phase 2 (SRP) - 16800312</b>			
PreEv Env Serv Staff Costs	5,931	1,017	4,914
PreEv Open Spaces Staff Costs	42	42	0
PreEv P&T Staff Costs	54,788	54,788	-
PreEv P&T Fees	11,369	11,368	1
<b>Total 16800312</b>	<b>72,130</b>	<b>67,214</b>	<b>4,916</b>
<b>Mark Lane Phase 2 (CAP) - 16100312</b>			
Env Servs Staff Costs	46,725	42,619	4,106
Open Spaces Staff Costs	8,600	-	8,600
P&T Staff Costs	44,874	52,295	(7,421)
P&T Fees	30,000	2,202	27,798
Env Serv Works	323,308	181,446	141,862
Open Spaces Works	24,650	-	24,650
<b>Total 16100312</b>	<b>478,157</b>	<b>278,562</b>	<b>199,595</b>
<b>Commuted Maintenance</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>
<b>Grand Total</b>	<b>590,287</b>	<b>345,777</b>	<b>244,510</b>

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
<b>Mark Lane Phase 2 (SRP) - 16800312</b>			
PreEv Env Serv Staff Costs	5,931	(4,914)	1,017
PreEv Open Spaces Staff Costs	42	-	42
PreEv P&T Staff Costs	54,788	-	54,788
PreEv P&T Fees	11,369	-	11,369
<b>Total 16800312</b>	<b>72,130</b>	<b>(4,914)</b>	<b>67,216</b>
<b>Mark Lane Phase 2 (CAP) - 16100312</b>			
Env Servs Staff Costs	46,725	5,000	51,725
Open Spaces Staff Costs	8,600	-	8,600
P&T Staff Costs	44,874	15,200	60,074
P&T Fees	30,000	(10,000)	20,000
Env Serv Works	323,308	(5,286)	318,022
Open Spaces Works	24,650	-	24,650
<b>Total 16100312</b>	<b>478,157</b>	<b>4,914</b>	<b>483,071</b>
<b>Commuted Maintenance</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>
<b>Grand Total</b>	<b>590,287</b>	<b>-</b>	<b>590,287</b>

Table 3: Funding Strategy	
Funding Sources	Amount (£)
S106 - Mark Lane - 06/01144/FULL - LCE	507,364
S106 - Mariner House - 06/00214/FULL - Transportation	82,923
<b>TOTAL</b>	<b>590,287</b>

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**City of London: Projects Procedure Corporate Risks Register**

Project name: Mark Lane Public Realm and Transportation Enhancements – Phases 2 and 3

Unique project identifier: PV9583

Total est cost (exc risk) £905746

Corporate Risk Matrix score table

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

Low
6.0
2.5
0
6
5

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

Costed risks identified (All)

£0.00	0%
-------	----

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00	0%
-------	----

" "

Costed risk post-mitigation (open)

£0.00	0%
-------	----

" "

Costed Risk Provision requested

£0.00	0%
-------	----

CRP as % of total estimated cost of project

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
4	8.0	£0.00	0	3	1
1	6.0	£0.00	0	1	0
2	6.0	£0.00	0	1	1
1	3.0	£0.00	0	0	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	4.3	£0.00	0	1	2

Issues (open) 0  
All Issues 0

	Extreme	Major	Serious	Minor
Open Issues	0	0	0	0
All Issues	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: <b>Mark Lane Public Realm and Transportation Enhance</b>		PM's overall risk rating: <b>Low</b>	CRP requested this gateway: <b>-</b>	Average unmitigated risk: <b>6.0</b>	Open Risks: <b>11</b>
Unique project identifier: <b>PV9583</b>		Total estimated cost (exc risk): <b>£ 905,746</b>	Total CRP used to date: <b>£ -</b>	Average mitigated risk score: <b>2.5</b>	Closed Risks: <b>0</b>

General risk classification										Mitigation actions										Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)	
R1	5	(10) Physical	Project not delivered to programme	It has already been established that works are to be carried out in phases. However latter phases will be impacted by a further appraisal to inform the programme	Likely	Minor	4	£0.00			Keep in regular contact with the transportation team the developer/other stakeholders and be aware of any changes to their programme and communicate them	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE				
R2	5	(10) Physical	Trees cannot be planted due to a lack of depth or utilities	Site conditions may impact the ability to plant trees	Possible	Minor	3	£0.00			Site surveys have been carried out and tree locations will be optimised to reduce the possibility of site conditions. Alternative locations have been identified should some sites prove difficult to plant trees.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE				
R3	5	(3) Reputation	Delays to the completion of the traffic order for New London Street	Failure to complete the traffic order in July 2020 from experimental closure to full pedestrianisation risks delaying any work by at least 9 months as the consultation process must start again.	Possible	Major	12	£0.00			Agree processing of Traffic Order completion measures by June with City Transportation.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE				
R4	5	(10) Physical	Impact of external works to the City's work programme	The recently approved 50 Fenchurch Street (Clothworkers Hall) development programme may require access in Mark Lane to develop the site which with further delay works on Mark Lane	Possible	Serious	6	£0.00			Maintain dialogue with the City Highway Authority and the developer to establish the extent of the developer's requirements. This will inform how works will be phased to facilitate development whilst reducing impact on City work activities.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE				
R5		(4) Contractual/Partnership	Delays to the Procurement of materials	A significant delay to the receipt of materials will impact the programme for implementation	Possible	Serious	6	£0.00			Agree priorities with the Col. Highways Manager and Term Contractor to establish procurement targets to inform the programme to stakeholders	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE				
R6		(6) Safeguarding	Access to Mark Lane and TEZ (Ring of Steel)	Access to Mark Lane may be required to facilitate works in the area. The TEZ may restrict movement	Possible	Minor	3	£0.00			The design has already incorporated some flexibility into the TEZ profile in Mark Lane to enable Emergency Access. This flexibility can be extended to facilitate activity in the area.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/06/19	DBE				
R7		(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers	Likely	Minor	4	£0.00			All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered accordingly	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE				
R8		(5) H&S/Wellbeing	Impact of Covid-19 on works	Due to Covid-19 the programme may be impacted by measures that may reduce activity and extend the programme	Likely	Serious	8	£0.00			1. The City have developed a Covid-19 response. The Highway Authority and Term Contractor have agreed a Covid-19 response that is compliant that will enable works to go ahead safely. 2. Any Covid-19 related intervention measures will be incorporated into the design for Mark Lane and the programme.	£0.00	Likely	Minor	£0.00	4	£0.00		15/03/20	DBE				
R9		(3) Reputation	Delays to the completion of the traffic order for Mark Lane	Failure to complete the traffic order will mean Phase 2B works at Mark Lane are not realised following changes to the proposals.	Unlikely	Serious	4	£0.00	N		Consult on the revised traffic order proposals subject to Member approval to enter into the process.	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/05/22	DBE				
R10		(3) Reputation	Delay in Programme due to Capital Programme Review	Project programmes were put on hold to carry out a review of Capital projects, temporarily impacting project schedules.	Likely	Serious	8	£0.00	N		Await outcome of CRP and seek approval to extend the work programme	£0.00	Likely	Minor	£0.00	4	£0.00		01/07/22	DBE				
R11		(3) Reputation	Unknown impacts of Target Operating Model on Staff Resources	Target Operating Model may have wider impacts in service delivery if structure is significantly altered with redundancies, leavers and new roles	Likely	Serious	8	£0.00	N		Reappraise Roles and Responsibilities. May require budget adjustments and acquiring external services previously delivered internally.	£0.00	Possible	Minor	£0.00	3	£0.00		01/07/22	DBE				
R12							£0.00				£0.00				£0.00		£0.00							
R13							£0.00				£0.00				£0.00		£0.00							
R14							£0.00				£0.00				£0.00		£0.00							
R15							£0.00				£0.00				£0.00		£0.00							
R16							£0.00				£0.00				£0.00		£0.00							
R17							£0.00				£0.00				£0.00		£0.00							



# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 9583  
**Report Date:** November 2022  
**Core Project Name:** Mark Lane Phase 2 (CAP)  
**Programme Affiliation** (if applicable): N/A  
**Project Manager:** Emmanuel Ojugo  
**Next Gateway to be passed:** Gateway 6

## [2] Project Brief

### **Project Mission statement:**

To deliver phased public realm and street enhancements related to the redevelopment of 64-74 Mark Lane (now 70 Mark Lane). The project seeks to facilitate and enhance north-south pedestrian movement across the area and improve pedestrian experience and access to and from Fenchurch Street Station. Enhancements will include pedestrianisation of New London Street (al cul-de sac). Enhancements in the Mark Lane and local catchment area will include, widening footways and raising carriageways, reinstating trees and greenery lost to facilitate the development, and seating opportunities mindful of social distancing.

Wider transportation improvements will also include measures to improve the street network by danger reduction and improve general safety in the Mark Lane area.

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

### **Definition of need:**

70 Mark Lane is an office development with retail at ground floor. Mark Lane runs along its western frontage with New London Street on its eastern flank. On Mark Lane at least 3 mature trees were removed together with dedicated cycle lanes to facilitate the development and the Traffic and Environment Zone (TEZ or Ring of Steel) was temporarily removed as a result. New London Street is a low order cul-de-sac with narrow footways and steps leading up to London Street/Fenchurch Place adjacent to Fenchurch Street Station.

The objectives of the Section 106 are clear in that a condition of the development was to contribute to improvements to mitigate its effects. Increases in visitors, and inevitable service changes are now apparent. It is now necessary to reinstate trees and greenery that were unfortunately lost due to development activity and improve the local street network and TEZ to adjust to the new reality of new buildings, their servicing needs and their active frontages onto Mark Lane.

New London Street once a quiet cul-de-sac with minimal retail predominantly acted as a convenient cut through to and from the station; or a precarious parking spot from which a vehicle would need to gingerly reverse out of onto a one way Crutched Friars (with its contraflow cycling) to exit. There is a need to improve the current situation and the City are working together with stakeholders to realise improvements.

**Key measures of success:**

- |  |
|--|
| 1) Pedestrianisation of New London Street.   |
| 2) Widening footways and reinstating tree planting and greenery.   |
| 3) Safer street network for all modes of transport in keeping with the City's Road Danger Reduction and current access guidance. |

**[3] Highlights****Finance:**

**Total anticipated cost to deliver [£]:£590,287.**

**Total potential project liability (cost) [£]: N/A**

**Total anticipated on-going commitment post-delivery [£]:** Maintenance – £40,000 (to be fully funded by developer contribution as part of the Section 106 agreement, included in the delivery cost above)

**Programme Affiliation [£]: N/A**

<b>[A] Budget Approved to Date*</b>	<b>[B] New Financial Requests</b>	<b>[C] New Budget Total (Post approval)</b>
£590,287.	N/A	£590,287.
<b>[D] Previous Total Estimated Cost of Project</b>	<b>[E] New Total Estimated Cost of Project</b>	<b>[F] Variance in Total Estimated Cost of Project (since last report)</b>
£590,287.	£590,287.	£590,287.
<b>[G] Spend to Date</b>	<b>[H] Anticipated future budget requests</b>	
£345,777	N/A	

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

▲ The total estimated cost of Phase 2 is £509,914 as corroborated by the City Chamberlain (July 2022) as part of the original S106 deposit in 2008 inclusive of indexation and interest accrued.

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

N/A.

An Issue Report (GW5) report is now submitted for Committee approval, to approve the increase in the staff costs allocation to manage the project following staff redundancies and other departures following the implementation of the new Target Operating Model.

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

Please see above.

**Project Status:**

**Overall RAG rating:** Green

**Previous RAG rating:** Green

**[4] Member Decisions and Delegated Authority**

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

**[5] Narrative and change**

**Date and type of last report:**

Gateway 6 Progress Report

Corporate Projects Board *for decision (PRE DATES GATEWAY REPORTING SYSTEM* - [Click here to enter a date.](#)

Projects Sub *for decision* - 23 November 2016

Streets & Walkways Sub committee *for decision* - 8<sup>th</sup> November 2018

**Key headline updates and change since last report.**

*Increase in estimated cost*

The budget has increased from the initial estimate due to the higher costs required from the project's original inception in 2008. Cost increase is in line with indexation and interest accrued over this period, to carry out public realm works and widen the project scope to accommodate necessary transportation improvements in the area.

*Change in programme*

Public realm works were previously expected to commence independent of transportation works in the wider area. In part this remains the case, notably New London Street, where works can commence with minimal impact on the transport network. However, the programme for Mark Lane public realm works will be deferred to dovetail with the transportation works programme and run them in parallel.

This approach widens the scope of work activity in the area in line with the extent of the Section 106 area and reduces highways activity fatigue on the local population, businesses and other stakeholders in the area.

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

**Since 'Project Proposal' (G2) report:**

The design has been developed and agreed with stakeholders. The higher costs are commensurate with the scope of works and the appreciation of costs and services between 2008 (original deposit) and 2020.

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

N/A

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

N/A

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** Completion year ending 2022/23

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

1) Initiate traffic orders process – Aug 2022

2) Initiate Phase 2B works – November 2022

3) Install trees – March 2023

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

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

**Risks and Issues**

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

<i>Risk description</i>	<i>Project not delivered to programme</i>
<i>Risk description</i>	<i>Trees cannot be planted in Mark Lane due to a lack of underground space</i>
<i>Risk description</i>	<i>Local occupiers complain about noise from works</i>

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

N/A



# Agenda Item 9

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<b>Committees:</b>	<b>Dates:</b>
Streets and Walkways Sub – For decision  Chief Officer (Delegated) – for decision	08 November 2022
<b>Subject:</b> 11 Pilgrim Street S278  <b>Unique Project Identifier:</b>  <i>TBC</i>	<b>Gateway 1-5 Authority to Start Work Light</b>
<b>Report of:</b> Executive Director Environment <b>Report Author:</b> Clive Whittle	<b>For Decision</b>
<b>PUBLIC</b>	

## Recommendations

<p><b>1. Approval track, next steps and requested decisions</b></p>	<p><b>Project Description:</b> Planning permission was granted in July 2021 for the extension and refurbishment of 11 Pilgrim Street. As part of this, a Section 106 (S106) agreement has been executed and this obligates the developer to enter into a Section 278 (S278) agreement (under the Highways Act 1980) with the City to fund works on the highway to make the development acceptable in planning terms. This includes (but is not limited to) pedestrian crossing improvements on Pilgrim Street.</p> <p>The proposed highway works therefore involve raising the carriageway of Pilgrim Street at its junction with Pageantmaster Court and associated ‘at any time’ waiting restrictions, as shown on Appendix 1 (plan number 100/Pilgrim/GA-1). These measures would provide improvements for people crossing as well as improved accessibility and reduced road danger.</p> <p>This is a very minor project which is low in value and non-contentious. In line with Project Procedure, approval of this project can be delegated to Chief Officer. However, approval from the S&amp;W Sub-Committee is required for authority to enter into the S278 agreement.</p> <p><b>Next Gateway: 6 Outcome Report</b></p>
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	<p><b>Next Steps:</b></p> <ol style="list-style-type: none"> <li>1. Enter into a S278 agreement (Highways Act 1980) with the developer,</li> <li>2. Undertake detailed design including liaising with the developer and utility companies,</li> <li>3. Give notice and undertake the necessary legal processes and consultation required to install a raised section of carriageway and the 'at any time' waiting restrictions,</li> <li>4. Carry out works to install the proposals.</li> </ol> <p><b>Requested Decisions</b></p> <p><b>For Streets and Walkways Sub</b></p> <ol style="list-style-type: none"> <li>1 Authorise officers to negotiate and enter into a S278 agreement with the developer/landowners, to implement the proposals, as detailed in this report. All costs associated with this project are to be fully funded by the developer. Note that this authority must be given by the Streets and Walkways (Sub) Committee. All other requested decisions (below) are delegated to the Chief Officer.</li> </ol> <p><b>Delegated to Chief Officer</b></p> <ol style="list-style-type: none"> <li>2 Agree to the proposal as detailed in this report</li> <li>3 Approve a budget of £153,000 to reach the next Gateway</li> <li>4 Note the total estimated cost of the project at £166,000 (excluding risk). All costs associated with this project are to be fully funded by the developer.</li> <li>5 Note that £25,000 has already been received from the developer under the S106 agreement for initial scheme design and evaluation, and staff costs associated with the preparation and negotiation of the S278 agreement. Any unspent funds (estimated to be £12,000) remaining from the design and evaluation payment will be put towards the implementation costs.</li> </ol>											
<p><b>2. Budget</b></p>	<table border="1"> <thead> <tr> <th data-bbox="528 1704 762 1850">Item</th> <th data-bbox="762 1704 1007 1850">Reason</th> <th data-bbox="1007 1704 1251 1850">Funds/ Source of Funding</th> <th data-bbox="1251 1704 1437 1850">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 1850 762 2024"><i>Staff Costs (P&amp;T)</i></td> <td data-bbox="762 1850 1007 2024"><i>Project management and design (internal)</i></td> <td data-bbox="1007 1850 1251 2024">S278</td> <td data-bbox="1251 1850 1437 2024">£5,500</td> </tr> </tbody> </table>				Item	Reason	Funds/ Source of Funding	Cost (£)	<i>Staff Costs (P&amp;T)</i>	<i>Project management and design (internal)</i>	S278	£5,500
Item	Reason	Funds/ Source of Funding	Cost (£)									
<i>Staff Costs (P&amp;T)</i>	<i>Project management and design (internal)</i>	S278	£5,500									

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	<i>Staff Costs (Highways)</i>		S278	£16,000
	<i>Fees</i>	<i>Topographical and radar surveys: site investigations, and Traffic Management Orders and Public Notices</i>	S278	£10,000
	<i>Utilities</i>	<i>Works</i>	S278	£10,000
	<i>Works</i>	<i>Construction of Raised Carriageway</i>	S278	£110,000
	<i>Maintenance</i>	<i>Works</i>	S278	£1,500
	<b>Total</b>			<b>£153,000</b>

**P&T staff cost allocation – £5,500**

Approximately 55 hours of Policy & Projects officer staff costs associated with initial project planning, negotiating the terms of the legal agreements, facilitating the detail design discussions, securing the necessary approvals from key stakeholders and project management.

**Highways staff cost allocation – £16,000**

Approximately 160 hours of Highways officer staff costs associated with detail design, including drainage, liaison with utility companies and securing permits, and arranging and supervising implementation.

**Professional fees allocation - £10,000**

This will cover the procurement of technical assessments, including surveys, utility enquiries and the Public Notices and Traffic management Orders.

**Utilities cost allocation - £10,000**

This will cover the estimated cost of any works on utilities' equipment necessary to accommodate the raised carriageway.

**Works cost allocation – £110,000**

This will cover the estimated cost of constructing the raised carriageway and associated drainage works, and implementation of 'at any time' waiting restrictions.

**Maintenance cost allocation – £1,500**

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	<p>This will cover the estimated cost of maintaining the new feature for a period of 20 years.</p> <p><b>Costed Risk Provision requested for this Gateway: Zero</b> (as detailed in the Risk Register – Appendix 2)</p> <p>The estimated cost has taken into account the latest cost rises and cost pressures.</p>
<b>3. Governance arrangements</b>	<p>a. Service Committee: Streets and Walkways b. Name of Senior Responsible Officer: Sam Lee, Head of Network Performance.</p> <p>Due to the limited scope of this project, a project board is not required. However, authority for officers to enter into a S278 agreement with the developer must be given by the Streets and Walkways (Sub) Committee. All other decisions concerning this project are delegated to the Chief Officer.</p>
<b>4. Progress reporting</b>	<p>This is a very minor scheme. No progress report would be necessary. Any project changes will be sought by exception via Issue Report to Streets and Walkways Committee or delegated to the Chief Officer as appropriate.</p>

### Project Summary

<b>5. Context</b>	<p>5.1 Planning permission (20/00870/FULL) to refurbish and extend the existing 7 storey office building at 11 Pilgrim Street was granted on 29 July 2021. As part of this permission a S106 agreement obligates the developer to enter into a section 278 agreement (under the Highways Act 1980) with the City to fund works on the highway to make the development acceptable in planning terms. This includes (but is not limited to) pedestrian crossing improvements on Pilgrim Street.</p> <p>5.2 The building is to the rear of City Thameslink Station bounded by Pilgrim Street to the north, Ludgate Broadway to the east, Blackfriars Lane to the south-east and the pedestrianised Waithman Street to the west.</p> <p>5.3 Under the Section 106 agreement a payment of £25,000 for the ‘Evaluation and Design Fee Payment’ was received in December 2021. A preliminary scheme has since been developed which the developer has agreed to in principle, along with the estimated costs. The developer now wishes to enter into the S278 agreement with the City Corporation, prior to implementation of the</p>
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	planning permission, as required by the Section 106 agreement.
<b>6 Brief description of project</b>	<p>6.1 As per the S278 agreement, the scope of the works includes the provision of pedestrian crossing improvements on Pilgrim Street by the entrance to the development.</p> <p>6.2 The proposed highway works therefore involve raising the carriageway of Pilgrim Street at its junction with Pageantmaster Court and associated ‘at any time’ waiting restrictions. This will provide improvements for people crossing, improve accessibility and reduce road danger. At the developer’s request, the raised carriageway is proposed to be constructed from granite setts to provide a high-quality finish, step-free crossing point on all arms of the junction. The use of granite will enhance the look and reflect the historic character of the area, however, the choice of surface material is under discussion and will be finalised at the detailed design stage. The “at any time” waiting restrictions are required to help keep the junction and crossing areas clear of parking which should improve visibility and reduce obstruction.</p>
<b>7 Consequences if project not approved</b>	<p>7.1 The planning permission requires improvements to be made to make the development acceptable. If the measures were not implemented, pedestrian crossings facilities in this area would not be improved. This would mean that there would be no levelled crossings, and on two arms of the junction some users would have difficulty crossing the carriageway or be excluded because it is inaccessible.</p> <p>7.2 The City’s obligations as set out in the section 106 Agreement would not be fulfilled.</p>
<b>8 SMART project objectives</b>	<p>8.1 Improve pedestrian crossings and the look and feel of the environment on the streets surrounding the building by delivering a safer, more accessible and more attractive public realm.</p> <p>8.2 The design and works are programmed and are co-ordinated with the development.</p>
<b>9 Key Benefits</b>	<p>9.1 Improved safety and provide a more accessible and attractive public realm.</p> <p>9.2 Accommodate the delivery of a new consented development.</p>

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<b>10</b>	<b>Project category</b>	4a. Fully reimbursable
<b>11</b>	<b>Project priority</b>	B. Advisable
<b>12</b>	<b>Notable exclusions</b>	<b>None</b>

**Options Appraisal**

<b>13</b>	<b>Overview of options</b>	<p>13.1 The scope of works is limited and was defined at planning stage as the package of works required to make the development acceptable in planning terms. This included the requirement to improve pedestrian crossings by the entrance to the development.</p> <p>13.2 Only one option is therefore considered appropriate, which is a raised carriageway and ‘at any time’ waiting restrictions on Pilgrim Street at its junction with Pageantmaster Court and Ludgate Broadway, as shown on Appendix 1 (plan number 100/Pilgrim/GA-1).</p>
<b>14</b>	<b>Risk</b>	<p><b>Overall project risk: Low</b></p> <p>14.1 The works are minor and will be carried out by the City’s term contractor for highway works.</p> <p>14.2 There is a risk that it may be too costly to move or accommodate utilities’ apparatus, however, it is expected that minor changes in the design could overcome this risk should it become an issue.</p> <p>14.3 There could be objections to the proposed raised carriageway and ‘at any time’ waiting restrictions. However, the risk of this is anticipated to be low due to the limited scope of the proposal. Further information available within the Risk Register (Appendix 2).</p>

**Resource Implications**

<b>15</b>	<b>Total estimated cost</b>	<p>For recommended option</p> <p><b>Total estimated cost (excluding risk): £166,000</b></p> <p><b>Total estimated cost (including risk): £166,000</b></p>
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<b>16 Funding strategy</b>	Is the funding confirmed:	Who is providing funding:							
	All funding fully guaranteed	External - Funded wholly by contributions from external third parties							
	<b>Recommended option</b>								
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>S106 Evaluation and Design Fee</td> <td>£25k</td> </tr> <tr> <td>S278 Design and Implementation Fee</td> <td>£141k</td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td><b>£166k</b></td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	S106 Evaluation and Design Fee	£25k	S278 Design and Implementation Fee	£141k	<b>Total</b>
Funds/Sources of Funding	Cost (£)								
S106 Evaluation and Design Fee	£25k								
S278 Design and Implementation Fee	£141k								
<b>Total</b>	<b>£166k</b>								

### Appendices

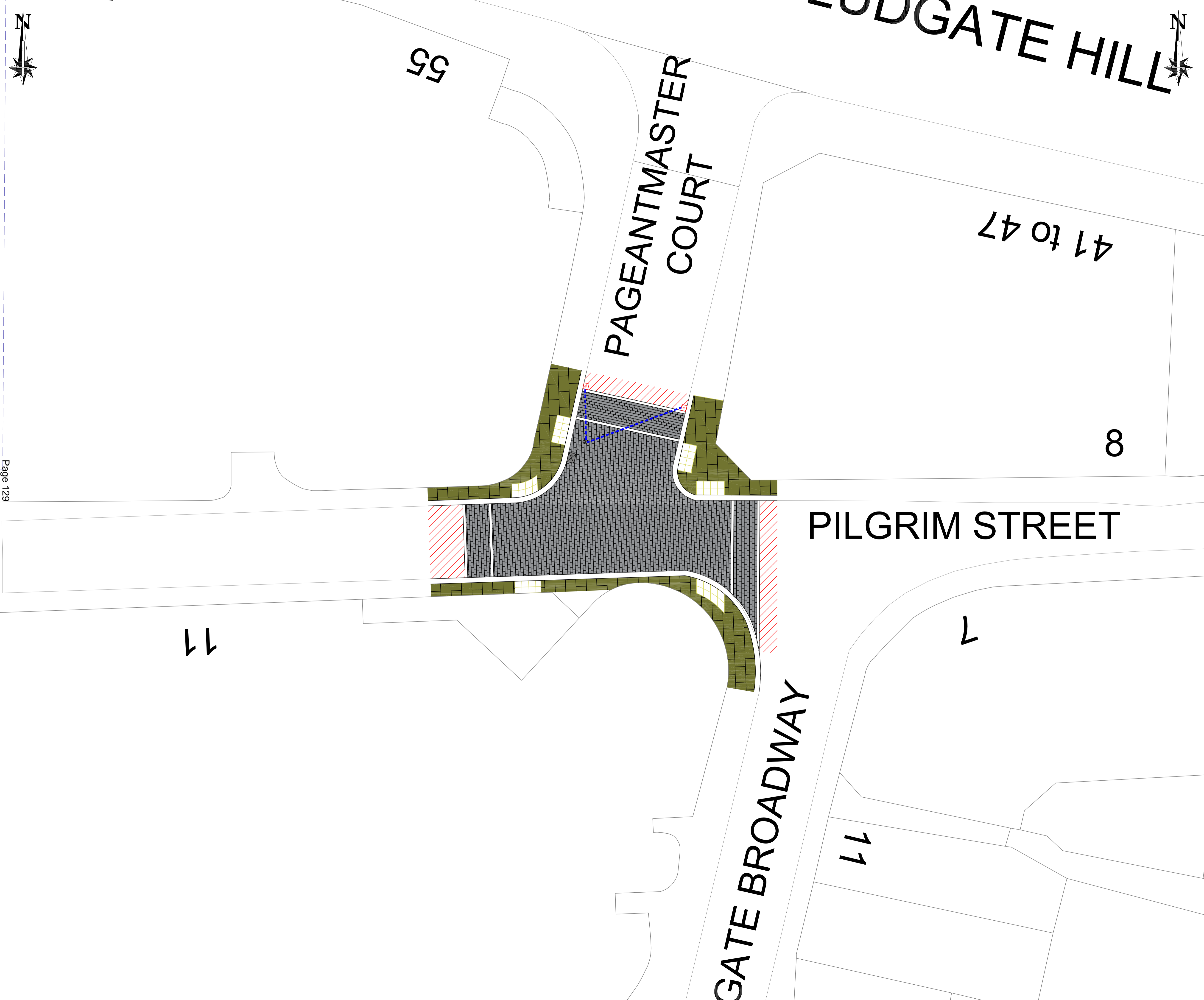
<b>Appendix 1</b>	Plan of proposal
<b>Appendix 2</b>	Risk Register

### Contact

<b>Report Author</b>	Clive Whittle
<b>Email Address</b>	<a href="mailto:Clive.whittle@cityoflondon.gov.uk">Clive.whittle@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	07706000265

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1. DRAWING BASED ON ORDINANCE SURVEY
2. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT CONSTRUCTION DRAWINGS.
3. NO INFORMATION TO BE SCALED FROM THIS DRAWING.
4. WORKS SHALL COMPLY WITH THE CURRENT CITY OF LONDON SPECIFICATION FOR HIGHWAY WORKS.

- EXISTING 300 x 900 x 200MM SILVER GREY FLAMED TEXTURED GRANITE KERBS TO BE TAKEN UP AND RELIAD.
- NEW 150 x 900 x 300MM SILVER GREY FLAME TEXTURED GRANITE KERBS TO FORM RAISED TABLE.
- NEW 600 x VARIED LENGTHS x 63MM SCOUTMOOR YORKSTONE PAVING.
- NEW 400 x 400 x 63MM SCOUTMOOR YORKSTONE TACTILE PAVING.
- NEW 300 x 150 x 150MM SILVER GREY / MID GREY (70 / 30 MIX) GRANITE SETTS RAISED TABLES
- NEW CARRIAGEWAY GULLY.
- EXISTING DROP SHAFT.

# APPENDIX 1


Rev No.	Date	Description	By
Revision			

TITLE:  
**Pilgrim Street Raised Table**

TITLE:  
**General Arrangement**

CLIENT:  
**HIGHWAY DESIGN AND CONSTRUCTION**

DEPARTMENT OF THE BUILT ENVIRONMENT  
PO Box 270  
GUILDHALL  
LONDON  
EC2P 2EJ  
TEL: 020 7606 3030



**CITY OF LONDON**

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Designed by: <b>MHS</b>	
Checked by: <b>GR</b>	
Scale & Drawing Size: <b>1:200@A1</b>	
Revision: <b>--</b>	Drawing No: <b>100/Pilgrim/GA-1</b>

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# APPENDIX 2

## City of London: Projects Procedure Corporate Risks Register

Project Name: **11 Pilgrim Street S278**

Unique project identifier: **PV (TBC)**

PM's overall risk rating: **Medium**

Total estimated cost (exc risk): **£ 165,000**

CRP requested this gateway: **£ -**

Total CRP used to date: **£ -**

Average unmitigated risk: **2.3**

Average mitigated: **2.0**

Open Risks: **3**

Closed Risks: **0**

General risk classification											Mitigation actions							Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification on pre-mitigation	Impact Classification on pre-mitigation	Risk score	Costed impact pre mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post mitigation	Impact Classification post mitigation	Costed impact post mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issue	Comment(s)
R1	4	(2) Financial	Project costs increase due to issues identified at detailed design stage.	If the risk is realised and becomes an issue needing to be resolved, this could involve a change of officer hours, change to scope, quality, or negotiation with developer to pay extra costs, as per s278 agreement	Unlikely	Minor	2	£0.00	N	B - Fairly Confident	Regular liaison with Highways team and the developer to deal with any changes as soon as they arise	£0.00	Unlikely	Minor	£0.00	2	£0.00		04/07/2022	Clive White	Clive White		
R2	5	(3) Reputation	Delays resulting from the TMOs for temporary closures and to the Public Notices	This could delay the scheme	Unlikely	Minor	2	£0.00	N	A - Very Confident	Regular liaison with Highways team and the developer to deal with any changes as soon as they arise	£0.00	Unlikely	Minor	£0.00	2	£0.00		04/07/2022	Clive White	Clive White		
R3	4	Contractual/Partner	Unforeseen utilities impacting on drainage design	This could increase costs or require a change in the drainage design	Possible	Minor	3	£0.00	N	B - Fairly Confident	Carry out surveys of underground services early in the design process, and Regular liaison with Highways team to deal with any changes as soon as they arise	£0.00	Unlikely	Minor	£0.00	2	£0.00		04/07/2022	Clive White	Clive White		
R4							£0.00					£0.00			£0.00		£0.00						
R5							£0.00					£0.00			£0.00		£0.00						
R6							£0.00					£0.00			£0.00		£0.00						
R7							£0.00					£0.00			£0.00		£0.00						
R8							£0.00					£0.00			£0.00		£0.00						
R9							£0.00					£0.00			£0.00		£0.00						
R10							£0.00					£0.00			£0.00		£0.00						
R11							£0.00					£0.00			£0.00		£0.00						
R12							£0.00					£0.00			£0.00		£0.00						
R13							£0.00					£0.00			£0.00		£0.00						
R14							£0.00					£0.00			£0.00		£0.00						
R15							£0.00					£0.00			£0.00		£0.00						
R16							£0.00					£0.00			£0.00		£0.00						
R17							£0.00					£0.00			£0.00		£0.00						
R18							£0.00					£0.00			£0.00		£0.00						
R19							£0.00					£0.00			£0.00		£0.00						
R20							£0.00					£0.00			£0.00		£0.00						
R21							£0.00					£0.00			£0.00		£0.00						
R22							£0.00					£0.00			£0.00		£0.00						
R23							£0.00					£0.00			£0.00		£0.00						
R24							£0.00					£0.00			£0.00		£0.00						
R25							£0.00					£0.00			£0.00		£0.00						
R26							£0.00					£0.00			£0.00		£0.00						
R27							£0.00					£0.00			£0.00		£0.00						
R28							£0.00					£0.00			£0.00		£0.00						
R29							£0.00					£0.00			£0.00		£0.00						
R30							£0.00					£0.00			£0.00		£0.00						
R31							£0.00					£0.00			£0.00		£0.00						

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

## Summary

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

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

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

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

## **Recommendation(s)**

The Streets & Walkways Sub Committee are asked to:

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

## **Main Report**

### **Background**

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

### **Current Position**

### **Method of review.**

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

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

## **Key Issues**

### Overarching proposals

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

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

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

### The Square Mile is accessible to all

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

#### Street space is used more efficiently and effectively

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

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

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

#### People using our street are safe and feel safe

16. Delivery of Vision Zero remains the core focus for creating a safer environment and reduce deaths and serious injuries on the City's streets. We have recently reviewed our progress against targets to give a better view on where actions need to be prioritised using the Safe Systems approach. This will include looking at our programme of junction improvements and our commitment to lower speed limits. Partnership working with the City Police remains important and joint commitments will be developed.
17. Proposal 24 committed to improving quality and functionality of street lighting, all street lighting has been updated and protocols around how this can be used to support personal safety and crime reduction are being developed with the City Police.

#### More people choose to cycle in the city

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



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

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

20. There is still a requirement to improve air quality in the Square Mile to meet national targets. Through our work on Zero Emission restrictions we have understood some practical issues around delivering local Zero Emission Zones, so we recommend to review this commitment and propose new effective measures. We also need to review in the context of TfL's own proposal for a wider central London zone, originally proposed for 2025.
21. The infrastructure to support the uptake of Electric Vehicles is still required and should be reviewed to ensure we are responding to targets and the emerging profile of EV uptake. Work with TfL, neighbour boroughs and industry is ongoing to help inform this. This will also be reviewed to ensure we are supporting targets for net zero within the Climate Action Strategy for this work stream.

#### Our street network is resilient to changing circumstances

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

#### Emerging transport technologies benefit the Square Mile

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

#### The Square Mile benefits from better transport connections

24. Proposals relating to local, national and international transport connections need to be reviewed to ensure alignment with the Climate Action Strategy. The CAS has identified more clearly where carbon emissions are produced and therefore where we can be acting to deliver net zero carbon for transport.
25. The operating environment for TfL has been impacted by the pandemic therefore we need to review proposals relating to TfL bus services and support for the Mayor of London in retaining locally generated taxation

## **Engagement Plan.**

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

## **Data Collection.**

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

## **Monitoring and performance indicators.**

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

## **Corporate & Strategic Implications**

### Strategic implications

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

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

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

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

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

### Financial implications

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

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

### Resource implications

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

### Equalities implications

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

### Climate implications

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

### Security implications

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

## **Conclusion**

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

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

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

## **Appendices**

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

## **Background Papers**

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

### **Samantha Tharme**

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

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

### Vision

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

### Aims

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

### Outcomes

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

### City of London Key Targets by 2044

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

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

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# City of London Transport Strategy Review Engagement Plan

## 1. Introduction

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

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

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

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

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

### Alignment of Transport Strategy and City Plan Engagement

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

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

### Transport Strategy Review Engagement Objectives

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

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

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

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

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

## 2. Stakeholder Groups

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

Table 1).

Table 1: Stakeholder groups and their predicted level of engagement

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





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

### **3. Engagement activities**

#### Inclusion and proportionality of engagement

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

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

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

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

#### Engagement methods

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

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

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

Key engagement activities will include:

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

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

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

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

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

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

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

#### Monitoring and evaluation of engagement

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

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

**Table 2: Detailed engagement activity for the Review**

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

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

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

**Appendix A: Engagement phases and main tasks**

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

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

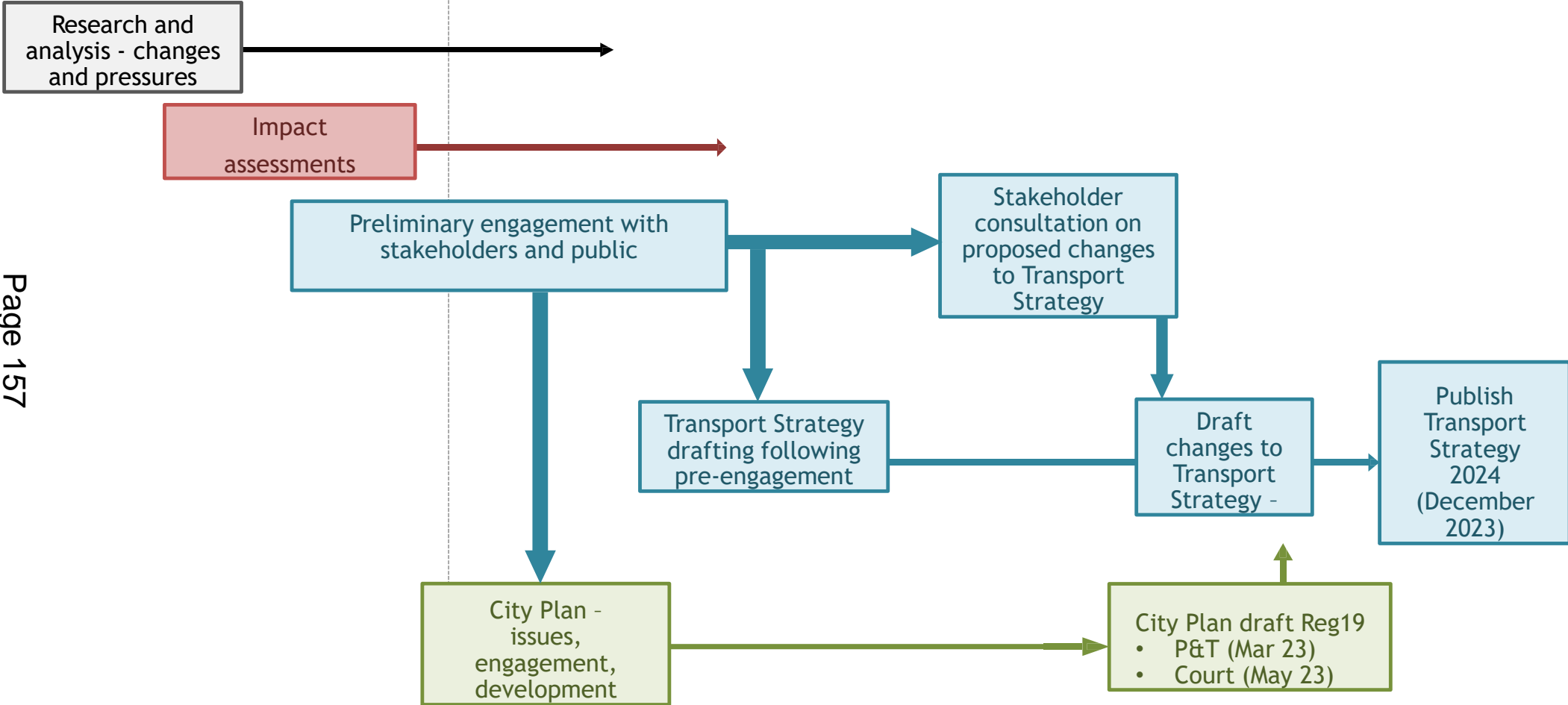
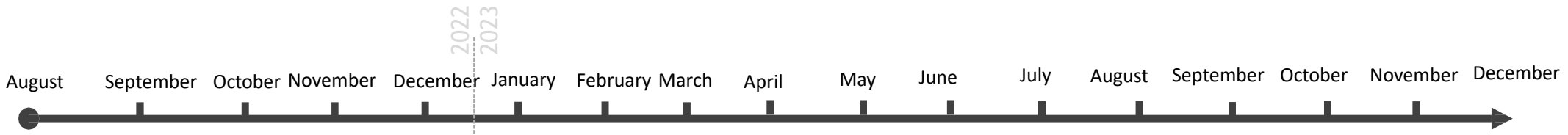


<b>Phase 1a (Engagement)–  Preliminary engagement with stakeholders</b>	Establish and undertake engagement with all levels of stakeholder	Undertake thematic focus group workshops (1 <sup>st</sup> round)	Actively Interested Stakeholders	November 2022	✓	
		Prepare website and social media material		January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

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

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

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



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<b>Committee(s):</b> Streets and Walkways Sub Committee – For Decision	<b>Dated:</b> 08/11/22
<b>Subject:</b> Traffic Order Review - Phase 2 Detailed Scoring System	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 9, 11, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	Y
<b>If so, how much?</b>	£500,000
<b>What is the source of Funding?</b>	On Street Parking Reserve
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Y
<b>Report of:</b> Juliemma McLoughlin, Executive Director Environment	<b>For Decision</b>
<b>Report author:</b> Giacomo Vecia, Environment Department	

## Summary

In line with Member’s approval, the Traffic Order Review is proceeding in three stages.

- Stage 1 – Compile an index of all experimental and permanent traffic orders
- Stage 2 – Review orders using the outputs from the data collection exercise and against the objectives of the Transport Strategy, Climate Action Strategy and Destination City
- Stage 3 – Implementation of any modifications identified

In September and October 2022 the Planning and Transportation Committee & the Court of Common Council agreed the broad methodology and process to be followed for Stage 2 of the Review. Members also agreed to extend the deadline to complete the TMO review from December 2022 to March 2023, with a final report to Court in April 2022. This was to allow more time for officers to complete the review, given the size of the task involved, and to give Members the opportunity to scrutinise the review process, including the scoring system.

A draft scoring system which scores the TMOs against the seven Transport Strategy Outcomes as well as other essential metrics is proposed. Consideration of the delivery of the Climate Action Strategy and Destination City initiative within the scoring system is captured within the Transport Strategy outcomes. Member and stakeholder feedback will also be obtained and used in scoring. The proposed scoring system will ensure a thorough, methodical and consistent approach to reviewing the TMOs across the City.

## **Recommendation(s)**

Streets & Walkways Sub Committee is asked to agree to the Stage 2 Scoring System as outlined in this report.

## **Main Report**

### **Background**

1. In May 2022, following a motion passed by the Court of Common Council in April, officers were tasked by the Planning & Transportation Committee with reviewing all Traffic Management Orders (TMOs) in the City. The review follows the approved three stage approach.
  - Stage 1 – Compile an index of all experimental and permanent traffic orders
  - Stage 2 – Review orders using the outputs from the data collection exercise and against the objectives of the Transport Strategy, Climate Action Strategy and Destination City
  - Stage 3 – Implementation of any modifications identified
2. In September and October 2022, the Planning and Transportation Committee & Court of Common Council agreed the broad methodology process to be used for Stage 2 including to develop a scoring system (see Appendix 1). Members also agreed the following categories of TMOs would be excluded from the review:
  - Experimental Orders
  - Disabled, Doctor's, and Diplomatic parking bays
  - streets with double yellow line restrictions
  - TMOs which enable the creation of traffic free public spaces
3. Members also agreed to extend the deadline to complete the TMO review from December 2022 to March 2023, with a final report to Court in April 2022. This was to allow more time for officers to complete the review, given the size of the task involved, and to give Members the opportunity to scrutinise the review process, including the proposed scoring system.
4. Stage 2 will consist of two linked scoring and review phases. The first (Stage 2a) will involve a desktop review of all non-excluded Orders and Measures against a set scoring criteria. The second phase (Stage 2b) will involve site visits and further interrogation of those Orders that scored poorly in Stage 2a.

### **Proposed scoring system**

5. The proposed scoring system for Stage 2a is set out below. This will produce a list of Orders or Measures that require further analysis and potentially a site visit because they:
  - are least in alignment with or do not support delivery of relevant Transport Strategy outcomes, which also align with the Climate Action Strategy and Destination City initiative



- may have a negative impact on the efficiency or accessibility of the street network
- are on streets or form part of a junction with higher rates of collisions or road danger
- are on streets that have been flagged as an issue our public and Member engagement activities

#### Alignment with Transport Strategy outcomes

6. Measures and Orders will be assessed against the following seven (of ten) Transport Strategy outcomes:
- The Square Mile's streets are great places to walk and spend time
  - Street space is used more efficiently and effectively
  - The Square Mile is accessible to all
  - People using our streets and public spaces are safe and feel safe
  - More people choose to cycle
  - The Square Mile's air and streets are cleaner and quieter
  - Delivery and servicing are more efficient, and impacts are minimised

#### Potential negative impact on the efficiency or accessibility of the street network

7. The potential negative impact on the efficiency or accessibility of the street network will be assessed using the following criteria:
- Disproportionately high local traffic flow levels in comparison to similar streets as defined by our street network hierarchy
  - Proportions of local and through traffic on the street the Order or Measure is on that do not match proportions expected for that street type as defined by our street hierarchy
  - Disproportionately high or low local average speeds in comparison to City-wide average speeds
  - High numbers of local air quality limit exceedances in nitrous oxides (NOx) and particulate matter (PM2.5 and PM10)
  - Disproportionately high levels of local stationary or moving traffic violations in comparison to similar streets as defined by our street network hierarchy
8. Local traffic flow levels will be scored as poor if flows are significantly higher than on comparable streets (potentially indicating rat-running or a mismatch between strategic and actual street type and function among other issues).
9. Proportions of local and through traffic will be scored as poor if the proportions of local and through traffic do not match that street's type on the street hierarchy (potentially indicating displaced demand or a mismatch between strategic and actual street type and function among other issues).
10. Local average speeds will be scored as poor if a street's average speed is significantly lower or higher than the average for that street type (potentially indicating network performance issues in that location or sub-optimal street design).

11. Local air quality limit exceedances will be scored as poor if exceedances have been recorded or modelled at or near the Order or Measure.
12. Levels of local stationary or moving traffic violations will be scored as poor if the number of PCNs issued at or near the Order or Measure are significantly higher in that location than the average for that street type.

### Scoring

13. For each of the above outcomes and criteria it is proposed to score them using the following red/amber/green (RAG) statuses:
  - A Green score indicates support for a policy outcome or a very low potential negative impact on the efficiency or accessibility of the street network
  - An Amber score indicates only partial support or disagreement with a policy outcome or a moderate potential negative impact on the efficiency or accessibility of the street network
  - A Red score indicates disagreement with a policy outcome or a high potential negative impact on the efficiency or accessibility of the street network
14. To enable orders to be ranked and prioritised for further review each score will have a value attributed to it.
  - Red: +5
  - Amber: +2
  - Green: 0
15. In some cases a Grey score may be attributed against certain criteria. This score indicates that criteria is not applicable to a particular Order or Measure or that data is not available to evidence a particular score. Similar to a Green score, it is proposed a Grey score has a value of 0.

### Additional assessment criteria

16. Two additional criteria based on collision data and feedback from engagement will also be used to identify Orders or Measures that should be reviewed further.
17. Collision data will be used to assign the following RAG statuses to each Order or Measure:
  - Red (+5) when there has been a recorded fatal or at least three recorded serious casualties in the last 5 years within 200m of an Order or Measure on the street or an adjoining junction
  - Amber (+2) when there has been 1 or 2 recorded serious or 10 or more recorded slight casualties in the last 5 years within 200m of an Order or Measure on the street or adjoining junction
  - Green (0) in all other cases

18. The following RAG statuses will be applied to each Order or Measure on the basis of feedback received from our engagement on the TMO and Transport Strategy reviews:
- Red (+5) when there have been four or more individuals identifying an issue on a street or street segment where an Order or Measure is located
  - Amber (+2) when there has been between 1 and 3 individuals identifying an issue on a street or street segment where an Order or Measure is located
  - Green (0) in all other cases
19. The weighting (see below) of these additional scoring criteria will be applied in such a way that any Orders or Measures that do score Red or Amber on the two criteria listed immediately above will be highly likely to progress to Stage 2b.
20. The following weights are proposed for each of the criteria:

*Table 1 – Proposed weighting against each criteria*

	<b>Proposed weighting</b>	<b>RAG Value</b>
<b>Transport Strategy outcome criteria</b>		
The Square Mile's streets are great places to walk and spend time	x1 or 100%	Red: 5 Amber: 2 Green: 0
Street space is used more efficiently and effectively	x1 or 100%	Red: 5 Amber: 2 Green: 0
The Square Mile is accessible to all	x1 or 100%	Red: 5 Amber: 2 Green: 0
People using our streets and public spaces are safe and feel safe	x1 or 100%	Red: 5 Amber: 2 Green: 0
More people choose to cycle	x1 or 100%	Red: 5 Amber: 2 Green: 0

The Square Mile's air and streets are cleaner and quieter	x1 or 100%	Red: 5 Amber: 2 Green: 0
Delivery and servicing are more efficient, and impacts are minimised	x1 or 100%	Red: 5 Amber: 2 Green: 0
<b>Efficiency or accessibility of the street network criteria</b>		
Disproportionately high local traffic flow levels in comparison to similar streets as defined by our street network hierarchy	x1 or 100%	Red: 5 Amber: 2 Green: 0
Proportions of local and through traffic on the street the Order or Measure is on that do not match proportions expected for that street type as defined by our street hierarchy	x1 or 100%	Red: 5 Amber: 2 Green: 0
Disproportionately high or low local average speeds in comparison to City-wide average speeds	x2 or 200%	Red: 10 Amber: 4 Green: 0
High numbers of local air quality limit exceedances in nitrous oxides (NOx) and particulate matter (PM2.5 and PM10)	x1 or 100%	Red: 5 Amber: 2 Green: 0
Disproportionately high levels of local stationary or moving traffic violations in comparison to similar streets as defined by our street network hierarchy	x1 or 100%	Red: 5 Amber: 2 Green: 0
<b>Additional heavily weighted criteria</b>		
Nearby serious or fatal collisions within 200m of an Order or Measure on the street or adjoining junction the Order or Measure is located in the last 5 years	x10 or 1000%	Red: 50 Amber: 20 Green: 0
Members of the public or Members identify an issue on a street or street segment an Order or Measure is on	x5 or 500%	Red: 25 Amber: 10 Green: 0
<b>Total possible score</b>	<b>n/a</b>	<b>140</b>

21. A set of sample scorings and weightings is provided below:

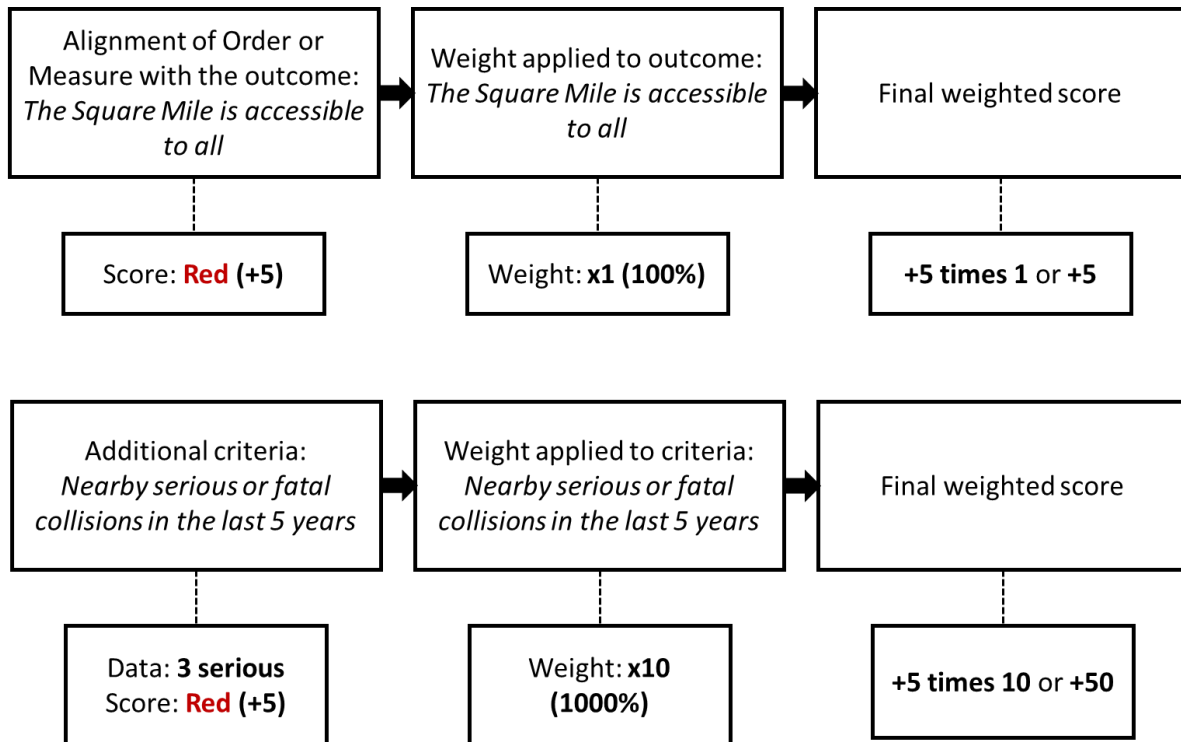


Figure 1 – sample scoring and weighting

22. A final overall score for each Order or Measure will be calculated by summing the weighted scores. This final overall score will be used to rank every order from “worst” (highest numerical score) to “best” (lowest numerical score) performing. Orders or Measures that rank highest will be prioritised for site visit review in Stage 2b.

23. During the scoring and ranking process we will also look to identify opportunities where Orders and Measures could be amended to better support Transport Strategy outcomes irrespective of overall final scores (e.g. the timed access restriction on Bow Lane is likely to score well against the Transport Strategy outcomes but could potentially be improved by extending hours of operation).

### Next Steps

24. Subject to Member approval, the scoring system set out in this report will be applied by WSP to identify Orders and Measures that need further assessment and/or a site visit (Stage 2b).

25. Members will be invited to review the list of Orders and Measures and provide feedback on any issues.

26. A series of focus groups are being held in November to gather additional feedback on our transport policies and related challenges and opportunities on

City streets. A representative public sentiment survey is also being conducted alongside the focus groups and will provide additional data for this review.

27. It is anticipated that Stage 2a will be completed by December and Stage 2b by February 2023. A report with the outputs of Stage 2a will be brought to Streets and Walkways Sub Committee in January 2023 and a final report with the list of Orders and Measures to be amended, revoked and/or requiring further review will be brought to the Planning & Transportation Committee in March 2023.

## **Corporate and Strategic Implications**

### **Strategic implications**

28. The traffic order review will take account of the Corporate Plan, Transport Strategy and Climate Action Strategy as well as other relevant strategies and initiatives including Destination City.
29. The results of data collection, analysis and engagement will also be used to inform the ongoing reviews of the Transport Strategy and City Plan.

### **Financial implications**

30. Revenue funding from the On-Street Parking Reserve has been agreed with the Chamberlain to support this review. A budget of up to £500,000 has been allocated to cover the costs of data collection and analysis, engagement, and consultancy support required. £268,000 has been spent or committed so far.
31. Additional funding may be required at the end of this review process to deliver any changes to traffic orders or new orders (Stage 3 of the review) which will need to be progressed as separate projects. Depending upon the changes required, this may require a request for funding through the annual capital bid process.

### **Resource implications**

32. Resources for managing the review process can be accommodated within the Transport Strategy and Network Performance teams. Some prioritisation of existing activity may be required but we do not expect a significant impact on delivery of Transport Strategy and Climate Action Strategy projects and initiatives. WSP will continue to conduct the review and support data analysis.

### **Legal implications**

33. There are no legal implications during Stages 1 and 2 of the review. Any changes proposed to be promoted during Stage 3 will be subject to the usual statutory due process for authorising, making and consulting on traffic orders and considering of any objections. Legal review of large numbers of orders may require additional legal resource.

## **Risk implications**

34. There are no significant risks for Stages 1 and 2 of the review. The process of making a traffic order is open to legal challenge, including via judicial review. The risks of legal challenge will be considered during Stage 3.
35. The review will consider the effect of traffic orders on measures to mitigate the following Corporate and Departmental risks:
  - CR30 – Climate Action
  - CR21 – Air Quality
  - ENV-CO-TR 001 – Road Safety

## **Equalities implications**

36. Equalities implications will be considered throughout the review process. Stages 1 and 2 do not require an Equalities Impact Assessment, since there will be no actual changes made. Changes delivered during Stage 3 may be subject to Equalities Impact Screening and Assessments.

## **Climate implications**

37. The traffic order review will take account of the Climate Action Strategy and may identify opportunities to further support delivery of the transport elements of the strategy. Where applicable, any further climate implications will be reported at Stage 3.

## **Security implications**

38. Some traffic orders have been made to enable the delivery of security measures. Any security implications identified in the review process will be set out in reports as non-public appendices and if necessary, excluded from the review process.

## **Conclusion**

39. A draft scoring system which scores the TMOs against the seven Transport Strategy Outcomes as well as other essential metrics is proposed. Delivery of the Climate Action Strategy and Destination City initiative is captured within the Transport Strategy outcomes. Member and stakeholder feedback will also be obtained.
40. The proposed scoring system will ensure a thorough, methodical, consistent and where possible evidence-based approach to reviewing the TMOs across the City is undertaken.

## **Appendices**

- Appendix 1 – TMO Index and scoring criteria table

## **Background Papers**

- [Report to the Court of Common Council, 13/10/22 agenda item 10](#)
- [Report to the Planning and Transportation Committee, 20/09/22 agenda item 5](#)
- [Report to the Planning and Transportation Committee, 17/05/2022, agenda Item 6](#)
- [Minute of Motion passed by the Court of Common Council \(page 20\), 21/04/2022](#)

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<b>Date</b>	<b>Action</b>	<b>Officer responsible</b>	<b>To be completed/ progressed to next stage</b>	<b>Notes/Progress to date</b>
<p>15 October 2020 1 December 2021 18 February 2021 08 July 2021 10 Sep 2021 15 Feb 2022 03 May 2022 31 May 2022 05 July 2022</p>	<p><b><u>Dockless Vehicles</u></b> 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.</p>	<p>Executive Director, Environment</p>	<p>April 2021 Sep 2021 Dec 2021 Feb 2022 Sep 2022</p>	<p>Lime and HumanForest were given approval to operate dockless bike schemes in the City. A procurement exercise to select operators for rental e-scooters was concluded and three operators were selected. The e-scooter trial launched on 05 July, Lime is operating dockless cycles, and HumanForest began operating in early September 2021. Operators to be reminded of expectations around appropriate use, and to be encouraged to sign up to the Equal Pavements Pledge. The TfL scheme has been extended to November 2022. Further reports on proposed developments in legislation were expected to be submitted to the Planning &amp; Transportation Committee.</p> <p>Vehicles were being left in the wrong places, and operators were being engaged with on the matter. The Department for Transport (DfT) has confirmed that all authorities with e-scooter trials may apply to extend their trials until May 2024. Transport for London has confirmed the Pan-London E-Scooter Trial Term will be extended for a further 18 months in line with the DfT extension. A report has been submitted for decision to the Planning and Transportation Committee on 1 November requesting permission to extend the City of London's participation in the pan-London e-scooter trial.</p> <p>We are aware of significant issues regarding dockless bike operations in the Square Mile particularly with bikes left outside of designated parking areas. Officers have met with our currently approved operators, Lime and HumanForest, to discuss parking compliance</p>

				<p>and develop compliance improvement plans. Above the existing charges and fines they levy against users who park or behave inappropriately dockless bike scheme operators have committed to introducing AI-supported end-of-ride parking photo recognition and fining, increased staff presence in the City and improving the effectiveness of their warning, fining and banning processes as well as general communications with users.</p> <p>Additional compliance improvement and review meetings have been planned to inform a report for this Committee to be submitted in January 2023. Recommendations on the approval statuses of our currently approved operators and our dockless bike operations policy will be included in this report.</p>
<p>3 December 2019 25 February 2020 7 July 2020 15 October 2020 1 December 2021 18 February 2021 08 July 2021 10 Sep 2021 15 Feb 2022 31 May 2022 05 July 2022</p>	<p><b><u>Beech Street Transport and Public Realm Improvements</u></b> 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.</p>	<p>Executive Director Environment</p>	<p>May 2022</p>	<p>At the meeting of Streets and Walkways on 3rd May officers informed Members of the public consultation timescales for Beech Street and the delay at the request of Islington to defer the public consultation until after local elections. Members will recall that officers meet regularly with their Islington counterparts, data on the experiment has been shared and Islington have shared feedback on the Fortune Street experiment. In these meetings Islington's position has been that the management of the Fortune Street traffic restriction was impractical and this was conveyed to Members on 3rd May. Whilst Islington had expressed a preference that the issues on Beech Street are dealt with through a joint area wide approach, i.e. over the medium term, City officers</p>

			Sep 2022	<p>explained the December decision of City Members to consult on the Beech Street zero emission scheme as a permanent measure to address the air quality issues. We deferred our consultation at Islington's request until after local elections, but in a recent meeting Islington's Director of Climate Change and Transport expressed his view that the public consultation on Beech Street did not have Islington's support. Arrangements are being made for City Members to meet with Islington's Executive Member for Climate Change and Transport. Officers do not believe it is possible to proceed without Islington's support. There remains a significant risk that consultation cannot begin until after the summer. In terms of the current situation on Beech Street, Page 211 surveys show that over 80% of the traffic has returned to Beech Street and 70%+ on Golden Lane. On Beech Street, nitrogen dioxide levels have increased to the edge of the legal limits of 40 mg, these vary with seasonal conditions and reflect other changes in background NO2 from across London where many variables affect air quality</p> <p>Discussions with LBI are ongoing.</p>
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<p>15 Feb 2022 03 May 2022 05 July 2022</p>	<p><b><u>TfL London Bridge Experimental Scheme</u></b></p>	<p>Executive Director, Environment</p>	<p>May 2022</p> <p>Sep 2022</p>	<p>An update has been provided on data relating to the London Bridge Experimental Scheme (including enforcement and traffic volumes): data suggested that around four overweight vehicles were travelling over the bridge per day. TfL is considering other approaches, including street design and greater penalties. The Corporation has expressed its concern to TfL around heavy traffic on Tower Bridge</p> <p>Response was agreed at Committee, with Delegated Authority granted for wording.</p>
<p>31 May 2022</p>	<p><b>Bank Junction Traffic &amp; Timings Review</b></p>	<p>Executive Director, Environment</p>	<p>Sep 2022</p>	<p>Issue discussed at meeting of Sep 2022, further reports expected.</p>

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