Committees:	Dates:
Planning and Transportation Committee	02 June 2020
Projects Sub	Delegated
Policy and Resources Committee	11 June 2020
Subject: City Streets: Transportation response to support Covid-19 recovery (Phase2)	Gateway 1-5 Authority to Start Work Regular
Unique Project Identifier:	
PV Project ID 12217	
Report of: Director of the Built Environment	For Decision
Report Author:	
Leah Coburn, Major Projects & Programmes Group Manager	
Bruce McVean, Acting Assistant Director – City Transportation	
PUBLIC	

 Approval track, next steps and requested decisions

Project Description:

To implement temporary traffic management measures on City streets in response to Covid-19. These measures will provide safer spaces for people walking and cycling, and queuing outside shops and offices to socially distance, and support businesses in their return to work.

The project consists of on street change to provide additional space for people walking and cycling. These will first be installed using signs, lines and barriers to allow for easy adaptation if required. This will be delivered in a phased approach.

On-street changes will be delivered alongside measures to support businesses, manage travel demand and encourage travel on foot, by cycle and on public transport.

Next Gateway: Gateway 2-5 (Tier 2 proposals)

Next Steps:

- Tier 1 Phase 1 works to be implemented on street from the week commencing 1 June. These have been approved by the Planning and Transportation and Policy and Resources Committees. They have received Traffic Management Act Notification (TMAN) approval from Transport for London (TfL) and delegated approval from the DBE Director is expected on 1 June.
- Tier 1 Phase 1 monitoring, feedback and engagement workstream commences.
- Tier 1 Phase 2 proposals are designed and approvals from Transport for London obtained (where necessary).
- Tier 1 Phase 2 proposals are implemented on street.
- Phase 3 Gateway 2-5 Phase intervention report to Committees in late June.
- Update report to Committee in July.

Requested Decisions:

Subject to the scheme receiving TMAN approval from TfL.

Members of the Planning and Transportation Committee, Policy and Resources Committee and Projects Sub Committee are requested to:

- 1. Approve a sum of £1,048,744 as the design and implementation budget for the Phase 1 and 2 proposals noting that £154K of this budget is already spent to date.
- Note that the total estimated cost of the whole Covid-19
 Transportation project has yet to be determined given the scope of later phases and changes to Tier 2 and 3 streets are not defined.
- 3. Note Transport for London have indicated that funding approved of Phase 1, £116,500.
- 4. Note that we are eligible for a Department for Transport (DfT) grant of £100K which will be applied for immediately.
- 5. Note that a bid for the balance of the Phase 2 works is currently with TfL for consideration
- 6. Note that for Phase 3 proposals a bid may be made to the COVID-19 Contingency Fund or for other central funds for additional measures to support businesses such as seating, greening and activation, as well as additional social distancing measures. External funding from TfL and central Government will be sought for eligible measures.

- 7. Agree the scope and type of proposed interventions for Phase 2 (section 7, paragraph 2)
- 8. Note the risks set out in the Risk Register (Appendix 2)
- 9. Agree to delegate approval for design, for making of Orders and Notices and related procedures and for implementation and operation to the Director of the Built Environment in consultation with the Chair and Deputy Chairman of Planning & Transportation Committee and the Chairman and Deputy Chairman of the Streets & Walkways Sub Committee; subject to receipt of external funding from TfL and DfT.
- 10. Agree that while social distancing requirements are in place Table and Chair licenses should be reviewed on a case by case basis by officers before being reinstated.
- 11. Delegate authority to the Director of the Built Environment, in consultation with the Chamberlain, to make any adjustments between elements of the approved budget, provided the total approved budget of £1,048,744 is not exceeded.

2. Budget

Estimated total cost of the project £1M- £2M

It is difficult to estimate the full cost of the project as the Tier 2 and Tier 3 elements are only starting to be scoped. It is also difficult to estimate the length of time for which interventions may need to be in place. Later phases of the works will be scaled to match available funding.

Budget for Phase 1 and Phase 2 works: £1,048,744

TFL have indicated that funding from TfL's Streetspace programme of £116,500 will be provided for Phase 1. Formal confirmation is expected in week beginning 1 June. This fund has been provided to fund a programme of works to enable safe walking and cycling and ensure social distancing is able to be maintained. A request for Phase 2 funding has also been submitted to TfL.

The City is eligible to apply for a £100,000 grant from the DfT Active Travel Emergency Fund.

The bids for Phase 1 and 2 interventions cover the physical implementation of on-street changes, supporting measures and associated staff costs. Additional bids are intended to be made for subsequent phases of delivery.

Elements of the recovery works such as seating, greening and activation are not able to be funded from the Streetspace

programme and alternative funding sources are being investigated. This may include a future bid to the City's COVID-19 Contingency Fund or for other central funds.

The table below shows the estimated breakdown of costs to reach the next Gateway and includes spend to date on the project. Given the pace at which the Phase 1 works needed to be implemented on the street and uncertainty around funding, staff costs and the ordering of materials was undertaken at risk. The spend to date totals £154k which is comprised of £39k of staff costs and £115k of pre-purchasing temporary pedestrian barriers. This is spread over Phase 1 and Phase 2 elements of the works.

This spend to date figure may increase slightly as officer time is continuing to be incurred on the project at the time of going to be print but will be contained within the overall budget.

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs– P&T	Project management, feasibility design, TfL liaison and stakeholder engagement (including spend to date) [Internal staff]	External (TFL Streetspace Programme)	113,500
Staff costs- Highways	Detailed design and supervision (including spend to date)	External (TFL Streetspace Programme	63,500
Fees	Monitoring costs, communication materials	External (TFL Streetspace Programme	116,000
Works	Physical measures to widen footways,	External (TFL Streetspace	755,744

	improve cycling, install additional cycle parking, social distancing signs etc. (Including pre purchase of materials)	Programme		
Total			1,048,744	

Costed Risk Provision requested for this Gateway: 0 (as detailed in the Risk Register – Appendix 2).

The above costs will provide for Project Managers to coordinate, seek approvals, and liaise with TfL - including on their emerging designs for the TfL Route Network (TLRN). It also provides for the City Corporation to undertake the necessary communications with businesses, residents and visitors, manage correspondence and record feedback on the proposals. It also provides for communications related to freight changes. Costs for time to monitor the various impacts are also included. This equates to four project managers - full time, for eight weeks spread over an estimated sixmonth period.

Highway engineer designs and supervision fees for the traffic management measures to be installed and modified are included. This equates to three Highway engineers - full time for six weeks to design the measures for both phases and arrange implementation, supervision and modification of these measures. It is assumed that this would be over an estimated six-month period.

Fees would cover any necessary data collection to assist with monitoring the proposals to ensure that they are working as effectively as possible. This also includes provision for communication materials to explain the changes to those affected. Other estimated fees include traffic order costs, road safety audits and any TfL staff costs that maybe required for design changes to traffic signals etc that may be necessary.

The works budget line will cover all implementation costs which includes a significant number of barriers and signage that require regular maintenance. Provision has been made to replace temporary barriers with more substantial temporary measures to reduce the

	maintenance burden. The cost estimate assumes these temporary measures will be in place for nine months as at this stage it is not known how long these will be required for. An allowance has also been made for the eventual removal costs. Proposals for Phase 3 are starting to be worked on and staff costs are currently being incurred at risk subject to successful funding bids being made available.
3. Procurement	Works will be completed on the street using the City's Highways Terms Contractor, Riney. Other consultancy work which may be required is minor in value and the usual procurement routes will be followed.
4. Governance arrangements	 Service Committee: Planning and Transportation SRO Bruce McVean – Acting Assistant Director, City Transportation, Bronze Group for Covid-19 recovery for Transportation and Public Realm
5. Progress reporting	It is expected that reports or updates will be brought to Planning and Transportation and Policy and Resources Committees and the Project Sub Committees at each cycle. This will be a mix of progress reports providing an update and monitoring of interventions and further Gateway 2-5 reports for future phases of works. In the absence of a report an update can be provided by officers under 'outstanding references.'

Project Summary

i rojoot Gaillilla y	
6. Context	 The Planning and Transportation and Policy and Resources Committees received a report in May (Appendix 1) setting out the City Corporation's transportation approach to responding to COVID-19 to accommodate social distancing requirements. Members approved the aims and objectives, overall approach and in principle details of the first phase of delivery (Tier 1, Phase 1).
	 Many of the Square Mile's streets pavements are too narrow to maintain safe social distancing. In some streets it is likely that existing arrangements will be a danger to the public.
	The City Corporation's transport response will focus on achieving two main aims:
	 Residents, workers and visitors are safe and feel comfortable travelling into and within the Square Mile,

particularly when travelling on foot, by bike and on public transport. • City businesses are supported in their COVID-19 recovery and the City remains an attractive location for business. 4. There are two proposed programmes of activity to deliver these aims: On street change to provide additional space for people walking and cycling. These will first be installed using signs, lines and barriers to allow for easy adaptation if required. Measures to support businesses, manage travel demand and encourage travel on foot, by cycle and on public transport. 5. On street measures will include: • Timed closures to motor vehicles (24/7 or 7am – 7pm, where necessary allowing limited access to premises for essential vehicles) Reallocation of carriageway to space for walking, queueing and cycling and providing priority for buses Point closures or other changes in operation (e.g. switching) to one-way) 6. Approval was also granted to delegate the decision for the implementation of Tier 1, Phase 1 measures to the Director of the Built Environment in consultation with the Chair and Deputy Chairman of Planning & Transportation and the Chairman and Deputy Chairman of the Streets & Walkways Sub Committee. 7. This delegation is due to be exercised on 1st June 8. Following conversations with Transport for London and other stakeholders there were some minor changes to the proposals set out in the Committee report and an updated plan is attached at Appendix 3. 9. This current report follows on from this and sets out proposals for Tier 1, Phase 2 physical changes on street and supporting measures and also brings forward three Tier 2 streets (Chancery Lane, Charterhouse Street/Square and Carthusian Street). 7. Brief description 1. A summary of the proposals for Phase 2 are detailed in the table below and should be read in conjunction with the plan provided in of project Appendix 4. Further details on issue and considerations are provided in Appendix 5. Location **Proposed Changes**

 Fleet Street Ludgate Hill St Paul's Churchyard Cannon Street (between New Change & Queen Victoria Street) Queen Victoria Street East Cheap Great Tower Street 	Reallocate carriageway to space for walking and cycling. Review parking and loading. Bank junction restriction at Queen Victoria Street retained.
 Holborn Viaduct Newgate Street 	Holborn Viaduct: Reallocate carriageway to space for walking and cycling. Newgate Street: Introduce a closure for all vehicles except buses and cycles. Reallocate carriageway to space for walking and cycling. These changes will be implemented at the conclusion of the current gas replacement works – expected to be October 2020
Chancery Lane	Introduce a road closure (except cycles) Reallocate carriageway to space for walking and cycling. Install pedestrian priority signage.
 London Wall South Place Eldon Street Broad Street Place Blomfield Street 	London Wall and South Place: Reallocate carriageway to space for walking and cycling, where possible. Review waiting and loading. Eldon Street, Broad Street Place and Blomfield Street: Introduce a 7am – 7pm no access except to off-street premises, buses and cycles. Install pedestrian priority signage.
Moorgate	Moorgate (north): Reallocate carriageway to space for walking and cycling. Moorgate (south): Introduce one-way northbound for all vehicles except buses and cycles. Reallocate space for walking & review loading.
King Street	Introduce a one-way system towards

Queen Street	Moorgate for all vehicles except cycles.
 Gresham Street Lothbury Bartholomew Lane	Reallocate carriageway to space for walking and review waiting and loading.
 Dukes Place Bevis Marks Camomile Street Houndsditch Outwich Street 	Reallocate carriageway to space for walking and cycling. Review waiting, loading & parking bays. Houndsditch between Bishopsgate and Outwich Street: Introduce a 7am – 7pm no access except to off-street premises and cycles (subject to redevelopment progress).
AldgateAldgate High StreetFenchurch Street	Reallocate carriageway to space for walking and cycling. Review waiting and loading.
Jewry StreetCrutched FriarsCooper's RowTrinity Square	Jewry Street Crutched Friars & Trinity Square: Review parking bays, waiting & loading and reallocate carriageway to space for walking. Improve cycling where possible.
	Cooper's Row: Introduce an advisory 5mph speed limit and pedestrian priority signs.
King William Street	Introduce a 7am – 7pm no access except to off-street premises, buses, loading and cycles.
	Reallocate space for walking where possible. Bank junction restriction retained.
Cornhill	Review waiting and loading and reallocate carriageway to space for walking and cycling.
	Bank restriction retained.
Moorfields	Introduce a 7am – 7pm no access except to off-street premises, loading and cycles.
	Review parking bays & loading and reallocate space for walking.

	I
	Install pedestrian priority signage.
Liverpool Street	Introduce a 7am – 7pm no access except to off-street premises, taxis and cycles.
	Reallocate carriageway for space for walking & cycling.
Devonshire RowDevonshire Square	Introduce a closure on White Kennet Street.
Cutler StreetWhite Kennet Street	Review waiting, loading and parking and reallocate space for walking and cycling where possible.
	Introduce pedestrian priority signage.
Lime StreetCullum Street	Introduce a 7am – 7pm no access except to off-street premises and cycles. Install pedestrian priority signage.
Charterhouse StreetCarthusian Street	Retain temporary one way eastbound but introduce contra-flow cycling and reallocate carriageway to space for walking.

- 2. An advisory 15 mph speed limit will be introduced on all streets in Phase 2, except for Coopers Row, where due to high pedestrian flows, narrow footways and the need to retain access for motor vehicles, a lower speed limit will be more appropriate.
- 3. Several proposals are on boundary streets and will therefore require agreement from neighbouring authorities.
- **4.** Discussions with Transport for London regarding proposals for Bishopsgate and the integration with Phase 2 are ongoing to ensure that both authorities proposals are complementary.

Behaviour change activities

5. The delivery of on-street changes will be supported by a range of engagement and communication activities. We will work with TfL to disseminate information on travel demand management and safe travel. We are already working with TfL to provide information on cycle routes to the City and advice on safe cycling and cycle maintenance. Subject to funding, we should also be able to provide cycle training and cycle maintenance to residents and employees either funded by TfL or directly by some of the employers.

- 6. We have meetings set up with our Active City Network board to understand what help we can provide directly to employees and businesses to support the return to the workforce.
- 7. Direct contact with the schools in the Square Mile has been made to understand the numbers of returning pupils and the needs at individual schools and to provide any cycle training required.
- 8. We are developing a campaign to promote safe and considerate use of streets by all users. City of London Police have agreed to support the measures with additional speed enforcement and reinforcement of safe road behaviour.

Freight

- 9. The Strategic Transportation team are writing supporting guidance for managing freight and servicing activity. While principally intended to support COVID-19 recovery, the guidance also encourages long term change to reduce and retime freight and servicing activity in line with the Transport Strategy.
- 10. To achieve the maximum effectiveness, the guidance is aimed at and will be promoted to all City businesses and not just those whose streets are impacted by the proposed changes.
- 11. Actions are tailored for City occupiers by type, covering commercial offices, retail, hotels, pubs, restaurants, construction and waste. Each measure considers the noise sensitivity of the streets in question and what retiming is appropriate for the individual activities in each location.

Table and chairs

- 12. During the Covid-19 lockdown, all of the 138 tables and chairs licenses have been suspended. With relaxations on lockdown expected shortly and increased demand for outside space a decision needs to be taken on the approach to allowing table and chairs within the public highway.
- 13. Many of the streets in the City are narrow with footways that only allow 2.2 metres (the standard minimum requirement) remaining once tables and chairs are in place. In these locations, officers would not recommend that the tables and chairs licence is reinstated while social distancing requirements are in place.
- 14. In some streets there may be sufficient width to accommodate pedestrian passing in either direction and sufficient space between a person seated at a table. However, under current social distancing requirements this would need a pavement width of five metres. There are very few if any streets in the City that meet this requirement.

- 15. Officers are recommending that licenses are reviewed individually by Licensing and DBE following these general parameters, and only approved if seating can be accommodated without interfering with safe pedestrian movement.
- 16. Opportunities for reallocating carriageway space to provide temporary public seating near food and beverage outlets will be explored in later phases.

Phase 3

- 17. A report is expected to be bought to Committees in June outlining proposals for Phase 3, which will be largely focussed on Tier 2 streets. These are local access streets with lower footfall that could benefit from reduced through traffic to improve safety and comfort. It is expected that these streets will require little or no reallocation of space but might require point closures or other changes in operation (e.g. switching to one-way) to reduce through traffic.
- 18. Some reallocation of space may be required where pavement widths are below 2-3 metres or in places where queuing may occur. Some timed access restrictions may also be introduced.
- 19. These are the locations where opportunities will exist for provision of seating, greening and activation (subject to funding). The extent of change on Tier 2 streets will be scalable to match demand, available resource and political and stakeholder appetite.

8. Consequences if project not approved

As lockdown restrictions are eased it will be essential to provide additional space on the City's streets to people walking and cycling. This will enable City residents, workers and visitors to maintain safe social distances and will reduce road danger. Providing a proportionate response to COVID-19 will provide confidence to businesses that they and their staff can return safely to work.

Proposals are being developed, and can be delivered, at pace and will be adaptable to changing circumstances. This will ensure necessary temporary change to streets can be delivered in advance of a significant return of workers to the Square Mile.

9. SMART project objectives

The proposed COVID-19 response, associated projects, and the pace at which their implementation is required, amount to meaningful change in the City of London's street environment and highway network. It is imperative that these changes are quantified as far as possible, to understand the magnitude of change and the impact it may have (positive or negative), on the users of City streets.

The following short term and medium-term objectives were set out in the previous Committee report:

Short-term objectives

- Ensure Covid-19 recovery is primarily based on walking, cycling and the managed use of public transport, seek to minimise the use of private vehicles, private hire vehicles and taxis for travel to and within the Square Mile.
- Provide people with the space they need to comfortably and safely maintain social distancing while walking and spending time on the City's streets.
- Enable more people to feel safe and comfortable when cycling and provide the space needed to accommodate the increase in cycling levels.
- Support City businesses by providing them with the information they need to plan for the safe return of their staff and to help manage demand on public transport.
- As far as possible ensure any recovery projects and initiatives are aligned with the Transport Strategy.
- Deliver change as quickly and efficiently as possible and in ways that are flexible and can adapt to changing circumstances.
- Minimise disruption while recognising some potential negative impacts, e.g. potentially longer motor vehicle journeys to access or service properties and businesses.

Medium-term objectives

- Explore opportunities to give additional pace to Transport Strategy policies including to increase space and priority for people walking and enable more people to choose to cycle.
- Secure a sustained reduction in the number of people killed and injured while travelling on the City's streets.
- Secure a sustained reduction in motor traffic. Ensure that any short-term increase in car, taxi and private hire vehicle use is reversed as conditions return to normal.
- Secure sustained reductions in emissions and noise from motor vehicles.
- Assist City businesses in adapting to the 'new normal' and secure change in business activities to support delivery of the Transport Strategy.

In addition, there is likely to be a desire for stakeholders to understand the impact of these changes, in order to feed into any future decisionmaking surrounding these, or other measures.

	The objectives of the monitoring programme are to ensure that the Covid-19 transportation response adequately quantifies its impact and can therefore state whether the aims, objectives and criteria for success have been met, or not. A comprehensive monitoring programme has been collated and agreed with TfL.
	There are three key areas of focus for the monitoring strategy.
	 Feedback – from users of the street and businesses Impact on journey times – buses, general traffic and people walking and cycling Safety – monitoring locations of interventions and collision data to
	determine if there is a cause
	We will also be collecting data on air quality from the City's continuous monitors.
10. Key Benefits	Sufficient street space is provided to ensure adequate social distancing and the safety and comfort of City residents, workers and visitors.
	City businesses are supported in their Covid-19 recovery and the City remains an attractive location for business.
11. Project category	1. Health and safety
12. Project priority	A. Essential
13. Notable exclusions	N/A

Options Appraisal

14. Overview of options	Changes on street will be undertaken using temporary materials and using temporary traffic orders so that adjustments can be made where necessary. There are limited options for provision of increased footway and pedestrian space given the street typologies in the City.	
	Members have previously agreed that these will take the form of either:	
	 Timed closures to motor vehicles (24/7 or 7am – 7pm, where necessary allowing limited access to premises for 	

essential vehicles)

- Reallocation of carriageway to space for walking, queuing and cycling and providing priority for buses
- Point closures or other changes in operation (e.g. switching to one-way)

The proposals as set out for Phase 2 in Appendix 4 are based on those streets which have the highest pedestrian flows and on links between key destinations in the City. They take into account network resilience issues and discussions with TfL for bus diversions. These are subject to formal approval through their TMAN processes.

15. Risk

Overall project risk: Medium

The key risks as set out in the previous report are still relevant here. These have been summarised as:

- Journey times for motor vehicles will be longer for some journeys and some streets will be busier.
- Deliveries and servicing restrictions may be difficult to accommodate for some businesses
- Residents access will be maintained but may require changes to access routes
- Some construction sites might have longer routes and there may be impacts for cranes and other abnormal load routes.
- Third Party approvals: relationship with Transport for London and neighbouring boroughs has been very positive in the development and approval of the Phase 1 works. There will be ongoing engagement with Transport for London and neighbouring boroughs as we develop Phase 2 and subsequent phases. But Transport for London still have a number of staff on furlough which may delay decision making.
- Legal challenges may be possible against the traffic order
- Enforcement of restrictions will initially be limited to enable drivers to become familiar with what will be a significant number of changes to the road network.
- Following this initial period monitoring of the restrictions will be undertaken and enforcement increased if necessary. There is a risk that we may need to move to a form of marshalled enforcement if a significant amount of abuse of the restrictions occurs.

	Further information available within the Risk Register which has now been updated (Appendix 2)	
16. Communication and Engagement	Emergency legislation came into force on 23 May 2020 which speeds up the making of emergency Traffic Orders that may be needed to, for example, widen pavements or install cycle lanes. The City Corporation will follow this current legislation regarding statutory consultation for the temporary Traffic Orders.	
	We are also utilising our existing established communication channels to ensure the widest level of awareness for any changes to City streets. This includes using City Property Advisory Team (CPAT), City Property Association (CPA) and BIDs/partnerships to ensure our business community is engaged, and via resident group and transport modal groups. We will work with the taxi and private hire industry to outline the proposals and ensure their drivers are aware of the changes.	
	Press and social media campaigns are being used to ensure that people who travel to and through the City are also notified.	
	A monitoring strategy will be in place and we will actively seek feedback from residents, businesses and street users once the changes are implemented on street. An online portal will be used to collect and collate feedback.	
17.Legal implications	The City Corporation has the power to use Temporary Traffic Orders to temporarily restrict traffic because of the likelihood of danger to the public.	
	In exercising its traffic authority powers the City Corporation must:	
	 Meet public notice requirements (and, where applicable, consultation requirements and as modified by the emergency regulations). Secure the expeditious, convenient and safe movement of vehicular, pedestrian and other traffic on its road network (having regard to the desirability of maintaining access to premises; effects on amenities and the importance of facilitating public service vehicles) and facilitate the expeditious movement of traffic on road networks for which other authorities are responsible. Be satisfied interference with enjoyment of property is justified and strikes a fair balance between the public interest and private rights. 	

In carrying out its network management functions the City Corporation must have regard to statutory network management guidance, including the guidance in response to COVID-19 issued on 9 May.

The highway authority may vary the relative widths of carriageway and footway without need for a traffic order (unless parking or loading bays need to be suspended).

An Equalities Assessment will subsequently be undertaken to determine the proportionality of any negative impacts on groups with protected characteristics and to identify mitigations. The outcome of this analysis will be taken into account in the delegated decision.

Engagement with the City of London Access Group will also be undertaken to ensure that the proposals to do not disproportionately impact on people with protected characteristics.

Resource Implications

		T		
18. Funding strategy	egy Is the funding confirmed: Who is prov		providing funding:	
	Partial funding confirmed	External - Funded wholly by contributions from external third parties		
	Recommended option			
	Funds/Sources of Funding		Cost (£)	
	Transport for London Streetspace Programme – Phase 1		£116,500	
	Transport for London Streetspace Programme – Phase 2*		£829,444	
	DfT Emergency Active Travel – Phase 2*		£100,000	
	Total		£1,048,744	
	* Unconfirmed at time of writing			
	It is understood that a funding request the Transport for London Streetspace Programme for Phase 1 has been agreed. We expect formal confirmation in advance of Committees. A funding request for Phase 2 has also been submitted.			

Our application to the DfT Active Travel Emergency Fund will be submitted in the week beginning 1 June.
Funding bids for future phases will be made in due course and confirmed within those related G2-5 reports

Appendices

Appendix 1	Committee Report – Transportation response to COVID19 (Approved in May 2020)
Appendix 2	Risk Register
Appendix 3	Phase 1 – updated proposals
Appendix 4	Phase 2 proposals
Appendix 5	Phase 2 proposals – issues and considerations

Contact

Report Author	Bruce McVean
Email Address	bruce.mcvean@cityoflondon.gov.uk

Report Author	Leah Coburn
Email Address	Leah.coburn@cityoflondon.gov.uk